



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 3 July 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 (Vice-Chairman)
Councillor Mrs Bassadone
Councillor England
Councillor Imarni (Chairman)
Councillor Mahmood
Councillor Pringle
Councillor Arslan

Councillor Durrant
Councillor Johnson
Councillor Oguchi
Councillor Hollinghurst
Councillor Barry
Councillor Freedman

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. YOUTH CONNECTIONS UPDATE (Pages 3 - 20)

7. HOMELESS REDUCTION ACT UPDATE (Pages 21 - 61)

8. OSBORNE YEAR 5 REVIEW (Pages 62 - 85)

9. SPORTS STRATEGY AND PHYSICAL ACTIVITY ACTION PLAN (Pages 86 - 92)

10. ANTI-SOCIAL BEHAVIOUR UPDATE (Pages 93 - 104)

11. WORK PROGRAMME (Pages 105 - 107)

YC Hertfordshire

Area Team Manager – Karen Haswell
Youth Work Team Leader – Robert Brown

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July 2019



Agenda Item 6

YC Hertfordshire

- Dacorum Youth Offer including Positive Alternatives
- Reduction in ASB/CCE/Risky Behaviour
- Prevention of entry into the criminal justice system
- Early Help/Prevention
- Working with targeted, vulnerable groups 1-1 and project work
- Information Advice & Guidance – Schools, Colleges and the Community
- Rocket To The Future Primary School Transition
- Work Related Learning – (WRL)
- Reduction of NEETS - Data 31st May 19
- Cohort = 3119 – NEETS (Year 11/12) = 86
- Lost Contacts = 37



YC Hertfordshire

- Education, skills and progression to employment and independence.
- Physical, sexual and mental health - achieving emotional well-being, resilience and reducing the risk of self-harm.
- Diversion from crime, reducing knife crime, gang association, youth violence, child criminal exploitation and supporting the out of court disposals process.
- Project work with young people in their communities and to address specific issues or challenges faced by them.
- The voice of the Young Person. (Youth Council)
- Integration within the Families First Prevention & Early Help Multi-Agency Model.
- Strong links with partners agencies



Partnership Working

- Through the Youth Strategy Group chaired by YC Hertfordshire, partners work together to ensure local support and provision is available for young people.
- Partners include -
 - Dacorum Borough Council Community Safety Team
 - Targeted Youth Support Team
 - Intensive Family Support Team
 - Police
 - Fire Service
 - Housing Associations
 - Local Providers



Partnership Working

- We work in partnership attending and working with:
- Integration Panel
- Out Of Court Disposal Panel
- Triage Panel
- JAG (Joint Agency Group)
- ASBAM (Anti Social Behaviour)
- RAOG (Regional Agency Operational Group)
- School Pastoral Heads
- School Careers Leads
- 11-19 Youth Strategy Group
- Police & Gangs & Schools Team



The Dacorum Youth Offer

- The Swan, Berkhamsted
Monday 4.00 -6.00 pm (weekly)
- The Monday Night Project, Bennetts End
Monday 6.30 -8.30 pm (weekly)
- Bridges To Beats, The XC
Monday 6.30 -8.30 pm (weekly)
- The Resilience Project, The XC
Tuesday 11.00 – 1.00 pm (weekly)

www.ychertfordshire.org



The Dacorum Youth Offer

- Youth At Risk, The XC
Tuesday 5 – 7 pm (weekly)
- Into The Frame, The XC
Tuesday 7 – 9 pm (weekly)
- Girls Allowed, The XC
Tuesday 7 – 9 pm (weekly)
- Dacorum Youth Council – Voice of the Young People, The XC
Tuesday 7.00 – 9.00 pm (weekly)



The Dacorum Youth Offer

- Creative Spark – LD Project, The XC
13 – 17 years: Wednesday 6.30 – 8.30 pm (weekly)
18 – 24 years: Wednesday 7.30 – 9.30 pm (weekly)
- Independent Living Skills, Bennetts End
Wednesday 6.30 -8.30 pm (weekly)
- LGBT+
13 – 17 years: Thursday 4.00 – 6.00 pm (weekly)
18 – 24 years: Thursday 6.45 – 8.45 pm (weekly)



The Dacorum Youth Offer

- The Supporting You Programme, Bennetts End
Thursday 6.45 – 8.45 pm (weekly)
- The Discovery Project (Trans Gender)
XC Centre 6.30 – 8.30 pm (weekly)
- The Emotional Wellbeing Group
Bennetts End 7.00 – 9.00 pm (weekly)
- Berkhamsted Street Project
Friday 6.00 – 8.00 pm (weekly)



The Dacorum Youth Offer

- Outreach Sexual Health Programme
- Delivered in non school settings
- F.E College
- Sports Clubs
- DBC Adventure Playgrounds
- Sexual Health support offered at XC Centre daily





 @dacorumteam

 Facebook.com/ychertfordshire



To refer a young person to this programme visit www.ychertfordshire.org and click on **Make a Referral**.

