



# 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 6 March 2019 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**

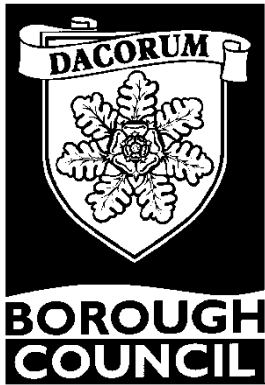
**6. Q3 - BUDGET** (Pages 3 - 13)

**7. Q3 - HOUSING** (Pages 14 - 74)

**8. Q3 - PERFORMANCE, PEOPLE & INNOVATION** (Pages 75 - 77)

**9. SAFETY IN COMMUNAL AREAS POLICY** (Pages 78 - 84)

**10. WORK PROGRAMME** (Pages 85 - 86)



## AGENDA ITEM: SUMMARY

<b>Report for:</b>	<b>Housing and Community Overview and Scrutiny Committee</b>
<b>Date of meeting:</b>	
<b>PART:</b>	<b>6 March 2019</b>
If Part II, reason:	

<b>Title of report:</b>	<b>Budget Monitoring Quarter 3 2018/19</b>
<b>Contact:</b>	Cllr Graeme Elliot, Portfolio Holder for Finance and Resources Nigel Howcutt, Assistant Director (Finance & Resources) Fiona Jump, Group Manager, Financial Services
<b>Purpose of report:</b>	To provide details of the projected outturn for 2018/19 as at Quarter 3 for the: <ul style="list-style-type: none"> <li>• General Fund</li> <li>• Housing Revenue Account</li> <li>• Capital Programme – Housing and Community</li> </ul>
<b>Recommendations</b>	That Committee note the forecast outturn position for 2018/19.
<b>Corporate objectives:</b>	Delivering an efficient and modern council.
<b>Implications:</b>	<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 Council's forecast outturn for 2018/19 as at the 31<sup>st</sup> December 2018. The report covers the following budgets with associated appendices:

- General Fund - Appendix A
- Housing Revenue Account (HRA) - Appendix B
- Capital Programme - 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 overspend which broadly offset each other. The net overall pressure of £113k, less than 1% of the net cost of services budget, is an improvement on the quarter 2 position of £249k with a reduction of £136k in the overall pressure. The most significant pressure is attributable to 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

The actual income received from government grants and treasury investments compared to core funding budgets is projected to be exceeded by £325k. This is related to:

- Increased new burdens funding of £180k, including £72k relating to the Revenues and Benefits service, and £64k relating to the Strategic Planning service. New Homes Bonus is also £24k over the budgeted amount due to a higher volume of properties completed in 2017/18 than projected by MHCLG.
- Investment income from treasury management activities is over performing by £139k, due to higher than anticipated cash balances and a rise in the Bank of England base rate.
- A minor increase in the forecast recharge to the HRA of £6k.

2.4 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	13,376	13,467	91	0.7%
Housing & Community	345	293	(52)	-15.1%
Strategic Planning & Environment	7,717	8,168	451	5.8%
<b>Total</b>	<b>21,438</b>	<b>21,928</b>	<b>490</b>	<b>2.3%</b>
Investment Property	(4,103)	(4,155)	(52)	1.3%
Core Funding	(17,342)	(17,667)	(325)	1.9%
<b>Contribution (to)/from General Fund Working Balance</b>	<b>(7)</b>	<b>106</b>	<b>113</b>	

2.5 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	3,776	3,858	82	2.2%
Premises	869	697	(172)	(19.8%)
Transport	17	20	3	17.6%
Supplies & Services	1,318	1,280	(38)	(2.9%)
Third Parties	0	0	0	0.0%
Transfer Payments	55	55	0	0.0%
Income	(5,064)	(4,951)	113	2.2%
Earmarked Reserves	(626)	(666)	(40)	(6.4%)
	<b>345</b>	<b>293</b>	<b>(52)</b>	<b>(15.1%)</b>

#### 3.1 Employees - £82k over budget

Pressure of £16k - This pressure relates to the one-off pension strain costs arising from the restructure of the Adventure Playground service. This pressure is forecast to be offset by a drawdown of £16k from the Management of Change reserve.

Pressure of £66k - This pressure consists of minor overspends against the remaining £3m plus employee budgets within the rest of Housing and Community division.

#### 3.2 Premises - £172k under budget

An underspend of £200k on garage premises expenditure is offsetting a pressure of £350k in income forecasts. A review of the business model for garages is currently underway.

A pressure of £75k relates to one-off health and safety work required to homeless hostels. This includes fire risk assessment work and installation of CCTV at key sites. This is forecast to be offset by a drawdown from the Dacorum Development Reserve.

#### 3.3 Income - £113k shortfall

Pressure of £350k - There is a shortfall against income targets relating to garages rental income of £350k. The level of garage voids has been higher than was expected and budgeted growth in this area has not been achieved.

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.

Income of £30k is forecast from Private Sector Housing licensing of HMOs. This increased income follows a change in legislation around the licensing of HMOs and is calculated on a cost recovery basis. Additional income has been factored into the draft budget for 2019/20.

#### **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 £151k over the budgeted balance of £2.9m.

#### **4.3 Dwelling rents - £146k underachievement of income**

Pressure of c. £60k – The void rate was running at approx. 1% in the first 6 months of the year, but has improved to be in line with the budgeted expectation of 0.8%.

The rental income has also been impacted by a reduction in the volume of new build properties coming on line with the delay to Kylna court and Swing Gate lane, with a small offsetting reduction in the volume of right to buy sales than expected at budget setting time.

#### **4.4 Non Dwelling rents - £46k over-achievement of income**

The HRA have undertaken rent reviews on the aerial sites and this work has produced an increased income of £46k.

#### **4.5 Tenants Charges / Supervision and Management / Revenue Contribution to Capital - £217k net under budget**

Over-achievement of income £140k - Grant income for Housing Related support has continued into 2018/19 when it was expected to cease, resulting in £56k over budgeted income targets. In addition utilities recovery has been higher than anticipated.

Underspend of £77k - There is an underspend against staffing budgets from vacancies within services, and an underspend against the budget for equipment. This is due to a combination of the inability to recruit to some posts and also the time taken to recruit to other posts.

#### **5. Capital Programme**

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

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

The current budget is the original budget approved by Cabinet in February 2018, plus approved amendments. Slippage identified at Quarter 2 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	Slippage	Revised Budget	Forecast	Variance	
	£000	£000	£000	Outturn £000	£000	%
Housing & Community	7,702	(312)	7,390	7,440	50	0.6%
<b>G F Total</b>	<b>7,702</b>	<b>(312)</b>	<b>7,390</b>	<b>7,440</b>	<b>50</b>	<b>0.6%</b>
<b>HRA Total</b>	<b>36,029</b>	<b>(9,742)</b>	<b>26,287</b>	<b>26,287</b>	<b>0</b>	<b>0.0%</b>
<b>Grand Total</b>	<b>43,731</b>	<b>(10,054)</b>	<b>33,677</b>	<b>33,727</b>	<b>50</b>	<b>0.1%</b>

## 5.2 General Fund Major Variances

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

- Line 50 and 51: slippage of £352k on the garage development projects Westerdale and Northend. The work has been reprogrammed until the new calendar year, however completion is still expected by November 2019.

## 5.3 HRA Major Variances

There is an overall underspend of £9.7m on the HRA capital programme.

- Line 76: slippage of £2.5m on DBC Commissioned Capital Works. There has been an element of slippage in Property and Place capital works, awaiting the outcome of the Grenfell enquiry. Legislative changes are yet to be confirmed which has resulted in works being deferred until a definitive solution has been found. In addition the capital programme includes a proportion of projects with leaseholder impact and subsequent service charge recovery. This work will now take place in 2019/20 once the necessary leaseholder consultation has been carried out.
- Line 77: slippage of £761k on HRA special projects. This budget is for improvement works at Supported Housing schemes. Procurement of the contractor to extend and upgrade the schemes has been concluded, however the due diligence checks have taken longer than anticipated, which has resulted in the commencement date being slipped to the next financial year.
- Line 78: slippage of £5.5m on New Build General expenditure. This budget is earmarked for the purchase of land, which is now expected to take place in 2019/20.
- Line 80: underspend of £520k on Kylina Court. The scheme will be completed in 2018/19 and the full budget has not been required.



- Line 81: slippage of £873k on Stationers Place. There has been a delay in mobilising due to enabling works around utilities. These have now been concluded and a start on site is expected in the final quarter of 2018/19.

The nature of large capital build projects is that there is often some slippage on projects due to the volume of differing variables involved. The finance team have worked closely with project leads to re profile the 2019-23 capital programme with the expectation that capital spend will be aligned with budget expectations.

## **6. Conclusions and recommendations**

- 6.1 As at Quarter 3 2018/19, there is a forecast pressure of £113k against General Fund revenue budgets and a forecast surplus of £151k against Housing Revenue Account budgets.
- 6.2 As at Quarter 3 2018/19, against Housing and Community General Fund capital there is slippage of £312k and a forecast overspend of £50k. Against Housing Revenue Account capital there is slippage of £9.7m and the forecast outturn is on budget.
- 6.3 Members are asked to note the forecast outturn position for 2018/19. The next financial monitoring report to be brought before Committee for consideration will be the provisional outturn for 2018/19.



**Dacorum Borough Council**  
**Revenue Budget Monitoring Report for December 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
<b>Cost of Services</b>									
Finance and Resources	703	1,632	929	8,753	11,951	3,198	13,376	13,467	91
Housing and Community	262	115	(147)	1,063	749	(314)	345	293	(52)
Strategic Planning and Environment	623	470	(153)	6,325	6,601	276	7,717	8,168	451
<b>Net Cost of Services</b>	<b>1,588</b>	<b>2,217</b>	<b>629</b>	<b>16,141</b>	<b>19,301</b>	<b>3,160</b>	<b>21,438</b>	<b>21,928</b>	<b>490</b>
<b>Other Items</b>									
Investment Property	(158)	(100)	58	(4,045)	(4,042)	3	(4,103)	(4,155)	(52)
Investment Income	(13)	(49)	(36)	(119)	(315)	(196)	(158)	(297)	(139)
Interest Payments and MRP	81	0	(81)	727	287	(440)	970	970	0
Parish Precept Payments	0	0	0	778	778	0	778	778	0
Government Grants	(174)	(110)	64	(1,564)	(3,150)	(1,586)	(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	(11,132)	16,659	27,791	(14,843)	(14,843)	0
<b>Surplus / Deficit on Provision of Services</b>	<b>(1,501)</b>	<b>1,495</b>	<b>2,996</b>	<b>(15,355)</b>	<b>10,217</b>	<b>25,572</b>	<b>(17,331)</b>	<b>(17,702)</b>	<b>(371)</b>
<b>Transfers between Reserves / Funds</b>									
Net Recharge to the HRA	(343)	(25)	318	(3,086)	(775)	2,311	(4,114)	(4,120)	(6)
<b>Net Movement on General Fund Working Balance</b>	<b>(242)</b>	<b>3,687</b>	<b>3,929</b>	<b>(1,915)</b>	<b>28,743</b>	<b>30,658</b>	<b>(7)</b>	<b>106</b>	<b>113</b>

**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 P9

	Adjusted Budget £000	Forecast Outturn £000	Forecast Variance £000	%
<b>Income:</b>				
Dwelling Rents	(53,044)	(52,898)	146	-0.3%
Non-Dwelling Rents	(102)	(148)	(46)	45.1%
Tenants Charges	(1,512)	(1,652)	(140)	9.3%
Leaseholder Charges	(487)	(528)	(41)	8.4%
Interest and Investment Income	(390)	(409)	(19)	4.9%
Contribution towards Expenditure	(535)	(540)	(5)	0.9%
<b>Total Income</b>	<b>(56,070)</b>	<b>(56,175)</b>	<b>(105)</b>	<b>0.2%</b>
<b>Expenditure:</b>				
Repairs & Maintenance	12,113	12,115	2	200.0%
Supervision & Management	12,043	12,061	18	0.1%
Rent, Rates, Taxes & Other Charges	34	63	29	85.3%
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%
<b>Total Expenditure</b>	<b>56,070</b>	<b>56,024</b>	<b>(46)</b>	<b>-0.1%</b>
Transfer to / from Housing Reserves	0	(151)	(151)	0.0%
<b>HRA Deficit / (Surplus)</b>	<b>0</b>	<b>(151)</b>	<b>(151)</b>	<b>0.0%</b>
<b>Housing Revenue Account Balance:</b>				
Opening Balance at 1 April 2018	(2,892)	(2,892)	0	0.0%
Deficit / (Surplus) for year	0	(151)	(151)	0.0%
Proposed Contributions to Reserves	0	0	0	
<b>Closing Balance at 31 March 2019</b>	<b>(2,892)</b>	<b>(3,043)</b>	<b>(151)</b>	

CAPITAL PROGRAMME MONITORING BY SCRUTINY COMMITTEE FOR DECEMBER 2018

APPENDIX C

Scheme	Budget Holder	Original Budget	Prior Year Slippage	Adj's, Supps, Virements	Adjustments Slippage identified at Q1 and Q2	In-Year Adjustments	Current Budget	Forecast Slippage	Revised Budget	Projected Outturn	Projected Over / (Under)
<b>General Fund</b>											
<b>Housing and Community</b>											
<b>Procurement and Contracted Services</b>											
44	Rolling Programme - CCTV Cameras	Ben Hosier	25,000	0	0	0	0	0	25,000	25,000	0
45	Alarm Receiving Centre	Ben Hosier	65,000	0	0	0	0	0	65,000	65,000	0
			<b>90,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>90,000</b>	<b>90,000</b>	<b>0</b>
<b>People</b>											
46	Verge Hardening Programme	Matt Rawdon	350,000	(65,872)	0	0	0	0	284,128	284,128	0
47	Storage Facility at Grovehill Adventure Playground	Matt Rawdon	0	25,000	0	0	0	0	25,000	25,000	0
48	Capital Grants - Community Groups	Matt Rawdon	20,000	0	0	0	0	0	20,000	20,000	0
			<b>370,000</b>	<b>(40,872)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>329,128</b>	<b>329,128</b>	<b>0</b>
<b>Strategic Housing</b>											
49	Affordable Housing Development Fund	David Barrett	4,870,000	1,125,000	0	0	0	0	5,995,000	5,995,000	0
50	Westerdale (Garage Development)	David Barrett	602,000	769,615	0	(987,615)	(987,615)	0	207,843	207,843	0
51	Northend (Garage Development)	David Barrett	128,000	274,615	0	(18,615)	(18,615)	0	207,843	207,843	0
52	Wood House - Office Space Fit Out	David Barrett	250,000	250,000	0	0	0	0	500,000	550,000	50,000
53	Temporary Accommodation - creation of new units	David Barrett	60,000	0	0	(40,000)	(40,000)	0	60,000	60,000	0
			<b>5,910,000</b>	<b>2,419,230</b>	<b>0</b>	<b>(1,046,230)</b>	<b>(1,046,230)</b>	<b>0</b>	<b>6,970,686</b>	<b>7,020,686</b>	<b>50,000</b>
	<b>Totals - Fund: General Fund</b>		<b>6,370,000</b>	<b>2,378,358</b>	<b>0</b>	<b>(1,046,230)</b>	<b>(1,046,230)</b>	<b>0</b>	<b>7,389,814</b>	<b>7,439,814</b>	<b>50,000</b>
							<b>7,702,128</b>	<b>(312,314)</b>			

**CAPITAL PROGRAMME MONITORING BY SCRUTINY COMMITTEE FOR DECEMBER 2018**

**APPENDIX C**

Scheme	Budget Holder	Original Budget	Prior Year Slippage	Adj's, Supps, Virements	Adjustments Slippage identified at Q1 and Q2	In-Year Adjustments	Current Budget	Forecast Slippage	Revised Budget	Projected Outturn	Projected Over / (Under)	
<b>Housing Revenue Account</b>												
<b>Housing and Community</b>												
<b>Property &amp; Place</b>												
72	Planned Fixed Expenditure	Alan Mortimer	17,480,000	0	(6,000,726)	0	(6,000,726)	11,479,274	0	11,479,274	11,479,274	0
73	Pain/Gain Share (Planned Fixed Expenditure)	Alan Mortimer	0	0	0	0	0	0	0	0	0	0
74	M&E Contracted Works	Alan Mortimer	0	0	600,000	0	600,000	600,000	0	600,000	600,000	0
75	Communal Gas & Heating	Alan Mortimer	0	0	2,975,000	0	2,975,000	2,975,000	0	2,975,000	2,975,000	0
76	DBC Commissioned Capital Works	Alan Mortimer	(2,645,989)	3,801,757	2,425,726	0	2,425,726	3,581,494	(2,485,494)	1,096,000	1,096,000	0
77	Special Projects	Alan Mortimer	0	(6,000)	817,000	0	817,000	811,000	(761,000)	50,000	50,000	0
			<b>14,834,011</b>	<b>3,795,757</b>	<b>817,000</b>	<b>0</b>	<b>817,000</b>	<b>19,446,768</b>	<b>(3,246,494)</b>	<b>16,200,274</b>	<b>16,200,274</b>	<b>0</b>
<b>Strategic Housing</b>												
78	New Build - General Expenditure	David Barrett	(415,000)	6,329,420	(729,200)	0	(729,200)	5,185,220	(5,522,173)	(336,953)	0	336,953
79	Martindale	David Barrett	2,705,097	1,341,586	0	(2,175,000)	(2,175,000)	1,871,683	(85,919)	1,785,764	1,785,764	0
80	Kylna Court (Previously known as Wood House)	David Barrett	3,860,000	1,111,605	483,200	0	483,200	5,454,805	0	5,454,805	4,934,805	(520,000)
81	Stationers Place / Apsley Paper Mill	David Barrett	(1,703,331)	4,865,692	0	(820,000)	(820,000)	2,342,361	(873,234)	1,469,127	1,469,127	0
82	Able House	David Barrett	(249,523)	268,769	0	0	0	19,246	0	19,246	0	(19,246)
83	Swing Gate Lane	David Barrett	(457,173)	1,030,094	0	0	0	572,921	0	572,921	912,308	339,387
84	Swing Gate Lane Conversion	David Barrett	912,696	(23,143)	0	0	0	889,553	0	889,553	762,459	(127,094)
85	Bulbourne	David Barrett	0	0	40,000	0	40,000	40,000	(30,500)	9,500	9,500	0
86	Coniston Road	David Barrett	0	0	40,000	0	40,000	40,000	(21,200)	18,800	18,800	0
87	Eastwick Row	David Barrett	0	0	64,000	0	64,000	64,000	0	64,000	64,000	0
88	St Margaret's Way	David Barrett	0	0	62,000	0	62,000	62,000	38,000	100,000	100,000	0
89	Paradise Fields	David Barrett	0	0	20,000	0	20,000	20,000	0	20,000	20,000	0
90	London Road	David Barrett	0	0	10,000	0	10,000	10,000	0	10,000	0	(10,000)
91	Waddesden Row	David Barrett	0	0	10,000	0	10,000	10,000	0	10,000	10,000	0
			<b>4,652,766</b>	<b>14,924,023</b>	<b>0</b>	<b>(2,995,000)</b>	<b>(2,995,000)</b>	<b>16,581,789</b>	<b>(6,495,026)</b>	<b>10,086,763</b>	<b>10,086,763</b>	<b>0</b>
	<b>Totals - Fund: Housing Revenue Account</b>		<b>19,486,777</b>	<b>18,719,780</b>	<b>817,000</b>	<b>(2,995,000)</b>	<b>(2,178,000)</b>	<b>36,028,557</b>	<b>(9,741,520)</b>	<b>26,287,037</b>	<b>26,287,037</b>	<b>0</b>
	<b>Totals</b>		<b>25,856,777</b>	<b>21,098,138</b>	<b>817,000</b>	<b>(4,041,230)</b>	<b>(3,224,230)</b>	<b>43,730,685</b>	<b>(10,053,834)</b>	<b>33,676,851</b>	<b>33,726,851</b>	<b>50,000</b>



**AGENDA ITEM:**

**SUMMARY**

<b>Report for:</b>	<b>Housing &amp; Communities Overview &amp; Scrutiny Committee</b>
<b>Date of meeting:</b>	<b>6<sup>th</sup> March 2019</b>
<b>PART:</b>	<b>1</b>
If Part II, reason:	

<b>Title of report:</b>	<b>2018/19 Quarter 3 Performance Report, Service Plan Update &amp; Operational Risk Register – Housing</b>
<b>Contact:</b>	Councillor Margaret Griffiths, Portfolio Holder for Housing  Author/Responsible Officer – Fiona Williamson – Assistant Director - Housing
<b>Purpose of report:</b>	1. To update the Committee on the Performance of the Housing Service - Quarter 3 2018/19  2. To inform the Committee on the progress of the 2018/19 Housing Service Plan and Operational Risk Register
<b>Recommendations</b>	That the Committee note the Performance Report, Service Plan and Operational Risk Register
<b>Corporate objectives:</b>	Affordable Housing
<b>Implications:</b>	<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.
<b>‘Value For Money Implications’</b>	<u>Value for Money</u>  The Housing Service & its costs are reviewed annually through a national benchmarking organisation (Housemark)
<b>Risk Implications</b>	Housing Operational Risk Register details the risks associated with the management of the housing service.
<b>Equalities Implications</b>	Community Impact Assessments developed whenever there is a requirement to change or create 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 Alan Mortimer – Group Manager Property and Place Natasha Beresford – Group Manager 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 suites of contractual performance indicators 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 ASB – Anti-Social Behaviour

## **1.0 Introduction**

- 1.0.1 This report details the performance of the Housing Service during the third quarter of 2018/19 against a raft of performance indicators. At the end of the previous financial year all indicators were reviewed 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 risk 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 3rd Quarter of 2018/19.
- 2.0.2 The performance in the majority of areas has been good, with the exception of three areas. The two indicators, which relate to the re-letting of empty homes, SH03a and SH04e, are red and in addition, TL 13a the percentage of Community Alarm Calls answered within 1 minute is red.
- 2.0.3 One further indicators was above target but within tolerance, TL15, which tracks the satisfaction with medium level ASB cases.
- 2.0.4 This is the third quarter, where the ability to re-let properties has been below target and still is a major cause for concern. In Q1, the average number of days to re-let an Empty Home was 43.9, which reduced slightly to 43.1 days in Q2, but has seen a further decline in Q3 with properties taking an average of 51.4 days to let. These are substantially over the 30-day target and resulting from the problems in recruiting staff and ongoing sickness absence during the period. A new officer appointed to the team resigned after a week, as they were offered another role closer to home. Feedback from the Hertfordshire Heads of Housing forum identified similar problems in recruiting experienced lettings and allocations staff.
- 2.0.5 SH04e, the percentage of all properties let in target, has also declined since Q2, when 57.41% were let within target, and in Q3 only 41.76% were let within target, which is substantially below the target of 70%. Again, the reduced level of resource has caused issues and a further recruitment campaign undertaken, which has received a more positive level of response.
- 2.0.6 TL13a the percentage of Community Alarm Calls answered within 1 minute reduced to 92.42% in the final month of the quarter. Due to the nature of the service provided by Tunstall, to support elderly residents, it is imperative that this indicator achieved.
- 2.0.7 Tenants rely on the Community Alarm to provide reassurance in the case of a fall or other incident in the home and as well as Council Tenants, there are a number of private users of the service.
- 2.0.8 Members of the Council's senior management team met with Tunstall, in January to understand the reasons for the decline in response, especially as to date the performance had been good. Tunstall advised of a system upgrade, which had created some issues with the routing of calls and the resilience of the system and advised they were working to resolve. Since the meeting, the performance has





improved slightly but there has been a system outage, on Tuesday 12<sup>th</sup>, which required the Council to invoke its emergency response.

- 2.0.9 A further meeting by conference call has been convened with Tunstall and contractual measures involved with the serving of an Improvement Notice, which requires demonstrable improvements in the service by the end of the next months performance.
- 2.1.0 TL15 Satisfaction with the outcome of medium level of ASB cases achieved 50%, which is 25% lower than target. There were 66 cases managed in the third quarter and 63 closed. The satisfaction survey is currently conducted using a snap survey, which complainants are set a link to complete. The percentage of respondents is variable on a month-by-month basis and there have been some concerns that this is not capturing a full picture of the service. The management team have reviewed a number of the comments to establish if there are patterns arising, and one observation was that a number of entries were duplicated, suggesting a system error., which is being investigated.
- 2.1.1 The ASB procedure and policies are under review, so that corporately the services can manage the persistent perpetrators in a robust manner, regardless of tenure.
- 2.1.2 The methodology for the collection of the satisfaction surveys is incorporated within this review and despite the fact that a clear action plan developed once an ASB case is reported, it is possible that the expected outcomes differ from those remedies available to the Council, especially in cases where both parties are alleging the other is at fault.