Once we receive your referral we will be in touch with the young person and their parent/ carer to arrange an initial meeting and discuss whether the programme is suitable for their needs.

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If you have any questions, please call

0300 123 7538

or email yc@hertfordshire.gov.uk

www.ychertfordshire.org



Positive

Alternatives

+Alt

Term-time Programme

YC Hertfordshire is launching its **Positive Alternatives (+Alt)** projects across the county, motivating young people to actively consider alternatives to gang culture and crime.

The programme is aimed at those at risk of becoming involved with gangs and violent crime and focuses on risks and consequences.

The programme helps young people to consider positive alternatives and make better choices.

Design ref: 084911



What is +A/t ?

The programme is aimed at young people at risk of involvement with gangs and violence, focusing on risky behaviour and consequences.

It is designed to demonstrate positive lifestyle alternatives, helping the young person make the right choices for their future.

There are ten dynamic and interactive workshop sessions over a period of ten evenings (one a week) during term-time.

The two-hour evening sessions will explore:

- identity and belonging
- gang culture
- stereotypes and gender
- responsibilities
- county lines
- knife crime and reducing use of weapons

The programme also includes sessions on healthy relationships, sexual health, drugs and alcohol, social media and Citizen Aid.

+A/t is run by trained Youth Workers.

Where?

The programme takes place over ten weeks and is based at YC Hertfordshire Young People's Centres across the county.

Who is eligible?

Please consider a referral if you are working with a young person who:

- is not in employment, education or training (NEET)
- is persistently absent and/or excluded from school or an Educational Support Centre
- is at risk of child criminal exploitation
- has poor mental health
- is considered at risk of Child Sexual Exploitation

The programme is suitable for young people, male and female, aged 11-17.

Supporting You:

YC Hertfordshire is delighted to announce the launch of Supporting You, a 7 week referral programme, aimed at young people aged 11-18 who are;

1. Beginning to show very early signs of distress due to anxiety or low mood
2. Who are not receiving support elsewhere as they would not meet the criteria for a referral.

Supporting You Groups provide 2 hour sessions in a friendly atmosphere, once a week for seven weeks. Up to 12 Attendees per group will learn 12 CBT skills plus a method for planning how to achieve goals. Sessions are run by Youth workers trained to deliver CBT and supported by young volunteers.

Supporting You is based on the Decider Programme, a CBT programme developed by experienced Cognitive Behavioural Psychotherapists in co-production with service users. The Decider Programme is;

- Evidence-based (CBT & DBT) and effective.
- Memorable and easy to use.
- Creative, fun and interactive.

What is CBT?

CBT stands for Cognitive Behavioural Therapy. CBT looks at the links between the way we THINK, what we FEEL, and what we DO (Thoughts, Feelings and Behaviours).

It considers how we think about ourselves, the world and other people, taking into account our early experiences. CBT skills can help us override any unhelpful automated responses that may be contributing to stress and anxiety.

Who is this programme for?

This is a prevention and intervention programme aimed at young people aged 11-18 who live work or receive education in Hertfordshire and who can be described as;

1. A young person who is just beginning to express concerns relating to stress, anxiety or low mood but typically functions well, are not adversely effected on a regular basis by these concerns and would not meet the criteria for another intervention.

Or,

2. A young person who has completed a successful engagement with a counsellor but would benefit from a group programme to reinforce the support received as part of a successful exit strategy.

Who can refer into this Programme?

- Professionals working in Herts can refer into this programme.

- Please note, this programme is not to replace or bypass another intervention or treatment option.
- If a young person meets the criteria for another service then they are not suitable for this early intervention programme.

How do I refer into this programme?

To make a referral please go to [www.http://ychdpref.appspot.com](http://ychdpref.appspot.com) This system will allow you to;

- View where and when groups are running across the County.
- See where spaces are available.
- Book a place then and there!