### **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 provided in the update column.
- 3.0.3 In addition to the Service Plan and Operational Risk Register, the Business Continuity Plan was updated in Q3 to reflect any newly arising risks that could affect the ability to deliver the services and all organisations contracted to deliver services, have been requested to provide statements about outlining their preparedness for Brexit.

Indicator Name	Results Dec-2018	Last Quarters Results Sep-18	Last Years Results Dec-17	RAG 	Comments	Actions
Affordable Housing - Achieve good social housing						
PP12 - Percentage of non-urgent repairs completed within target	99% Target: 98	98% Target: 98	97% Target: 98	0   0   4	Updater Comments: Of 5959 non-urgent repairs completed during the quarter Osborne report that 99.3% were completed within target.	No Info
PP13b - Percentage of responsive repairs completed right first time	91% Target: 78	88% Target: 78	86% Target: 78	0   0   4	Updater Comments: Year to date figures provided by Osborne indicate Quarter 3 is the highest performing period with 91% first time fixes being achieved.	No Info
PP15 - Percentage of tenants satisfied with the service planned and responsive works	99% Target: 90	99% Target: 90	99% Target: 90	0   0   4	Updater Comments: Osborne report a positive performance for Quarter 3.	No Info
TL02 - Rent collected as a percentage of rent owed (excluding current arrears brought forward)	101.01% Target: 99	99.75% Target: 99	98.45% Target: 99	0   0   4	Updater Comments: This is an excellent result helped by the recent 'free' weeks	No Info
SH36 - Number of illegal evictions prevented	0 People Info Only	0 People Info Only	No Data Info Only		Updater Comments: 0. The team have found we are getting approaches from the public detailing several issues. This has included the threat of eviction from a landlord, but with intervention, and advice to landlords this has prevented any.	No Info

Indicator Name	Results Dec-2018	Last Quarters Results Sep-18	Last Years Results Dec-17	RAG 	Comments	Actions
TL55 - % of tenants paying for their house or garage rent by Direct debit	38.75% Target: 0	42% Info Only	0% Target: 0	0   0   0	Updater Comments: This includes non council tenants who rent a garage from the Council  Approver Comments: We are keen to encourage the use of DD which reduces arrears and payment charges	No Info
PP13a - Percentage of responsive repairs completed within target	99.34% 6362 / 6404 Target: 97	97.83% 6316 / 6456 Target: 97	97.56% 5715 / 5858 Target: 97	0   0   4	No Comments	No Info
SH03a - Average Time (working days) to re-let all properties	51.4 Days 4828 / 94 Target: 30	43.1 Days 4486 / 104 Target: 30	31.5 Days 3814 / 121 Target: 30	3   1   0	Approver Comments: Further work to be undertaken to review the current challenges within the team.	Liaise with HR to review existing roles within the team to ensure they are fit for purpose to deliver current functionality and ensure that there is sufficient resource to meet demands/improve outturn.
SH07a - Number of new housing advice cases received	482 Cases Info Only	476 Cases Info Only	382 Cases Info Only		Updater Comments: New approaches compared to the last quarter has remained almost the same but has increased a lot compared to same quarter last year at 382. This could be due to the change in legislation in 2018.	No Info
PP04 - Percentage of properties passing QA checks Repairs and voids	99% Target: 98	99% Target: 98	100% Target: 98	0   0   4	Updater Comments: Quarter 3 has achieved a better than target 99% which Osborne report has stayed consistent through the year to date.	No Info

Indicator Name	Results Dec-2018	Last Quarters Results Sep-18	Last Years Results Dec-17	RAG	Comments	Actions
PP05 - Percentage of properties passing QA checks Planned works	100% Target: 98	100% Target: 98	100% Target: 98	0   0   4	Updater Comments: Quarter 3 has maintained a reported achievement of 100% which is better than target and Osborne report that it has remained consistent throughout the year to date.	No Info
TST02 - % of Tenancy Sustainment cases where rent arrears were reduced	92% 11 / 12 Target: 70	75% 12 / 16 Target: 70	77% 10 / 13 Target: 70	0   1   3	Updater Comments: The team continues to produce positive outcomes as a result of the work they do with households.	No Info
PP01 - Percentage of dwellings with a valid Gas Safety Certificate	100% Target: 100	99.99% Target: 100	99.99% Target: 100	0   3   1	No Comments	No Info
SH04e - % of all properties let in target	41.76% 38 / 91 Target: 70	57.41% 62 / 108 Target: 70	80.83% 97 / 120 Target: 70	3   0   1	No Comments  Approver Comments: All backlog in relation to allocation of Empty Homes has now cleared and it is expected that there will be an increase in outturn performance as a result.	Ongoing work to review resource and performance issues, to identify areas of improvement.
SH20e - Number of Applicants on Housing Register	5665 Applications Info Only	No Data Info Only	39081 Applications Info Only		No Comments	No Info
PP10 - Percentage of emergency repairs completed within 4 hours	100% Target: 99	99% Target: 99	100% Target: 99	0   1   3	Updater Comments: During Quarter 3 Osborne report that all emergency repairs were attended within 4 hours.	No Info
Affordable Housing - Design and enable a more varied housing offer						
SH37 - Number of rough sleepers approaching	6 People Info Only	4 People Info Only	No Data Info Only		Updater Comments: Number of rough sleeper approaches have gone up slightly but not significantly high.	No Info

Indicator Name	Results Dec-2018	Last Quarters Results Sep-18	Last Years Results Dec-17	RAG	Comments	Actions
SH38 - Number of main duty applications	39 Applications Info Only	38 Applications Info Only	No Data Info Only		Approver Comments: Main duty applications have remained almost the same as compared to the last quarter.	No Info
SH39 - Number of cases where prevention has been successful	50 People Info Only	20 People Info Only	No Data Info Only		Updater Comments: Successful prevention cases has more than doubled compared to the last quarter and this has become possible mainly due to the cash deposits available to households threatened with homelessness.  Approver Comments: Team continue to work hard to prevent homelessness within resources available.	No Info
SH40 - Number of cases where relief has been successful	27 People Info Only	16 People Info Only	No Data Info Only		Updater Comments: Figures gradually increasing due to the same reason given above.	No Info
Building Community Capacity - Empower local community action and delivery						
SH32 - Total number of times the service has engaged with tenants (not social media)	348 People Info Only	341 People Info Only	No Data Info Only		No Comments	No Info
SH33 - Overall spend on engagement activity per property	No Data Info Only	0 People Info Only	No Data Info Only		No Comments	No Info
Dacorum Delivers - Performance excellence						
TL13a - Percentage of Community Alarm calls answered within 1 min	92.42% Target: 97.5	97.66% Target: 97.5	97.34% Target: 97.5	1   0   3	Updater Comments: Following a system change the last 2 months have been out of target. We are concerned about this and are working with the contractor to address the	Called an urgent contract management meeting and consider next steps if this doesn't improve.

Indicator Name	Results Dec-2018	Last Quarters Results Sep-18	Last Years Results Dec-17	RAG 	Comments	Actions
Dacorum Delivers - Reputation and profile delivery						
HL05a - Stage 1 Complaints responded to within target for Housing	87.88% 29 / 33 Info Only	100% 23 / 23 Target: 85	95.35% 41 / 43 Target: 85	0   0   3	No Comments	No Info
Safe and Clean Environment - Maintain a clean and safe environment						
SH34 - Total number of Houses in Multiple Occupation (HMO's) with a license	123 Dwellings Info Only	126 Dwellings Info Only	No Data Info Only		No Comments	No Info
SH35 - Number of licence applications	23 Dwellings Info Only	13 Dwellings Info Only	No Data Info Only		Updater Comments: Performance in administering the applications has slowed due to 1FTE absence within the team due to sickness related to bereavement and reduced management support with no dedicated Team Leader in this area, current Lead Officer is acting up, growth bid pending for Team Leader.	No Info
					No Comments	
TL15 - Satisfaction with the outcome of medium level ASB cases	50% 6 / 12 Target: 75	70% 19 / 27 Target: 75	33% 2 / 6 Target: 75	0   3   1	Updater Comments: The ASB service is undergoing a review, the comments received from dissatisfied customers will help to shape the service and understand what is important to customers.	No Info



## APPENDIX B

# Housing

## Service Plan

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

# 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 &amp; 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 &amp; 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><b>A clean, safe &amp; enjoyable environment</b></p>	<p>Embed the new Compliance &amp; Health &amp; Safety Strategies &amp; 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><b>Delivering an efficient and modern council</b></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>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>
	<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 &amp; Modern Methods of Construction</p>	

<b>Building strong and vibrant communities</b>	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

<b>Service Objectives:</b>					
<ul style="list-style-type: none"> <li>Full Review of PRS Service, Implementation of new regulations &amp; development of a Private Rented Housing Strategy</li> </ul>					
<b>Key Actions</b>	<b>By When</b>	<b>Who is Responsible for Delivery</b>	<b>Impact on MTFS</b>	<b>What will be different once this is done?</b>	<b>Update</b>
<ul style="list-style-type: none"> <li>Phase out current 'help to rent' offer and work with partners to establish an appropriate support network for tenants and landlords</li> </ul>	<ul style="list-style-type: none"> <li>July 2018</li> </ul>	<ul style="list-style-type: none"> <li>Strategy, Improvement and Engagement Team Leader and Private Sector Housing Lead Officer</li> </ul>	<ul style="list-style-type: none"> <li>Growth bid has been approved to support the delivery of the restructured team</li> </ul>	<ul style="list-style-type: none"> <li>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</li> </ul>	<ul style="list-style-type: none"> <li>The service has been completely wound down in advance of the deadline in July 2018. We are actively working with landlords and the NLA to provide ongoing support to landlords. The budget for claims via the historic guarantee scheme remains in situ until all historic tenancies have come to an end.</li> </ul>
<ul style="list-style-type: none"> <li>Develop a strategy that outlines the strategic direction of the council for</li> </ul>	<ul style="list-style-type: none"> <li>November 2018</li> </ul>	<ul style="list-style-type: none"> <li>Strategic Housing Group Manager and Strategy Improvement and Engagement Team Leader</li> </ul>	<ul style="list-style-type: none"> <li>This will be dependent on future legislative changes and any further</li> </ul>	<ul style="list-style-type: none"> <li>The council will have a clear approach to improving the standards and accessibility within the PRS. Landlords</li> </ul>	<ul style="list-style-type: none"> <li>Work has not commenced in this area and will need to be held over until new financial year and will be informed</li> </ul>

Private Sector Housing			resource required	and Tenants will have an increased awareness of their rights and responsibilities.	by the PRS stock condition survey that we are required to undertake.
<ul style="list-style-type: none"> <li>Undertake a full work stream review of HMO's</li> </ul>	<ul style="list-style-type: none"> <li>October 2018</li> </ul>	<ul style="list-style-type: none"> <li>Strategy, Improvement and Engagement Team Leader and Private Sector Housing Lead Officer</li> </ul>	<ul style="list-style-type: none"> <li>Income will be generated for the increase in HMO's requiring a license from October, there is an anticipated increase from 40 to 400</li> </ul>	<ul style="list-style-type: none"> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>A full review of the procedure and policy has been completed. This includes a full review of the licence fee charging structure, which was approved at Cabinet in January 2019, the new fee will be implemented from March 2019 following Full Council call in period.</li> </ul>
<ul style="list-style-type: none"> <li>Explore the councils approach to improving the conditions of properties in the PRS e.g. HHSRS, enforcement / prevention</li> </ul>	<ul style="list-style-type: none"> <li>March 2019</li> </ul>	<ul style="list-style-type: none"> <li>Strategy, Improvement and Engagement Team Leader and Private Sector Housing Lead Officer</li> </ul>	<ul style="list-style-type: none"> <li>Where properties are under a management order it is possible for the council to recoup losses and charge for time / works undertaken</li> </ul>	<ul style="list-style-type: none"> <li>At present 14% of all PRS properties in the borough have a Cat 1 hazard it is anticipated this would reduce as a result of enforcement action undertaken by the team. The council will also have a better understanding of any rogue</li> </ul>	<ul style="list-style-type: none"> <li>The council now has a robust approach in place in relation to assessment of HMO's and are in continued engagement with local landlords and property owners in relation to identifying rogue landlords/properties requiring</li> </ul>

				landlords operating in the borough.	enforcement. This is an area that will require further develop in relation to an approach to bring Empty Homes back into use, further work will be undertaken on this once a dedicated Team Leader has been recruited from March 2019.
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**Service Objectives:**