The system will ask you a series of short questions but will redirect you if your responses suggest the young person is not suitable for this programme. If they are, Staff from YC Herts will respond to the referral and contact the young person within 3 days to go through the details of the course and invite them to a 1-2-1- pre group meeting.

What can I tell Young People about the Supporting You Programme?

- This programme lasts for 7 weeks and they must be able to attend all sessions.
- It is run by Youth Workers from Hertfordshire County Councils youth service, YC Hertfordshire, who are trained and qualified to deliver this CBT programme.
- CBT stands for Cognitive Behavioural Therapy. CBT looks at the links between the way we THINK, what we FEEL, and what we DO (Thoughts, Feelings and Behaviours).
- It's suitable for young people as a very early intervention.
- Each course will run with up to 12 young people.
- You will be put in groups with young people of similar age, 11-13 years, 13-16 years and 16+
- You will learn strategies in a fun, workshop type environment that can support you reduce, stress, anxiety and or low mood.
- Its free
- After being booked on, a Youth Worker will contact you and arrange a 1-2-1 interview to explain the programme in more detail and complete some pre course paper work
- The programme is being evaluated and so you will be asked to complete pre and post evaluations and feedback

Young people who have attended this course said;

'Thank you so much for allowing me on to this course. These methods will be really useful and will help me handle any stresses or concerns I have in the future'

'I like how it is very practical and straightforward, the skills are really simple and easy to remember'

'Rather than just say "reduce negative thinking" the skills I have learnt have given me practical techniques to use'

'This course showed me how my goals can be achievable.'

Supporting You:

Great news - you have been booked on to a Supporting You Group.

We are really excited to meet you and thought this information might be useful until then...

What's 'Supporting You'?

Supporting You is a group programme of 7 weekly sessions where you will learn strategies in a fun, workshop type environment to support you reduce, stress, anxiety and or low mood.

The strategies we will teach you are based on CBT. That stands for Cognitive Behavioural Therapy - don't worry, these aren't 'therapy' sessions! CBT looks at the links between the way we THINK, what we FEEL, and what we DO (Thoughts, Feelings and Behaviours) and helps people reduce the thoughts that create stress and anxiety and low mood and instead feel better able to manage day to day life.

We will share with you 12 very simple CBT techniques that have been shown to help people stay calmer, not catastrophise, reduce stress and with practice, feel happier.

Most of the techniques you will learn are things you can do discreetly, in your head, without any fuss, some will involve some private reflection, and some will involve some note making. The sessions are always fun and light hearted but very effective.

Some more about the group:

Each group may have up to 11 other young people around your age, a youth worker and a couple of volunteer helpers.

The group sessions run for 2 hours after school or in the evening at a local venue over 7 weeks.

Is this right for me?

This programme is for teens who have noticed that they can sometimes feel stressed or anxious - perhaps even sad by a situation/s which normally don't cause them (or others) to feel badly.

This programme is for you if you would like to learn how to control your emotions so they don't control you but to get the most out of your experience you must also be able to attend all 7 weeks.

Because we are not mental health practitioners, this programme is not suggested for people who have significant issues with stress, anxiety or low mood, such that it is interfering in their ability to take part in everyday activities.

You may be nervous and or shy - we totally get that. Our lovely and highly skilled Youth Workers will look after you and there are a number of volunteers available should you want any one on one support.

What happens next?

After being booked on, a Youth Worker will contact you and arrange a one on one interview to explain the programme in more detail and complete some pre course paper work.

The programme is being evaluated – which means some lovely researchers are working out how effective it was for those that have completed the programme. This means you will be asked to complete pre and post evaluations and complete a feedback questionnaire, but it will all be anonymous -you won't have to give your name.

Young people who have attended this course said;

'Thank you so much for allowing me on to this course. These methods will be really useful and will help me handle any stresses or concerns I have in the future'

'I like how it is very practical and straightforward, the skills are really simple and easy to remember'

'Rather than just say “reduce negative thinking” the skills I have learnt have given me practical techniques to use'

'This course showed me how my goals can be achieved.'