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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"> <li>August 2018</li> </ul>	<ul style="list-style-type: none"> <li>Pre Tenancy Team Leader</li> </ul>	<ul style="list-style-type: none"> <li>The purpose of this policy is to stream line services for all residents of the Borough</li> </ul>	<ul style="list-style-type: none"> <li>A consistent approach across all housing providers in the area will be encouraged</li> </ul>	<ul style="list-style-type: none"> <li>Work in this area is outside of target due to several factors, primarily long-term sickness absence and recruitment. Completion of this activity has been reassigned and is scheduled for review at HSMT on 11 March, subsequently H&amp;OSC in June 2019.</li> </ul>

**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"> <li>Audit of asset to determine annual repair and maintenance liability, plus scoping of planned works schedule</li> </ul>	<ul style="list-style-type: none"> <li>June 2018</li> </ul>	<ul style="list-style-type: none"> <li>Strategic Housing Group Manager &amp; Asset &amp; Business Improvement Team Leader</li> </ul>	<ul style="list-style-type: none"> <li>Greater understanding of costs to maintain asset, will enable more robust contract management development</li> </ul>	<ul style="list-style-type: none"> <li>More effective management of budgets across Property &amp; Place &amp; Strategic Housing. Development of a comprehensive management plan for the Elms after expiry of the existing contract.</li> </ul>	<ul style="list-style-type: none"> <li>Annual repair costs obtained. Audit completed in Summer 2018. Discussions to with P&amp;P GM in relation to ongoing planned maintenance schedule for life of contract ongoing, this is to ensure effective management.</li> </ul>
<ul style="list-style-type: none"> <li>Audit of current Elms contract</li> </ul>	<ul style="list-style-type: none"> <li>March 2018</li> </ul>	<ul style="list-style-type: none"> <li>Strategic Housing Group Manager</li> </ul>	<ul style="list-style-type: none"> <li>Determination of effective contract performance and VFM</li> </ul>	<ul style="list-style-type: none"> <li>Full review of existing contract performance and accurate reporting.</li> </ul>	<ul style="list-style-type: none"> <li>Audit of contract and requirements completed, contract compliant in line with current arrangements.</li> </ul>
<ul style="list-style-type: none"> <li>Commence options appraisal on existing contract</li> </ul>	<ul style="list-style-type: none"> <li>September 2018</li> </ul>	<ul style="list-style-type: none"> <li>Strategic Housing Group Manager &amp; Commissioning &amp; Procurement Group Manager</li> </ul>	<ul style="list-style-type: none"> <li>Full appraisal and development of new contract offering VFM</li> </ul>	<ul style="list-style-type: none"> <li>Development of a high performance contract to support the council's response to managing homelessness in Dacorum</li> </ul>	<ul style="list-style-type: none"> <li>Commencement of full review started in August 2018 with full service audit. Recommendations following outcome of audit are due for completion end of February 2019. All key services have been notified regarding the options</li> </ul>

					appraisal process and asked to consider the approach in relation to new contract offer. GM Strategic Housing meeting with Procurement in February 2019 to consider timeline and key events.
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**Service Objectives:**

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

<b>Key Actions</b>	<b>By When</b>	<b>Who is Responsible for Delivery</b>	<b>Impact on MTFS</b>	<b>What will be different once this is done?</b>	<b>Update</b>
<ul style="list-style-type: none"> <li>• Undertake work stream reviews in key areas of the service</li> </ul>	<ul style="list-style-type: none"> <li>• March 2019</li> </ul>	<ul style="list-style-type: none"> <li>• Strategy Improvement and Engagement Team Leader, Policy, Projects and Improvement Lead Officer</li> </ul>	<ul style="list-style-type: none"> <li>• 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</li> </ul>	<ul style="list-style-type: none"> <li>• 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.</li> </ul>	<ul style="list-style-type: none"> <li>• Work stream reviews for all key areas completed, with exception of pre-tenancy, which has been rescheduled to Summer 2019 to coincide with key project work related to allocations, strategic tenancy policy. There has been delay in relation to the finalising of 2 work stream reports, due to staffing pressures in Strategy</li> </ul>



					Improvement & Engagement Team, with 3 key vacancies including Team Leader/Lead Officer.
<ul style="list-style-type: none"> <li>Increase the amount of correct information held by the service on tenants and leaseholders</li> </ul>	<ul style="list-style-type: none"> <li>March 2019</li> </ul>	<ul style="list-style-type: none"> <li>Strategy Improvement and Engagement Team Leader, Policy, Projects and Improvement Lead Officer</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li>The purpose of this exercise is to improve the housing services ability to profile how tenants use the service. Additionally, improved ways of maintaining contact information will support the service to communicate with tenants.</li> </ul>	<ul style="list-style-type: none"> <li>Data gradually updated on systems as part of survey work. HSMT to consider further approach in relation to tenant profiling data to provide greater focus on collection of data.</li> </ul>
Utilise the audit programme to highlight recommendations	<ul style="list-style-type: none"> <li>March 2019</li> </ul>	<ul style="list-style-type: none"> <li>Strategy Improvement and Engagement Team Leader, Policy, Projects and Improvement Lead Officer</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>New Team Leader commences in post March 2019, it is proposed that a report will be presented to HSMT outlining key recommendations from all reviews and survey's to take forward as overarching project for 2019/20.</li> </ul>

<ul style="list-style-type: none"> <li>Support the service to embed STAR Survey findings</li> </ul>	<ul style="list-style-type: none"> <li>March 2019</li> </ul>	<ul style="list-style-type: none"> <li>Strategy Improvement and Engagement Team Leader, Policy, Projects and Improvement Lead Officer</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li>This will be used to form the basis of satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>As above point.</li> </ul>
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**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"> <li>Review of the Homelessness Strategy commitments in line with the Homelessness Reduction Act</li> </ul>	<ul style="list-style-type: none"> <li>September 2018</li> </ul>	<ul style="list-style-type: none"> <li>Homeless Prevention &amp; Assessment Team Leader</li> </ul>	<ul style="list-style-type: none"> <li>Ensure effective management of existing resources and grant funding</li> </ul>	<ul style="list-style-type: none"> <li>This will be used as the basis of the 2020 Homelessness Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Review of the Homelessness strategy completed to ensure compliance with the HRA. Further full review to be undertake whilst the strategy is in its final year, to consider learning and approach for new strategy approach, this will include government steer to focus on Housing, Homeless &amp; Rough Sleeping Strategy.</li> </ul>
<ul style="list-style-type: none"> <li>Analyse the impact of the Homeless reduction Act on</li> </ul>	<ul style="list-style-type: none"> <li>December 2018</li> </ul>	<ul style="list-style-type: none"> <li>Homeless Prevention &amp; Assessment Team Leader</li> </ul>	<ul style="list-style-type: none"> <li>Ensure effective management of existing and</li> </ul>	<ul style="list-style-type: none"> <li>Will help determine future accommodation requirements</li> </ul>	<ul style="list-style-type: none"> <li>Service has continued to ensure that B&amp;B is not used within the service.</li> </ul>

temporary accommodation			future resources. Prevent expenditure on nightly paid accommodation (B&B)		Report in relation to HRA & Temporary accommodation, to be presented to HSMT 25/2/2019
<ul style="list-style-type: none"> <li>Carry out a financial assessment to determine the impact of the Homeless Reduction Act on the service</li> </ul>	<ul style="list-style-type: none"> <li>April 2019</li> </ul>	<ul style="list-style-type: none"> <li>Strategic Housing Group Manager &amp; Homeless Prevention &amp; Assessment Team Leader</li> </ul>	<ul style="list-style-type: none"> <li>Effective management of resources and grant funding</li> </ul>	<ul style="list-style-type: none"> <li>Appropriate planning for service and ensuring service demands are met.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing as part of HRA impact, New Burdens funding for the service was less than £40k and the Council has implemented additional resource measures to address the new requirements from alternative funding streams (Temporary Accommodation Subsidy).</li> </ul>

**Group 2 – Property & Place**  
**Group Manager: Alan Mortimer**

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

<ul style="list-style-type: none"> <li>Explore how other stock retained authorities manage the collection of service charges for non-resident leaseholders and whether the Council should withdraw the interest free loan option.</li> </ul>	<ul style="list-style-type: none"> <li>December 2018</li> </ul>	<ul style="list-style-type: none"> <li>Asset Team Leader</li> </ul>	<ul style="list-style-type: none"> <li>Minimal</li> </ul>	<ul style="list-style-type: none"> <li>Non-resident leaseholders would be required to pay interest upon any outstanding service charges, or the term reduced so that the income can be recovered in a shorter timeframe.</li> </ul>	<ul style="list-style-type: none"> <li>Benchmarking information obtained. The details will be consulted upon with the involved leaseholders and colleagues in finance.</li> </ul>
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**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	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>Group Manager Property and Place</li> </ul>	<ul style="list-style-type: none"> <li>Minimal</li> </ul>	<ul style="list-style-type: none"> <li>Additional controls will be established to manage and monitor the raft of contract PI's</li> </ul>	<ul style="list-style-type: none"> <li>The KPI suite were revised at the Strategic Core Group and additional indicators for Aids and Adaptations and planned works have been introduced. Decision taken to defer award of Yr 9 Works and years 9&amp;10 dependant on outcome of performance against</li> </ul>

					agreed improvement targets by end of Yr 5
<ul style="list-style-type: none"> <li>Undertake the five year review of the financial model to assess if the rates are viable and if there is sufficient data to consider a price per property model for day to day repairs.</li> </ul>	<ul style="list-style-type: none"> <li>March 2019</li> </ul>	<ul style="list-style-type: none"> <li>Group Manager Property and Place</li> </ul>	<ul style="list-style-type: none"> <li>Minimal as the improvement programmes would be tailored to match the available budget.</li> </ul>	<ul style="list-style-type: none"> <li>Agreement on the base costs for the remainder of the contract and the option of implementing a simplified cost mechanism</li> </ul>	<ul style="list-style-type: none"> <li>The price framework has been assessed to establish a baseline position for a benchmark review of the rates. An in depth review of valuation 4 was undertaken to further inform the pricing model. Ongoing , utilising current market conditions, to be refined and concluded by target date march 2019</li> </ul>

**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"> <li>Completion of the Fire Strategy, Legionella strategy and Asbestos Management Plan including the relevant databases, to provide</li> </ul>	<ul style="list-style-type: none"> <li>June 2018</li> </ul>	<ul style="list-style-type: none"> <li>Team Leader Compliance and M&amp;E contracts</li> </ul>	<ul style="list-style-type: none"> <li>Minimal</li> </ul>	<ul style="list-style-type: none"> <li>Improved management of the Health and Safety risks and better use of software to monitor compliance</li> </ul>	<ul style="list-style-type: none"> <li>All compliance policies and plans have been drafted and the processes embedded in the compliance team. Further policies and support documents being reviewed to support implementation,</li> </ul>

<p>management information on the status of testing and management regimes.</p>					<p>including “clear landings” policy now drafted and in approval process.</p>
<ul style="list-style-type: none"> <li>• Ensure all Health and Safety and Compliance requirements set out in supporting documentation are embedding within the housing service and contractors</li> </ul>	<ul style="list-style-type: none"> <li>• September 2018</li> </ul>	<ul style="list-style-type: none"> <li>• Team Leader Compliance and M&amp;E contracts</li> </ul>	<ul style="list-style-type: none"> <li>• Minimal</li> </ul>	<ul style="list-style-type: none"> <li>• Increased awareness of individual and corporate responsibilities in relation to the management of H&amp;S in our tenants homes.</li> </ul>	<ul style="list-style-type: none"> <li>• Additional training has been provided for all staff that are involved in the management of legionella at site level.</li> <li>• Additional targeted specialist knowledge training being arranged and implemented including Formal Asbestos qualifications for key team members in March 2019</li> <li>• Realignment of P&amp;P Structure to improve service delivery and provide greater compliance focus including</li> <li>• Training matrix to develop and imbed greater specialist team skills and knowledge and into 2019/20.</li> </ul>