Report for:	Housing and Communities Overview and Scrutiny Committee
Date of meeting:	3 July 2019
Part:	1
If Part II, reason:	

Title of report:	Homeless Reduction Act Update
Contact:	Councillor Margaret Griffiths, Portfolio Holder for Housing Carly Thomas, Independent Reviewing Officer Cynthia Hayford, Homeless Prevention Team Leader
Purpose of report:	1. To provide members with an overview of the implementation of the Homelessness Reduction Act and a progress update one year on.
Recommendations	1. For members to gain a full insight into the ongoing developments in this area and offer comments.
Period for post policy/project review	Performance against the Homeless Reduction Act 2017, will continue to be reviewed in accordance with Homelessness Strategy monitoring and delivery, reports will be submitted to members on an annual basis.
Corporate objectives:	
Implications:	Failure to implement and develop new working practices in line with the Homelessness Reduction Act would mean the Council were in breach of fulfilling its statutory requirements.
'Value for money' implications	The service will continue to work closely with the support team at Ministries for Housing Communities and Local Government (MHCLG), to ensure that we effectively use grant funding allocations and deliver prevention services to the local community.
Risk implications	N/A
Community Impact Assessment	N/A
Health and safety Implications	N/A
Consultees:	Natasha Beresford, Strategic Housing Group Manager Fiona Williamson, Assistant Director Housing Mark Gaynor, Corporate Director of Housing and Regeneration

Background papers:	<p>Appendix 1 Personalised Housing Plan</p> <p>Appendix 2 NSNO Policy</p> <p>Appendix 3 Cold Weather Funding Overview</p> <p>Appendix 4 Private Sector Team Progress Overview</p> <p>Appendix 5 Homelessness Strategy Update</p>
Glossary of acronyms and any other abbreviation in the report:	<p>Homeless Reduction Act (HRA)</p> <p>National Practitioners Support Service (NPSS)</p> <p>Personal Housing Plans (PHP)</p> <p>Ministries for Housing Communities and Local Government (MHCLG),</p> <p>Housing and Communities Overview & Scrutiny (H&OSC)</p> <p>Homelessness Advice and Support Team (HAST)</p> <p>Housing Senior Management Team (HSMT)</p> <p>Homeless Action Review Team (HART)</p> <p>Discretionary Housing Payment (DHP)</p> <p>Clinical Commissioning Group (CCG)</p>

1. Introduction

- 1.1. From an early stage, the Strategic Housing Service was tracking media in relation to the much-anticipated introduction of the Homeless Reduction Act (HRA).
- 1.2. The Strategic Housing Service had been proactive in its approach to preparation for the Act, whilst working closely with partners and the National Practitioners Support Service (NPSS) to develop an excellent housing advice and homeless prevention service. This was recognised with the award of the NPSS Gold Standard award for Housing Options in July 2018.
- 1.3. Many identified areas of good practice, such as the development of Personalised Housing Plans (PHP) were implemented in advance of the HRA implementation in April 2018. This enabled Officers to gain increased confidence in the new legislative approach and for the service to make adjustments ahead of the new act coming into effect.

2. Implementation

- 2.1. In summer of 2017, the service presented proposals to Housing and Communities Overview & Scrutiny (H&OSC) and Cabinet Committees

outlining proposals that it intended to deliver to aid implementation of HRA. One of the key proposals was to implement a designated Project Lead, a proactive stance, which was approved by Members.

2.2. Staffing

Prior to the implementation of HRA the Homeless Prevention and Assessment team's staffing complement consisted of the Team Leader, Lead Officer, 2 x Temporary Accommodation Officers and 4 Homeless Prevention & Assessment Officers.

As part of the report approved by H&OSC and Cabinet committees, there were additional staff proposed to ensure the service could deliver the new functions required by the legislation. Recruitment was undertaken to resource the team with the following additional Officers;

- *1x Triage Officer
- *1x additional Temporary Accommodation Officer
- *1x Temporary Accommodation Lead Officer
- *1x additional Homeless Prevention Officer
- *1x Independent Reviewing Officer

2.3. Triage and Service redesign

Every case (aside from the emergency same-day homeless approaches) goes through this process. Triage assessment is undertaken when a client presents to the Customer Service Unit, they are assessed and initial advice is given in relation to their situation. Clients are then referred to the Homeless Prevention and Assessment Team and allocated an officer. This change in process has;

- Reduced the initial interview time periods for the Officers, enabling a more focussed conversation with the client.
- Officers are able to read the comprehensive notes on the file before meeting with the client, which means when they meet with the client to complete the Personalised Housing Plan (PHP) the majority of the initial interview can be focused on this and the client's needs, rather than trying to gather information and complete the PHP simultaneously.
- Helped to stem the flow of referrals through to the officers. Previously the officers would have had to provide advice on all cases referred through and triage them but now they are only working with clients that are homeless or threatened with homelessness and require intervention. The Triage Officer is able to offer appropriate advice and interventions to clients who are able to 'self-serve' and will also issue any not homeless or eligible decisions if and when appropriate.
- As there has been a significant increase in administration of cases this has helped Officers to manage this and minimise increase in workloads for the officers as much as possible.
- Enables officers to focus their time on clients requiring necessary advice and interventions to prevent homelessness.