<b>Service Objectives:</b>					
<ul style="list-style-type: none"> <li>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</li> </ul>					
<b>Key Actions</b>	<b>By When</b>	<b>Who is Responsible for Delivery</b>	<b>Impact on MTFS</b>	<b>What will be different once this is done?</b>	<b>Update</b>
<ul style="list-style-type: none"> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>June 2018</li> </ul>	<ul style="list-style-type: none"> <li>Team Leader Contracts</li> </ul>	<ul style="list-style-type: none"> <li>Minimal</li> </ul>	<ul style="list-style-type: none"> <li>It will provide the opportunity for alternative contractors to be used in the event of contractor failure or collapse.</li> </ul>	<ul style="list-style-type: none"> <li>Framework agreements have been set up with a range of providers to enable resilience in the event of contractor collapse.</li> <li>Contractor relationships and support capacity's soft market tested and maintained to provide reassurance required</li> </ul>
<ul style="list-style-type: none"> <li>Obtain Portfolio Holder approval for direct awards through established frameworks so that there is additional resilience in the event of the failure</li> </ul>	<ul style="list-style-type: none"> <li>July 2018</li> </ul>	<ul style="list-style-type: none"> <li>Team Leader Contracts</li> </ul>	<ul style="list-style-type: none"> <li>Minimal</li> </ul>	<ul style="list-style-type: none"> <li>Additional resilience will be established and it will enable work to be market tested periodically to ensure value for money is being achieved.</li> </ul>	<ul style="list-style-type: none"> <li>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.</li> </ul>



any of the main contractors.					
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<b>Service Objectives:</b>					
<ul style="list-style-type: none"> <li>Review the structure of the Cleaning Service to improve the delivery model and provide additional resilience</li> </ul>					
<b>Key Actions</b>	<b>By When</b>	<b>Who is Responsible for Delivery</b>	<b>Impact on MTFS</b>	<b>What will be different once this is done?</b>	<b>Update</b>
<ul style="list-style-type: none"> <li>Conclude the restructure and determine if the window cleaning service is brought in-house to ensure the service is delivered.</li> </ul>	<ul style="list-style-type: none"> <li>December 2018</li> </ul>	<ul style="list-style-type: none"> <li>Team Leader Assets</li> </ul>	<ul style="list-style-type: none"> <li>None</li> </ul>	<ul style="list-style-type: none"> <li>Change to the delivery model so that cleaners work within designated properties, to engender more responsibility and ownership of individual blocks and schemes</li> </ul>	<ul style="list-style-type: none"> <li>The window cleaning service business case has been developed and the existing contract completed in November. The service will be delivered in-house for a year whilst the service is subject to a market test.</li> <li>Specialist equipment procured and Pilot cleaning projects currently in operation to determine capacity and works extent achievable and to provide end of year service to support charges recovered</li> </ul>
<ul style="list-style-type: none"> <li>Model the impact on service charges to the tenants and leaseholders.</li> </ul>	<ul style="list-style-type: none"> <li>March 2019</li> </ul>	<ul style="list-style-type: none"> <li>Team Leader Assets</li> </ul>	<ul style="list-style-type: none"> <li>None</li> </ul>	<ul style="list-style-type: none"> <li>More accurate identification of costs associated with delivering the service so</li> </ul>	<ul style="list-style-type: none"> <li>A review of the service charges implementation for tenants has been undertaken and the</li> </ul>

				that the service charges can reflect the actual costs	recommendations will be implemented in Q3 and Q4. Ongoing
<ul style="list-style-type: none"> <li>• Ensure there are adequate resource levels to manage the additional units created through the development programme.</li> </ul>	<ul style="list-style-type: none"> <li>• March 2019</li> </ul>	<ul style="list-style-type: none"> <li>• Team Leader Assets</li> </ul>	<ul style="list-style-type: none"> <li>• Minimal</li> </ul>	<ul style="list-style-type: none"> <li>• New blocks would be identified earlier in the development cycle so that necessary provision for cleaning can be addressed.</li> </ul>	<ul style="list-style-type: none"> <li>• The timeline for the delivery of the new build units has been factored into the current years service provision and is being assessed to establish the level of future growth required. This work will be concluded in Q3 and Q4. Kylna Court handover accepted and factored in, remainder ongoing</li> </ul>

## Group 3 – Tenants & Leaseholders

Group Manager: Layna Warden

<b>Service Objectives:</b>					
<ul style="list-style-type: none"> <li>Complete a full Review of ASB case management identifying best practice and updating our approach and processes</li> </ul>					
<b>Key Actions</b>	<b>By When</b>	<b>Who is Responsible for Delivery</b>	<b>Impact on MTFS</b>	<b>What will be different once this is done?</b>	<b>Update</b>
<ul style="list-style-type: none"> <li>Review a number of ASB cases to identify if there are any areas for improvement</li> </ul>	<ul style="list-style-type: none"> <li>September 2018</li> </ul>	<ul style="list-style-type: none"> <li>Tenants and Leaseholders Team Leader</li> </ul>		<ul style="list-style-type: none"> <li>Tenants will have contributed to our understanding of the effectiveness of case management.</li> <li>We know which areas to focus on to improve our approach</li> </ul>	<ul style="list-style-type: none"> <li>Review of existing process and cases is completed.</li> <li>Satisfaction data is being used to identify any areas of dissatisfaction and work ongoing with the ASB team to agree a new policy and procedure.</li> </ul>
<ul style="list-style-type: none"> <li>Visit similar LA housing services to understand their processes and research best practice in ASB case management</li> </ul>	<ul style="list-style-type: none"> <li>October 2018</li> </ul>	<ul style="list-style-type: none"> <li>Tenants and Leaseholders Team Leader</li> </ul>		<ul style="list-style-type: none"> <li>Better understanding of how to promote a victim led approach while managing expectations of low level neighbour disputes</li> </ul>	<ul style="list-style-type: none"> <li>This is still ongoing and will be used to inform the revised policy.</li> </ul>
<ul style="list-style-type: none"> <li>Review SLA between Housing and ASB Team</li> </ul>	<ul style="list-style-type: none"> <li>October 2018</li> </ul>	<ul style="list-style-type: none"> <li>GM Tenancy and Leasehold</li> </ul>		<ul style="list-style-type: none"> <li>Clear understanding from both</li> </ul>	<ul style="list-style-type: none"> <li>Recommendations and action plan have been taken to the</li> </ul>

				services about each others roles and expectations	Corporate Management Team and approval provided to progress with a single corporate approach, supported by appropriate procedures.
<ul style="list-style-type: none"> <li>All procedures, templates and guidance will be reviewed and updated</li> </ul>	<ul style="list-style-type: none"> <li>January 2019</li> </ul>	<ul style="list-style-type: none"> <li>Tenants and Leaseholders Team Leader</li> </ul>		<ul style="list-style-type: none"> <li>Documents will support our approach and give detailed guidance for Officers and tenants</li> </ul>	<ul style="list-style-type: none"> <li>To be completed post review</li> </ul>
<ul style="list-style-type: none"> <li>Organise training for officers on new process</li> </ul>	<ul style="list-style-type: none"> <li>January 2019</li> </ul>	<ul style="list-style-type: none"> <li>Tenants and Leaseholders Team Leader</li> </ul>		<ul style="list-style-type: none"> <li>Officers will be confident on how to address ASB and able to support victims.</li> <li>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</li> </ul>	<ul style="list-style-type: none"> <li>To be completed post review</li> </ul>

				with these cases.	
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<b>Service Objectives:</b>					
• Complete an Orchard Health Check to determine best use of the system to be integrate across all variety of teams					
<b>Key Actions</b>	<b>By When</b>	<b>Who is Responsible for Delivery</b>	<b>Impact on MTFS</b>	<b>What will be different once this is done?</b>	<b>Update</b>
<ul style="list-style-type: none"> <li>Identify a project group and set aims and targets for the review</li> </ul>	<ul style="list-style-type: none"> <li>May 2018</li> </ul>	<ul style="list-style-type: none"> <li>GM Tenancy and Leasehold</li> </ul>		<ul style="list-style-type: none"> <li>All relevant officers will understand the purpose for the review to ensure we get the outcomes needed</li> </ul>	<ul style="list-style-type: none"> <li>Project group identified areas for development and a meeting was held with Orchard and members of senior management team to discuss system development and moving to Orchard pro</li> </ul>
<ul style="list-style-type: none"> <li>Request Orchard to carry out health check</li> </ul>	<ul style="list-style-type: none"> <li>June 2018</li> </ul>	<ul style="list-style-type: none"> <li>Income Team Leader</li> </ul>	<ul style="list-style-type: none"> <li>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</li> </ul>	<ul style="list-style-type: none"> <li>We will receive recommendations to ensure the IT system we are using can effectively deliver our future plans for the service.</li> </ul>	<ul style="list-style-type: none"> <li>Orchard Pro is the cloud based solution which Orchard are investing their development resource in and will provide mobile options and self-serve.</li> <li>The other versions GUI Orchard, and Orchard Classic are</li> </ul>

					being phased out. Service areas are on differing versions so will need to be addressed.
<ul style="list-style-type: none"> <li>Implement recommendations following discussion with project group and HSMT</li> </ul>	<ul style="list-style-type: none"> <li>February 2019</li> </ul>	<ul style="list-style-type: none"> <li>GM Tenancy and Leasehold</li> </ul>		<ul style="list-style-type: none"> <li>There will be better integration across teams using Orchard.</li> <li>We will identify which aspects of the system need to be upgraded and what training officers need to fully utilise relevant functions.</li> </ul>	<ul style="list-style-type: none"> <li>Recommendations will require a phased migration, because the functionality currently available in Orchard Pro does not support all of the service areas.</li> </ul>

**Service Objectives:**

- Review Need & Demand of Supported Housing across the borough

<b>Key Actions</b>	<b>By When</b>	<b>Who is Responsible for Delivery</b>	<b>Impact on MTFS</b>	<b>What will be different once this is done?</b>	<b>Update</b>
<ul style="list-style-type: none"> <li>Review dispersed sheltered properties to identify which ones could be general needs.</li> </ul>	<ul style="list-style-type: none"> <li>October 2018</li> </ul>	<ul style="list-style-type: none"> <li>Supported Housing Team Leader</li> </ul>		<ul style="list-style-type: none"> <li>There will be a planned approach to moving any sheltered properties back to general needs at the point they become empty.</li> </ul>	<ul style="list-style-type: none"> <li>The review of dispersed properties has now been completed and we are in the process of analysing the results. As expected there are a number of properties that have been identified as not being</li> </ul>

				<ul style="list-style-type: none"> <li>• Reduction in the number of dispersed properties not appropriate for sheltered tenants.</li> <li>• Reduction in delay in empty homes process due to lack of demand or decision about placing back to general needs</li> </ul>	suitable for supported housing. Results of the exercise will be taken to HSMT once analysed.
<ul style="list-style-type: none"> <li>• Identify target groups and explore methods for promoting the benefits of the Lifeline service offered by Housing</li> </ul>	<ul style="list-style-type: none"> <li>• March 2019</li> </ul>	<ul style="list-style-type: none"> <li>• Supported Housing Team Leader</li> </ul>		<ul style="list-style-type: none"> <li>• 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</li> </ul>	<ul style="list-style-type: none"> <li>• Relaunch of lifeline and introduction of telecare service has now been agreed. We have experienced a slow increase in referrals and are working with partners to continue to promote service in the community. Have worked with housing comm's to advertise in News and Views and housing social media.</li> </ul>
<ul style="list-style-type: none"> <li>• Identify opportunities for new supported housing developments including demand for flexi-care schemes</li> </ul>	<ul style="list-style-type: none"> <li>• March 2019</li> </ul>	<ul style="list-style-type: none"> <li>• Supported Housing Team Leader and</li> </ul>		<ul style="list-style-type: none"> <li>• Needs of residents in Dacorum can be met through a wider supply of</li> </ul>	<ul style="list-style-type: none"> <li>• Dacorum supported housing board continues to meet. Newly appointed project managers from</li> </ul>

		Development Team Leader		supported housing and sheltered options	HCC have visited schemes and gained a better understanding of current stock. <ul style="list-style-type: none"> <li>Working with consultants to review long term viability of stock to identify any opportunities for remodelling / redevelopment.</li> </ul>
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**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"> <li>Use best practice from guidance and other organisations to identify appropriate method for calculating service charges across leasehold and tenanted properties</li> </ul>	<ul style="list-style-type: none"> <li>March 2019</li> </ul>	<ul style="list-style-type: none"> <li>Income Team Leader</li> </ul>		<ul style="list-style-type: none"> <li>Tenants and Officers will understand the method for calculating service charges leading to fewer complaints, more consistency in charges and quicker ability to set charges in future years</li> </ul>	<ul style="list-style-type: none"> <li>Completed review of service charges for 2019/20.</li> <li>New template developed with finance, shows rationale and justification for service charge levels, which will be beneficial for future years.</li> </ul>