2.4. Online Personal Housing Plans (PHP)

These documents have been digitalised and are built into the Civica system, this is the system used by Officers to manage their casework. This process is unique to other local authorities in Hertfordshire and was developed by the Project Lead with the system provider. This enables us to be more efficient as the PHP is auto populated by the casework tasks that officers go through with clients during the initial interview. The process allows for tasks to be assigned to the applicant, which are visible to them when they log into their application page on the Moving with Dacorum website. This enables applicants to complete their tasks and also send comments to the back office through this portal, therefore creating a more interactive experience between the Officer and applicant. **See Appendix 1.**

2.5. H-Clic Reporting

One of the requirements upon local authorities following the implementation of the HRA was to complete quarterly data returns to central government via a new system called 'H-Clic' which has replaced the previous P1E reporting system.

This new system allows local authorities to further drill down into data meaning that since implementation we have been able to analyse all approaches to identify figures, which enables us to identify trends and address issues.

Since implementation last year, we have identified the following:

- Approximately 40% of all approaches are made when the applicant is already homeless (known as relief cases).
- A further 48% of all approaches are made when the applicant is threatened with homelessness (known as prevention cases).
- Applicants that were not threatened with homelessness, and requiring basic advice and assistance in relation to their housing situation made 10% of all approaches.
- 60% of all households that have approached the council are single with no dependents.
- Of the above 60% a high proportion (about 80%) have an identified vulnerability or need such as mental health and/or drug and alcohol use. However, this does not necessarily translate to there being a priority need for homelessness assistance or temporary accommodation.

3. Key challenges and what we have done are doing to address them

3.1. Although every effort has been made to ensure minimal impact to service following implementation we have had some challenges that the officers have had to get used to.

Dacorum, unlike many other local authorities did not require a big culture change following the implementation of the HRA. Officers were already completing PHP's in advance of implementation and accommodating homeless applicants at the end of a s.21 notice, rather than requesting a Bailiffs Warrant for eviction and giving advice to 'single non-priority' clients. Previously approaches were allocated to two separate teams and the Housing Needs Team would deal with the single non-priority group. Our Housing Needs who work within the Pre-Tenancy Team and deal primarily with the Housing Register, previously would provide advice to all 'single non-priority' applicants and refer any clients that needed intervention or further investigation. Following the implementation of the HRA the Homeless Prevention and Assessment Team deals with every approach. As a result there has been an increase in caseload for staff as they now see all approaches that come through.

There has also been a significant increase in the administration of cases. Officers are now seeing more people based on the changes above, each of which requires them going through potentially three stages, with PHP's that need updating and duty letters that must be issued through every stage of the HRA process, this is a requirement of the Act. This is in addition to case notes, agency referrals, reports and any other prevention or relief work they are required to do. In order to ensure that this process can be as efficient as possible, template letters have been built into the system. An Officer under the new legislation can have a case for approximately 6 months or more as opposed to about 3 months prior to implementation.

Throughout the planning and implementation process there were issues with the Civica system, we regularly reported a number of 'bugs' and errors in the new system. Given it was a new module it is not unexpected for there to be such issues but this provided a challenge for management team and users, which impacted on the transition. Additionally there were issues with the service from our system provider in general, however we have now met with them to discuss these issues, these have now been resolved and we have a greater working relationship with them as a result.

3.2. Length of time in Temporary Accommodation

Due to the increase in stages of a homeless application under the new requirements, this has meant that applicants are on average spending longer in temporary accommodation. Before HRA on average, an applicant could be in temporary accommodation for approximately two and half months until they are housed but post HRA the average length of stay in temporary accommodation is on average six months.