<b>Service Objectives:</b>					
<ul style="list-style-type: none"> <li>Embed new housing service standards with a year long campaign to assist implementation</li> </ul>					
<b>Key Actions</b>	<b>By When</b>	<b>Who is Responsible for Delivery</b>	<b>Impact on MTFS</b>	<b>What will be different once this is done?</b>	<b>Update</b>
<ul style="list-style-type: none"> <li>Publish and launch the new service standards</li> </ul>	<ul style="list-style-type: none"> <li>May 2018</li> </ul>	<ul style="list-style-type: none"> <li>GM Tenants and Leaseholders</li> </ul>		<ul style="list-style-type: none"> <li>Officers and tenants will have clear expectations of the service they will receive but also what to expect in return from tenants</li> </ul>	<ul style="list-style-type: none"> <li>Completed. New document rolled out with every sign-up and sessions provided for all housing staff</li> </ul>
<ul style="list-style-type: none"> <li>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</li> </ul>	<ul style="list-style-type: none"> <li>April 2019</li> </ul>	<ul style="list-style-type: none"> <li>GM Tenants and Leaseholders</li> </ul>		<ul style="list-style-type: none"> <li>Officers will be involved in a number of activities relating to the service standards improving their confidence in dealing with expectations</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing delivery of the Our House Your Home campaign which focuses on various service areas and officers responsible for each campaign feedback the results and to ensure the communications strategy is effective.</li> </ul>

<b>Service Objectives:</b>					
<ul style="list-style-type: none"> <li>Analysis of early stages of tenancy and review approach to sustainment</li> </ul>					
<b>Key Actions</b>	<b>By When</b>	<b>Who is Responsible for Delivery</b>	<b>Impact on MTFS</b>	<b>What will be different once this is done?</b>	<b>Update</b>
<ul style="list-style-type: none"> <li>Complete review of reasons for tenancy failure</li> </ul>	<ul style="list-style-type: none"> <li>October 2018</li> </ul>	<ul style="list-style-type: none"> <li>Tenancy Sustainment Team Leader</li> </ul>		<ul style="list-style-type: none"> <li>Better understanding of</li> </ul>	<ul style="list-style-type: none"> <li>From Oct 17 to Oct 18 there were 15 evictions undertaken due to non-</li> </ul>

				reasons for tenancy failures	payment of rent and 17 cases where ASB took action due to Drug related issues, I am investigating the reasons behind both the evictions and actions taken including any closure orders. There is a theme running through most accounts regarding Mental Health and this needs looking at further. Also things to consider are points of intervention and possible opportunities missed and the reasons behind that
<ul style="list-style-type: none"> <li>Identify and complete an action plan to focus on pre-tenancy activities to improve sustainment of Introductory tenants</li> </ul>	<ul style="list-style-type: none"> <li>March 2019</li> </ul>	<ul style="list-style-type: none"> <li>Tenancy Sustainment Team Leader and Pre Tenancy Team Leader</li> </ul>		<ul style="list-style-type: none"> <li>A greater success in sustainment of introductory tenancies through</li> </ul>	<ul style="list-style-type: none"> <li>Fortnightly meetings continuing with representatives from relevant departments.</li> <li>Action plan will be agreed and progressed once target interventions have been established.</li> </ul>

## Group 4 – Housing Development

Group Manager: David Barrett

<b>Service Objectives:</b>					
<ul style="list-style-type: none"> <li>Develop and Implement the Housing Development Project Management Handbook</li> </ul>					
<b>Key Actions</b>	<b>By When</b>	<b>Who is Responsible for Delivery</b>	<b>Impact on MTFS</b>	<b>What will be different once this is done?</b>	<b>Update</b>
<ul style="list-style-type: none"> <li>Confirm content</li> <li>Develop process and procedure</li> <li>Train and implement</li> </ul>	<ul style="list-style-type: none"> <li>Jan 2019</li> </ul>	<ul style="list-style-type: none"> <li>D Barrett</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li>Improved delivery and continuity</li> </ul>	This is now 90% completed and will be finalised before year end.
<b>Service Objectives:</b>					
<ul style="list-style-type: none"> <li>Investigate Off Site &amp; Modern Methods of Construction</li> </ul>					
<b>Key Actions</b>	<b>By When</b>	<b>Who is Responsible for Delivery</b>	<b>Impact on MTFS</b>	<b>What will be different once this is done?</b>	<b>Update</b>
<ul style="list-style-type: none"> <li>Track trade press and understand market</li> <li>Visit suppliers</li> <li>Consider some level of adoption</li> </ul>	<ul style="list-style-type: none"> <li>Jan 2019</li> </ul>	<ul style="list-style-type: none"> <li>J Deacon</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li>Potential to enhance delivery</li> </ul>	The introduction of entering a partnership with Watford Housing Community Trust who are leading on a project to bring Off Site to Hertfordshire has delayed a final report but we are on track to complete by year end and agree next steps all with view to trial off site on one of our schemes.

<b>Service Objectives:</b> • Review Schedule of Services for Consultants					
<b>Key Actions</b>	<b>By When</b>	<b>Who is Responsible for Delivery</b>	<b>Impact on MTFS</b>	<b>What will be different once this is done?</b>	<b>Update</b>
<ul style="list-style-type: none"> <li>Review existing</li> <li>Develop new schedule of services</li> <li>Consult team and implement</li> </ul>	<ul style="list-style-type: none"> <li>Sept 2018</li> </ul>	<ul style="list-style-type: none"> <li>D Barrett &amp; Jo Deacon</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li>Improved services from suppliers</li> </ul>	Completed

<b>Service Objectives:</b> • Review and rewrite current Housing Development Strategy					
<b>Key Actions</b>	<b>By When</b>	<b>Who is Responsible for Delivery</b>	<b>Impact on MTFS</b>	<b>What will be different once this is done?</b>	<b>Update</b>
<ul style="list-style-type: none"> <li>Obtain approval for new programme</li> <li>Re write new strategy</li> <li>Consult and agree with AD and PH</li> </ul>	<ul style="list-style-type: none"> <li>Oct 2018</li> </ul>	<ul style="list-style-type: none"> <li>D Barrett</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li>A refresh of our Strategy</li> </ul>	Completed with the exception of writing the Strategy. This completed prior to year-end.

<b>Service Objectives:</b> Mobilise new programme following formal approval					
<b>Key Actions</b>	<b>By When</b>	<b>Who is Responsible for Delivery</b>	<b>Impact on MTFS</b>	<b>What will be different once this is done?</b>	<b>Update</b>
<ul style="list-style-type: none"> <li>Obtain formal approval for new programme</li> <li>Prepare Briefs</li> </ul>	<ul style="list-style-type: none"> <li>Oct 2018</li> </ul>	<ul style="list-style-type: none"> <li>D Barrett</li> </ul>	<ul style="list-style-type: none"> <li>Rental income and HRA</li> </ul>	<ul style="list-style-type: none"> <li>Clear direction for team regarding the next wave of schemes</li> </ul>	Completed with the exception of Garage programme and Randalls Ride as await appointment

• Implement delivery within team					of new resource to support team
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## **Service Improvement Plan**

Action	Expected Improvement(s)	Planned Start Date	Lead
<b>Improving Communications &amp; Reducing Contact</b>			
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

<b>Reducing Demand</b>			
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
<b>Streamlining Key Processes</b>			
Deliver 8 full work stream reviews: <ul style="list-style-type: none"> <li>• Areas of low satisfaction – STAR and other surveys</li> <li>• Service Plan / team plans</li> <li>• Customer complaints</li> <li>• Involvement groups</li> <li>• Areas where technology could be used more effectively</li> <li>• <i>(Not tackling things, we know we can't change)</i></li> </ul> *Areas to be identified by HSMT and HOM	Each workstream review will consist of the following: <ul style="list-style-type: none"> <li>• Audits</li> <li>• Tenant Inspections</li> <li>• Satisfaction surveys</li> <li>• Complaints analysis</li> <li>• Consultation with staff and tenant's / service users (as applicable)</li> <li>• Analysis of spend</li> <li>• Shadowing</li> <li>• KPI analysis and evaluation (including suggestions of alternatives)</li> <li>• Best practice research – what are other organisations doing?</li> <li>• Horizon scanning – any new or upcoming legislation / guidance</li> <li>• Piloting / testing new approaches</li> <li>• Procedure and policy reviews</li> </ul>	May 2018	Strategy, Improvement and Engagement Team Leader/ Policy, Projects and Improvement Lead Officer

	<ul style="list-style-type: none"> <li>Letter reviews / key document reviews</li> </ul> <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>		
<b>Data &amp; Evidence</b>			
<p>Ensure the service is maximising data held:</p> <ul style="list-style-type: none"> <li>Building up profiling information on both stock and tenants</li> <li>It is compliant with new GDPR regulations</li> </ul>	Ability to identify trends amongst people living in DBC homes	April 2018	Strategy, 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

<b>Systems and Assets</b>			
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
<b>Staff</b>			
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**

<b>Service Objective</b>	<b>Corporate Priority</b>	<b>Measure Name</b>	<b>Targets</b>			<b>Associated Operational Risk</b>
			<b>Month</b>	<b>Quarter</b>	<b>Year</b>	
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  <b>Number only – no target</b>	N/A	N/A	N/A	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  <b>Number only - no target</b>	N/A	N/A		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					
<b>Category:</b> Financial	<b>Corporate Priority:</b> Affordable Housing		<b>Risk Owner:</b> Fiona Williamson	<b>Portfolio Holder:</b> Margaret Patricia Griffiths	<b>Tolerance:</b> Treating
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
3 Likely	4 Severe	12 Red	2 Unlikely	4 Severe	8 Amber
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><b>Sign Off Complete</b></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><b>Sign Off Complete</b></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 5<sup>th</sup> 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**

<b>Category:</b> Reputational	<b>Corporate Priority:</b> Affordable Housing	<b>Risk Owner:</b> Fiona Williamson	<b>Portfolio Holder:</b> Margaret Patricia Griffiths	<b>Tolerance:</b> Treating	
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
3 Likely	4 Severe	12 Red	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.					



<b>HL_R03 Failure to Deliver the Council's New Build Programme</b>					
<b>Category:</b> Reputational	<b>Corporate Priority:</b> Affordable Housing		<b>Risk Owner:</b> Fiona Williamson	<b>Portfolio Holder:</b> Margaret Patricia Griffiths	<b>Tolerance:</b> Treating
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
2 Unlikely	4 Severe	8 Amber	1 Very Unlikely	4 Severe	4 Green
Consequences		Current Controls		Assurance	
Reputational and financial impact with public and HCA regarding grant allocations and due to the high profile of the project		<p>Monthly Financial meetings to monitor budgets, Fortnightly AD update, monthly project group, seconded team concentrating solely on development.</p> <p>1-4-1 meetings to assess the progress of expenditure against grant commitments</p> <p>This allows full debate on key issues and involves legal, finance, procurement at the early stages of any discussions</p>		All Schemes have project worksheets updated fortnightly	
Sign Off and Comments					
<p>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.</p> <p>Any delays are being captured in the project plans so that these can be reported and the business plan can be adjusted.</p>					

**Housing – Fiona Williamson**

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

<b>Category:</b> Reputational	<b>Corporate Priority:</b> Safe and Clean Environment		<b>Risk Owner:</b> Fiona Williamson	<b>Portfolio Holder:</b> Margaret Patricia Griffiths	<b>Tolerance:</b> Treating
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
3 Likely	4 Severe	12 Red	2 Unlikely	4 Severe	8 Amber
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 <sup>st</sup> 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 £ %	
<b>Housing Landlord</b>				
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%
<b>Net Expenditure: Housing Landlord</b>	<b>(775,989)</b>	<b>(785,660)</b>	<b>(9,671)</b>	<b>(9%)</b>

### HRA Summary

HOUSING REVENUE ACCOUNT BUDGET SUMMARY 2018/19		
	2017/18 17/18 LA Budget £000	2018/19 2018/19 Budget £000
<b>Income</b>		
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)
<b>Total Income</b>	<b>(56,357)</b>	<b>(56,070)</b>
<b>Expenditure</b>		
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
<b>Total Expenditure</b>	<b>56,357</b>	<b>56,070</b>
<b>HRA Deficit / (Surplus)</b>	<b>0</b>	<b>0</b>
<b>Housing Revenue Account Balance:</b>		
Opening Balance at 1 April	(2,893)	(2,893)
Deficit / (Surplus) for the year	0	0
<b>Closing Balance at 31 March</b>	<b>(2,893)</b>	<b>(2,893)</b>
<b>Earmarked Reserves:</b>		
Opening Balance at 1 April	(18,100)	(18,100)
Contributions to Earmarked Reserves	3,998	3,998
<b>Closing Balance at 31 March</b>	<b>(14,102)</b>	<b>(14,102)</b>