Prior to the implementation of the HRA, officers were required to work through the more traditional investigative process, which was less onerous and a conclusion was reached more quickly (typically within 33 days). Following implementation applicants are placed into temporary accommodation for 56 days before a decision can be made. Relief efforts are made during this time but if these attempts are unsuccessful, applicants will remain in temporary accommodation until a conclusion is reached on their case. This is affecting the level of temporary accommodation stock available and the statistics for move on. It is not an increase in approaches but rather the same level, without the applicants moving on at the same pace, which additionally impacts caseloads.

In order to combat this, Temporary Accommodation provision has been increased, we have taken on more leased properties via the council's Estates Department and are using general needs properties to accommodate applicants, in addition to purpose built hostel units. The Development team are also in the process of developing two new sites for temporary accommodation.

3.3. Lack of suitable Private Rented Sector (PRS) offer

One of the main challenges is around the lack of suitable PRS properties that are available for the team to discharge duty into. This can make relief efforts difficult for the Homeless Prevention & Assessment Officers. Without an effective offer, all applicants owed a duty by the council are being placed into social housing, further increasing pressures on stock and resources. This was raised up by Homeless Advice and Support Team (HAST) during their visit and included in their feedback.

The lack of properties available is due to several factors including competition from other authorities including Brent and St Albans who currently offer larger incentives/packages to landlords.

As Dacorum currently only offers the Homeless Prevention Fund, we are not in a position to compete. To solve this problem, as outlined above, a briefing paper detailing the need for a PRS offer has been developed by HART and now been provisionally approved by Housing Senior Management Team (HSMT). An action group has now been set up to look at this in more detail and explore recommendations by HSMT. Once this piece of work is completed it will go through the management approval processes.

- 3.4. Some cases have gone over their 56-day target at the Relief and Prevention stages. This could be because of the various compulsory tasks that need to be carried out in the Homeless application process. For example, each stage of the homeless application process requires Officers to issue letters before they can move on to the next stage. Initially the system did not notify Officers when the deadline was reached for this task, due to the complexity of casework, this mean that some tasks could be delayed. This issue has now been addressed and Officers do get alerts to notify them of the end of each stage.

4. Initiatives

4.1. Housing First and Outreach Service Provision

Following a joint bid with St Albans Council, led by Dacorum, Ministries for Housing Communities and Local Government (MHCLG) have announced our success in securing £200,000 funding from the governments Rough Sleeping Initiative fund to develop a Housing First Project across the two districts.

This funding, will crucially enable Dacorum to recruit 2x dedicated Rough Sleeping Outreach workers, who are vital to tackling rough sleeping, street activity and combating entrenched homelessness.

This project will focus on providing accommodation to those individuals with complex and multiple needs for whom the standard processes and frameworks do not work. Dedicated outreach workers will work closely with a

project lead to ensure that intensive support for the clients is provided within secure accommodation. As the funding has only recently been announced, we are still in early discussions with partners to develop the overall implementation plan, which will include proposals to ensure that the project is sustainable, past the 1-year funding.

Additionally the service has other funding available, which will enable us to compliment this project by recruiting a dedicated drug and alcohol worker to address the needs of homeless clients working closely with the outreach team.

4.2. Mental Health Working Group

In recent months, Officers from across the service are increasingly dealing with clients, presenting with complex needs. This has presented a number of significant challenges, including non-engagement, violent and aggressive behaviour, increasing challenges with managing staff safety and safeguarding issues. This has been raised as a key challenge at our Homeless Forum, who with Member and partner agency support have established a Mental Health working group, with input from the Clinical Commissioning Group (CCG).

Initially meeting was held with the Director of Commissioning for Mental Health services to address these issues and subsequent meetings are now attended by the CCG commissioning manager, who has an active role in contributing to and shaping the contract for Mental Health services. This has meant the service have been able to submit requirements that the health services have to abide by which include engaging with local services on an operational and strategic level and adopting a more flexible approach to complex needs cases. These requirements have enabled us to influence commissioning contract documents, to assist with improved engagement and outcomes.

4.3. Homeless Prevention Fund

Our Homeless Prevention Fund, previously primarily used for paying deposits on privately rented properties to assist applicants into PRS accommodation and prevent homelessness, can now also be used to cover Rent in Advance. However as explained above, this has only been successful in a small number of cases. This year we have had about 12 successful applications for support with deposits and sometimes rent in advance. The Homeless Prevention Fund have also been used to fund the extra staff needed, grant funding for partner organisations, training and in some cases paid legal fees for applicants.

We have also developed a closer working relationship with Housing Benefit, which has meant that management are able to pre-approve Discretionary Housing Payments (DHP). This has meant we can expedite these payments more quickly, helping more clients to access the PRS.

On occasion, DHP can also be used to pay off arrears, this is not done as a matter of course but in certain cases, with management approval, this can also be considered as a prevention method. In order for this to be to be

agreed there has to be evidence that this will prevent homelessness for six months or more.

4.4. HART

We have created and developed a sub group of our Homeless Forum, referred to as Homeless Action Review Team (HART). We have used this group to undertake an interim review of our Homelessness Strategy and ensure all commitments are being met, in addition to the service demonstrating HRA compliance. This group report to the Housing Senior Management Team on a quarterly basis key updates and developments. The group consists of members from across the Housing Service and external partners, they have worked together to develop briefing papers and proposals to Housing Senior Management Team and external bodies such as MHCLG, such as our approach to a Dacorum Housing First model.

This group regularly reports back into our Homeless Forum so that all of our partner agencies are kept up to date with the progress of the work we are undertaking and are invited to be involved where relevant.

4.5. Pathways

As a part of the implementation project, we were required to create pathways for vulnerable client groups. Pathway plans are in place for ex-armed forces personnel, care leavers and ex-offenders. We are continuing to develop and build on these. Our prison leaver pathway has now been extended across two prisons, HMP The Mount and Peterborough, whilst the Mount is based within Dacorum, a majority of releases to this borough are from HMP Peterborough. Additionally service representatives are members of the Hertfordshire Criminal Justice Board Early Intervention & Rehabilitation group. This group are working with a range of partners to ensure that all ex-offenders have effective pathway arrangements back into suitable housing and tools are in place to prevent re-offending. We are currently further developing information that will update our website for vulnerable client groups to ensure that they understand services available to them.

Dacorum is also part of a working group that is reviewing the Joint Housing Protocol, which exists between Hertfordshire local authorities and Social Services, to provide a joined up process and pathway arrangements for 16/17 year olds, care leavers and Intentionally Homeless families.

4.6. Hertfordshire Local Connection Protocol

Dacorum has led on implementation of this, the protocol is between each of the ten districts who have signed up to agree a procedure to deal with cases where the applicant has approached one of the districts but has a connection to one of the others. By agreeing a consistent approach, it has led to easier transition processes for these applicants and better joint working between the authorities.

4.7. Formal offer to resolve

This is a formal written offer given to the parents/family looking to exclude potential homeless applicants. It is a formal agreement between them and the council that confirms we will help resolve the applicants homelessness if

they will agree to allow them to remain on a temporary basis – thus reducing the numbers in temporary accommodation.

5. Reviews

- 5.1. The HRA introduced additional areas that the applicant could challenge the local authority on. This includes the ability for applicants to review every step of their journey including their PHP and the decision to end the Prevention or Relief Stage to progress the application.
- 5.2. Although we have had a substantial amount of reviews coming through since implementation, there have been no challenges on these new reviews available since implementation.
- 5.3. Since the implementation of the HRA there has been a total of 34 reviews received.

Under the Housing Act 1996, if an applicant does not agree with the decision the Council has made on their homeless application they have the right to request a review of it. The type of reviews that come through vary in nature between reviews of Intentionally Homeless and Non Priority decisions, where the Council is stating they no longer owe the applicant a full duty to house them, to reviews of the suitability of accommodation offered and suspension from the housing register.

Around 29% of reviews have been in relation to Part 6 of the Housing Act (the Housing Register and Allocations) and just over 70% of reviews relate to Part 7 of the Housing Act (Homelessness).

When looking at the reviews that come under Part 7, 33% of them are Non-Priority Need decisions and 16% are Intentionally Homeless decisions.

Suitability review, which is where an applicant can challenge that they do not believe a property, offered to them is suitable for their needs – make up 32% of all reviews.

In terms of outcomes of the reviews received;

27% of original Officer decisions have been upheld
20% returned for further investigation
14% closed down where the applicant withdrew the review
17% decisions overturned
8% other (for example the case was taken to Housing Panel instead of a review etc.)

So far, three cases have appealed decisions that were upheld in the applicants favour at review.

6. Conclusion

Since implementation Dacorum has been in regular contact and had visits from our HAST team within the MHCLG. It is their role to ascertain the progress of local authorities in complying with the HRA.