## **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)

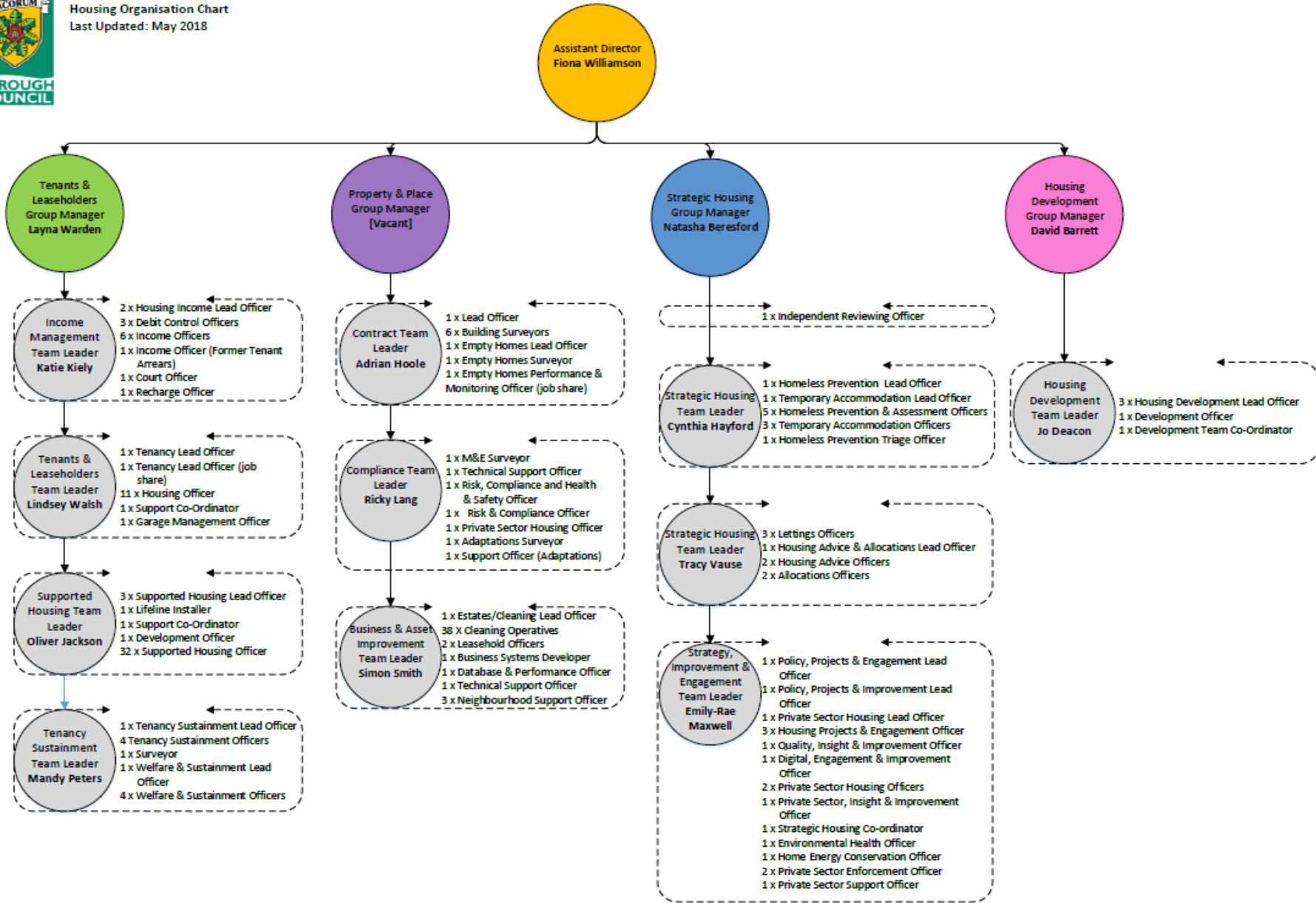
Disposal of Non Traditional Housing Stock - £750k

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**

<b>Staff turnover and risk</b>	
<b>Recruitment</b> <ul style="list-style-type: none"> <li>• Are there any skills that may prove difficult to recruit?</li> <li>• How are you making these roles more attractive?</li> </ul>	<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>
<b>Skills development</b> <ul style="list-style-type: none"> <li>• What new skills do you need to deliver service objectives?</li> <li>• Could we develop these in-house?</li> <li>• How are you transferring or developing specialist skills?</li> </ul>	<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>
<b>Single Points of Failure</b> <ul style="list-style-type: none"> <li>• Are there any single points of failure?</li> <li>• How are you dealing with them?</li> </ul>	<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>
<b>Leadership</b> <ul style="list-style-type: none"> <li>• How are you developing leadership in the team?</li> </ul>	<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

<b>Staff turnover and risk</b>	
<b>Recruitment</b> <ul style="list-style-type: none"> <li>• Are there any skills that may prove difficult to recruit?</li> <li>• How are you making these roles more attractive?</li> </ul>	<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>
<b>Skills development</b> <ul style="list-style-type: none"> <li>• What new skills do you need to deliver service objectives?</li> <li>• Could we develop these in-house?</li> <li>• How are you transferring or developing specialist skills?</li> </ul>	<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>
<b>Single Points of Failure</b> <ul style="list-style-type: none"> <li>• Are there any single points of failure?</li> <li>• How are you dealing with them?</li> </ul>	<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>
<b>Leadership</b> <ul style="list-style-type: none"> <li>• How are you developing leadership in the team?</li> </ul>	<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

<b>Staff turnover and risk</b>	
<b>Recruitment</b> <ul style="list-style-type: none"> <li>• Are there any skills that may prove difficult to recruit?</li> <li>• How are you making these roles more attractive?</li> </ul>	<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>
<b>Skills development</b> <ul style="list-style-type: none"> <li>• What new skills do you need to deliver service objectives?</li> <li>• Could we develop these in-house?</li> <li>• How are you transferring or developing specialist skills?</li> </ul>	<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>
<b>Single Points of Failure</b> <ul style="list-style-type: none"> <li>• Are there any single points of failure?</li> <li>• How are you dealing with them?</li> </ul>	<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>
<b>Leadership</b> <ul style="list-style-type: none"> <li>• How are you developing leadership in the team?</li> </ul>	<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

<b>Staff turnover and risk</b>	
<b>Recruitment</b> <ul style="list-style-type: none"> <li>• Are there any skills that may prove difficult to recruit?</li> <li>• How are you making these roles more attractive?</li> </ul>	<p>Yes, there is a skills shortage of good quality project managers in housing development.</p> <p>Limited due to salary levels.</p>
<b>Skills development</b> <ul style="list-style-type: none"> <li>• What new skills do you need to deliver service objectives?</li> <li>• Could we develop these in-house?</li> <li>• How are you transferring or developing specialist skills?</li> </ul>	<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>
<b>Single Points of Failure</b> <ul style="list-style-type: none"> <li>• Are there any single points of failure?</li> <li>• How are you dealing with them?</li> </ul>	<p>No</p>
<b>Leadership</b> <ul style="list-style-type: none"> <li>• How are you developing leadership in the team?</li> </ul>	<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
<b>Quarter Two (Jul – Sep)</b>			
<b>Compliance</b> <ul style="list-style-type: none"> <li>• Fire Safety</li> <li>• Legionella</li> <li>• Gas Safety</li> <li>• Asbestos</li> </ul>	<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"> <li>• Consultation with Team Leader;</li> <li>• An audit programme in line with ISO 9001:2015;</li> <li>• Best practice research;</li> <li>• Staff focus group(s);</li> <li>• Horizon scanning;</li> <li>• Consultation with service users;</li> <li>• Customer profiling and data analysis; and</li> <li>• Analysis of spend / current KPIs; and</li> <li>• Assessment of any IT systems that are in use.</li> </ul>	<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"> <li>• Development and/or review of procedures;</li> <li>• Development and/or review of policies;</li> <li>• Review of key documents, forms or standard letter templates;</li> <li>• Updates to website pages; and</li> <li>• Planning of any ongoing communications e.g. social media messages, campaigns or internal staff communications.</li> </ul>	<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>
<b>Aids and Adaptations</b>			
<b>Quarter Three (Oct – Dec)</b>			
<b>Leaseholder Service</b>			
<b>Anti-Social Behaviour</b>			
<b>Quarter Four (Jan – Mar)</b>			
<b>Start of Tenancy / Sign Up Process</b>			
<b>[TBD]</b>			



## AGENDA ITEM:

### SUMMARY

<b>Report for:</b>	<b>Housing and Community Overview &amp; Scrutiny</b>
<b>Date of meeting:</b>	<b>6 March 2019</b>
<b>PART:</b>	
If Part II, reason:	

<b>Title of report:</b>	<b>Quarter 3 Performance Report – Children Services and Community Safety Partnership, Customer Services, The Old Town Hall, Communications and Community Partnerships</b>
Contact:	<p>Cllr Neil Harden, Portfolio Holder for Resident and Regulatory Services</p> <p>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)                  Kelvin Soley (Communications Team Leader)</p>
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	Nil

## **1. Introduction**

1.1 This paper will provide an update on service performance over Q3 2018/2019 and also highlight key achievements over this same period.

## **2. Performance Reports 18/19 – Quarter 3**

2.1 Quarter 3 report - attached

## **3. Quarter 3 Achievements**

5.1 The following achievements are a sample of the projects/work undertaken by this group of services during the quarter 3 in 2018/2019.

## **4 Children Services and Community Safety Partnership**

4.1 Bookings for parties have increased mainly due to Saturday hires now available.

4.2 Youth club numbers have increased due to the operational change of them taking place Monday – Thursday at a different playground each night. The large wooden built structure at Grovehill/Woodhall Farm playground has been removed due to health and safety concerns and we are applying for S106 money to replace it.

4.3 The Community Safety Partnership team has submitted bids to the Police & Crime Commissioners fund for a project around gangs, knife crime, ASB, drug/alcohol and Domestic Abuse. This will involve working with junior and senior schools in the Borough.

4.4 Dacorum is now a 'white ribbon' accredited council and will be supporting the '16 days of action' against domestic abuse.

## **5 The Old Town Hall**

5.1 We had 86 Private hires in this quarter, which is higher than the previous two quarters.

5.2 Sell out performances of Kiki Dee, Rhod Gilbert, Griff Rhys Jones as well as a number of children's theatre shows.

5.3 92% attendance for the family Christmas Shows.

5.4 The inaugural Old Town Hall Film festival – which looked at different film programme for a different audience.

## **6. Customer Services**

6.1 To prepare for the CCG moving into the Forum the Call Centre moved to a temporary location in the Green Zone to allow for building works to take place.

6.2 Customer Service staff supported the organisation at the Careers Fair held at Shendish Manor.

6.3 Customer Service staff undertook training to prepare for the 'Go Live' of Universal Credit in the Borough.

## **7. Community Partnerships**

7.1 Physical Activity and Sports Strategy was approved at Cabinet and the team is working with EA and key sports stakeholders to finalise the action plan.

7.2 Quarterly contract meetings were held for all VCS contracts.

7.3 Winter Community Grants panel award £34,610 to over 20 community groups.

7.4 Armed Forces Day preparations continue to progress, with bookings secured for stalls, events and catering.

7.5 Defence Employer Recognition Scheme Silver Award – work is underway to apply for the silver award after already being awarded the bronze award.

## **8. Communications**

8.1 Staff Survey – 52% return. The team is analysing data to present to the leadership team. Next steps to assist with drafting an action plan.

8.2 Development of Recruitment Website – Website designers have been engaged and the first briefing session has commenced. The new modern approach will have featured videos promoting DBC as an employer of choice as well as attractive content selling staff benefits.

8.3 CCG Move – supporting the weekly messages to staff and assist with cultural change aspects of the project.

# Agenda Item 9



<b>Report for:</b>	<b>Housing Overview and Scrutiny Committee</b>
<b>Date of meeting:</b>	<b>06 March 2019</b>
<b>Part:</b>	<b>1</b>
If Part II, reason:	

<b>Title of report:</b>	<b>Safety in Communal Areas Policy</b>
<b>Contact:</b>	Cllr Margaret Griffiths, Portfolio Holder for Housing  Ricky Lang, Compliance and Mechanical and Electrical Contracts Team Leader
<b>Purpose of report:</b>	<ol style="list-style-type: none"> <li>1. To provide members with an opportunity to comment on the proposed attached Safety in Communal Areas (SICA) Policy</li> <li>2. This policy will outline our approach to managing communal areas in blocks that are owned and managed by DBC's housing service</li> </ol>
<b>Recommendations:</b>	<ol style="list-style-type: none"> <li>1. For members to provide comments on the SICA policy</li> <li>2. For members to note the growing focus on the fire safety industry following the Grenfell Tower incident</li> <li>3. For members to comment on the approach set out in the proposed revised SICA policy</li> </ol>
<b>Period for post policy/project review:</b>	Review of the Council's performance in relation to the SICA policy to be undertaken 12 months after implementation
<b>Corporate objectives:</b>	<p>Clean Safe and enjoyable environment</p> <ul style="list-style-type: none"> <li>• Ensure the safety of all people living, working in or visiting properties owned by the housing service;</li> <li>• Ensure alignment and adherence to current legislation and government policy on fire safety; and</li> <li>• Provide an overview of our approach to ensuring fire safety within communal areas.</li> </ul>
<b>Implications:</b>	<u>Financial</u>

<p>'Value for money' implications:</p>	<p>The commitments set out in the policy to ensure compliancy will be managed in line with existing budgets and staff resourcing.</p> <p><u>Value for money</u></p> <p>The Council's Neighbourhood Support Officer's (NSO's) ensure landings are clear in line with the SICA policy. Where the NSO's remove items from communal areas and are able to identify whom they belong to the individual will be recharged in line with the Recharge Policy.</p>
<p>Risk implications:</p>	<p>Risk register is provided to members on a quarterly basis</p>
<p>Community Impact Assessment:</p>	<p>Community Impact Assessment carried out</p>
<p>Health and safety Implications:</p>	<p>The SICA policy is in line with the strategy set out in the Fire Safety Policy approved in November 2018</p>
<p>Consultees:</p>	<p>Alan Mortimer, Group Manager Property and Place</p> <p>Fiona Williamson, Assistant Director Housing</p> <p>Mark Gaynor, Director Housing</p> <p>Housing Senior Management Team</p> <p>Hertfordshire Fire Service</p>
<p>Background papers:</p>	<p>Fire Safety Policy</p>
<p>Glossary of acronyms and any other abbreviations used in this report:</p>	<p>SICA – Safety in Communal Areas</p> <p>NSO – Neighbourhood Support Officer</p>

## 1. Introduction

- 1.1. The Council has always been committed to ensuring the safety of our tenants and leaseholders and the implementation of the SICA policy, in line with the previously approved Fire Safety policy, allows us to achieve this.

## **2. Context**

- 2.1. The Grenfell Tower incident has not changed the Council's approach to fire safety, only reinforced and refocused it. The Fire Safety Policy is already approved and Fire Risk Assessments are commissioned, but the SICA policy ensures every block of flats is regularly inspected and communal areas remain clear of all items.

## **3. Staffing and Resourcing**

- 3.1 The commitments set out in the policy to ensure communal areas remain clear will be managed in line with existing budgets and staff resourcing.

## **4. Legislation**

- 4.1. Under the Housing Act 2004 and the Regulatory Reform (Fire Safety) Order 2005, we have a responsibility to ensure certain safety standards are met and adhered to.
- 4.2. The Grenfell Enquiry is ongoing and the Council will keep abreast of any changes and react accordingly, especially if there are modifications to The Building Regulations 2000 Approved Document Part B (Fire Safety).

## **5. Next Steps**

- 5.1. Herts Fire Service, who also attend a quarterly fire safety group meeting hosted by the Council, has reviewed the policy. This provides additional professional support to any decision making around fire safety. The Fire Service is keen to stress the importance of clear landings, as this will benefit residents escaping a building and firefighters entering the building in the event of a fire.
- 5.2. The zero tolerance approach ensuring communal areas remain clear will need to be communicated to all staff and residents. It is key that residents understand their role and the possibility of being recharged (in line with the Recharge Policy) if they leave items in communal areas.

## **6. Conclusion**

- 6.1. The implementation of the SICA policy allows the Council to be proactive in ensuring communal areas are clear. It also clarifies our approach and confirms that we will take action against residents who risk the health and safety of themselves or other people in communal areas.





# Safety in Communal Areas Policy

Last reviewed February 2019

# 1.0 Safety in Communal Areas Policy overview

This policy is managed and adhered to by the housing service. This policy will be reviewed regularly to ensure alignment with government legislation, guidance and good practice.

## Contents

### Policy overview

- 1.1 Introduction
- 1.2 Aim(s) of the policy
- 1.3 Links to the Council's corporate aims
- 1.4 Equality and diversity
- 1.5 Policy statement

### 2.0 Safety and communal areas policy detail

- 2.1 Zero tolerance approach
- 2.2 Taking action to keep residents safe
- 2.3 Repairs and maintenance
- 2.4 Use of communal areas

### 3.0 Links to other corporate strategies and policies

### 4.0 Legislation

## 1.1 Introduction

Dacorum Borough Council (DBC) is committed to ensuring that all communal areas in our blocks are well-kept, meet all regulatory requirements and are a safe and enjoyable place for residents and staff.

DBC defines communal areas as parts of a block of flats, street or estate that tenants have a right to use in common with other tenants and for which we, as the landlord and freeholder, are responsible. These include:

- Entrances;
- communal landings;
- communal lounges in supported schemes;
- the roof and gutters on a block of flats;
- shared stairways, balconies and access paths; and
- shared gardens.

For the purpose of this policy, loft spaces in blocks of flats and cupboards in communal areas are also included. They are not, however, to be used for the storage of possessions or accessed by tenants at any time.

## 1.2 Aim(s) of the policy:

The aims of this policy are to;

- Ensure the health and safety of tenants, leaseholders, staff and visitors when in a communal area;
- Allow cleaning service staff to carry out their job effectively, supporting the maintenance of communal areas;
- Ensure all repairs and maintenance can be safely carried out in communal areas;
- Allow communal areas to be used in the best possible way for the benefit of tenants, leaseholders, staff and visitors; and
- Ensure communal areas can be used safely to evacuate in the event of an emergency.

## 1.3 Links to Council's corporate aims:

This policy supports the council's corporate priorities which are set out in ['Delivering for Dacorum – Corporate Plan 2015-2020'](#).

## 1.4 Equality and diversity

The council is committed to promoting equality of opportunity in housing services and has procedures in place to ensure that all Applicants, Tenants and Leaseholders are treated fairly and without unlawful discrimination.

## 1.5 Policy Statement(s)

- We will take a zero tolerance approach to ensuring communal areas are kept safe and clear (see 2.1).
- We will be proactive in ensuring communal areas are clear and will take action against residents where necessary (see 2.2).
- We will ensure that repairs and planned maintenance are carried out in communal areas promptly and with minimal inconvenience to residents (see 2.3).
- When possible, we will take opportunities to improve communal areas to make them more convenient and enjoyable for residents (see 2.3)
- We will take action against individuals who risk the health and safety of themselves or other people in communal areas (see 2.4)

# 2.0 Safety and Communal Areas Policy detail

## 2.2 Taking action to keep residents safe

Our Neighbourhood Support Officers regularly inspect our estates and properties and will take action whenever they become aware that items have been left in communal areas. In line with our 'clear landings' approach, action will be as follows:

- Items believed to be of value will be removed and kept in safe storage for one calendar month;
- Fly-tipped items and dumped rubbish will be reported for removal and safe disposal; and
- Any litter or broken glass (including items in waste and recycling areas that have not been disposed of correctly) will be reported for clearance and safe disposal.

In line with our Recharge Policy, a charge will be issued for any item removed from a communal area where the owner can be identified. The Council cannot be held responsible for the damage, loss or theft of items left in communal areas.

## 2.3 Repairs and maintenance

To ensure that communal areas can be used safely by anyone accessing them, we will ensure that regular repairs and maintenance are carried out as required. This includes a scheduled cleaning service.

The majority of our communal areas are cleaned on a periodic basis. In the case of window cleaning, the council are only responsible for windows in communal areas, except in supported housing schemes where we also clean windows of tenants' homes.

The housing cleaning service and neighbourhood teams will report repairs they identify in communal areas. Tenants and Leaseholders are also asked to report communal area repairs via our [website](#) or by calling **0800 018 6050**. These repairs will then be carried out within the timescales set out in our [Repairs Handbook](#).

We recognise that attractive, clean communal areas promote a sense of pride and well-being for the residents of our blocks. Our programme of estate improvements provides refurbished drying areas, bin stores, communal gardens and in some cases additional parking for residents to use. We also ensure that, wherever possible, communal areas are well lit so residents can feel safe when accessing them.

## 2.4 Use of communal areas

We understand that there may be occasions where residents would like to make use of communal areas around their home and we acknowledge that resident's different lifestyles may sometimes lead to conflict.

In line with our Anti-Social Behaviour Policy, we expect residents using communal areas to show consideration for their neighbours and keep noise disturbance to a minimum, particularly at unsocial hours. Use of barbeques and building of campfires are not permitted in communal areas. Smoking and/or vaping is not allowed within any internal communal areas or within 10 metres of any doors or windows.

As a landlord, we will tackle unacceptable behaviour in communal areas by taking action against any breaches of tenancy or leases. In more severe cases, we may inform the emergency services.

## 2.1 Zero tolerance approach

DBC housing service is committed to ensuring the health and safety of everyone who lives in, works in or visits any of our properties. As a landlord, we have a responsibility to ensure that communal areas are kept clear and accessible so that residents can exit the building quickly and safely in the event of an emergency, as well as allowing emergency services easy and uninhibited access if required. To achieve this, we ask our residents to keep communal areas clear and take a zero tolerance approach to enforcing this.

Our Tenancy and Leasehold Agreements state that communal areas do not form part of an individual's tenancy and that communal areas may not be used for additional storage. There is an expectation that anyone living in our properties is required to keep communal areas clear. This includes roof spaces and lofts as highlighted in the [Tenants Handbook](#).

This zero tolerance approach is to prevent fire hazards, allow us to carry out essential repairs and maintenance, and help to keep our residents' homes safe and enjoyable places to live.

## 3.0

### Links to other corporate documents

This policy links to and should be read in conjunction with the following policies and strategies:

- Tenancy Agreement
- Fire Safety Policy
- Anti-Social Behaviour Policy
- Handling Tenants Goods Policy
- Recharge Policy

## 4.0

### Legislation

The legislation listed below will be taken into consideration when implementing this policy:

- Local Government (Miscellaneous Provisions) Act 1982
- The Building Regulations 2000 Approved Document B (Fire Safety)
- Housing Act 2004
- Regulatory Reform (Fire Safety) Order 2005
- The Building Regulations 2010
- Anti-Social Behaviour, Crime and Policing Act 2014

Clerk: Kayley Johnston

## Housing & Community Overview & Scrutiny Committee: Work Programme 2019/20

***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
5 June 2019	22 May	Private Sector Housing		
		Universal credit Update	Assistant Director, Housing <a href="mailto:Fiona.williamson@dacorum.gov.uk">Fiona.williamson@dacorum.gov.uk</a>	
		Strategic Tenancy Policy	Group Manager, Strategic Housing <a href="mailto:Natasha.beresford@dacorum.gov.uk">Natasha.beresford@dacorum.gov.uk</a> Independent Reviewing Off <a href="mailto:Carly.thomas@dacorum.gov.uk">Carly.thomas@dacorum.gov.uk</a>	
3 July 2019	19 June	Homelessness Reduction	Assistant Director, Housing <a href="mailto:Fiona.williamson@dacorum.gov.uk">Fiona.williamson@dacorum.gov.uk</a>	
4 Sept 2019	21 Aug			
9 Oct 2019	25 Sept			
6 Nov 2019	23 Oct			
<b>Joint Budget</b>  <b>3 December 2019</b>		**** Joint Budget **** ****2020-2021****  ***** <b><i>Ideally no further items to be added</i></b>	Corporate Director, Finance and Operations <a href="mailto:James.deane@dacorum.gov.uk">James.deane@dacorum.gov.uk</a>	
8 Jan 2020	25 Dec 19			

<b>Joint Budget</b> <b>4 February 2020</b>		<p>**** Joint Budget ****                  ****2020-2021****                  *****  <i>Ideally no further items to be added</i></p>	<p>Corporate Director, Finance and Operations  <a href="mailto:James.deane@dacorum.gov.uk">James.deane@dacorum.gov.uk</a></p>	
<b>4 March 2020</b>	<b>19 Feb 2020</b>			

Items to be scheduled: Dates to be confirmed

. private sector housing PRS (June19)