The feedback we have received from these visits has been very positive; the service has been given vital feedback to enable us to continue to improve service delivery.

Implementation of the HRA has had an undeniable impact on the team and service, however through a proactive approach and continuing service development Dacorum is able to ensure that we are not only compliant with legislation but are also at the forefront of new initiatives and good practice.

For members to offer comments on the HRA update.

Your Personal Housing Plan

Date:

Your name:

Signed:

Your email:

Your officer's name:

Signed:

Their email:

Understanding your housing problem

Why you've approached us

Please tell us about what has happened that has made you homeless or threatened with homelessness

The home you need

What accommodation do you think would be suitable for you (including anyone that lives permanently with you)?

Your support needs

What support would be needed for you to have and keep a suitable rented home? Include details of help you might need with paying the rent as well as the support needed for anyone who lives permanently with you.

Finding a home

Dacorum Borough Council's Homelessness Prevention Team will work with you to support you in finding a home.

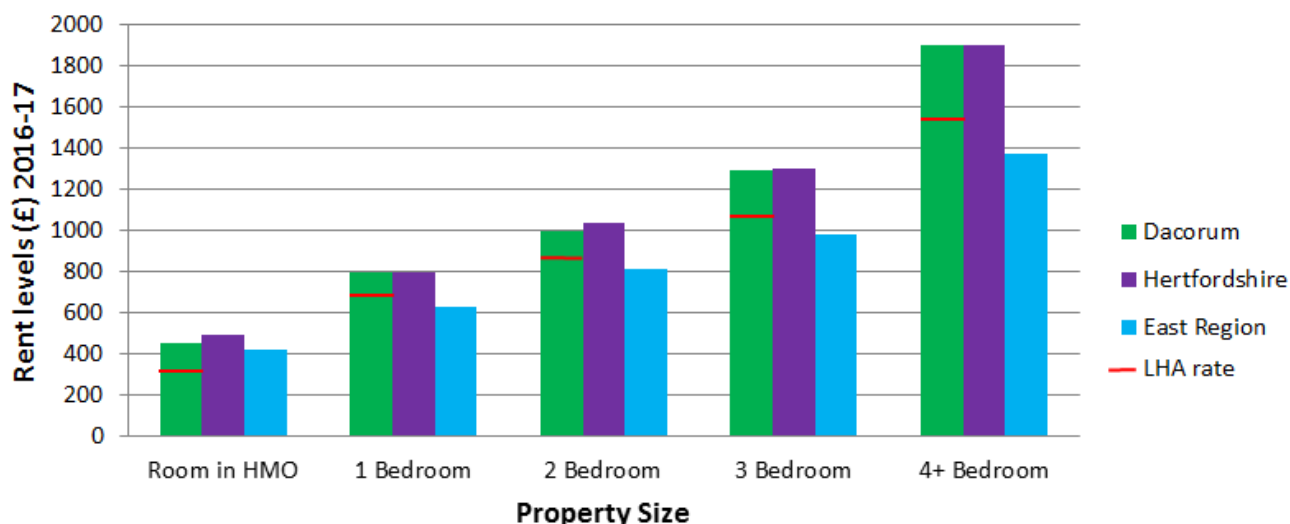
It will be important for you to follow their advice and take the agreed actions to help yourself find somewhere permanent to live.

We work across the council to provide support and advice. Our officers will do everything they can to help you find a suitable home. Whenever possible, this will be in Dacorum, but it is not necessarily going to be a council property.

Dacorum Borough Council owns around 10,000 homes for social rent, but people usually live in them for many years, so only a few hundred become vacant each year. We have around 6,000 people on our Housing Register, so most people looking for somewhere to live have to find other types of home.

You must be realistic. LHA will probably not cover your full rent and Dacorum isn't a large or particularly cheap borough to live in. You are more likely to find something suitable if you consider other areas rather than just Dacorum.

You can see on the graph that Dacorum is on par with average rent levels in Hertfordshire; but if we're looking across the East Region more generally it is one of the more expensive areas to rent.



Understanding what we will do to help

We will support you while you try to find or keep suitable accommodation.

We are here to support conversations between you and your family, friends or landlord. We will do our best to connect you with other people or organisations who can give the support you need.

We understand that being made homeless or facing homelessness can be stressful and upsetting. We want to help you in your search to find a suitable home.

Our duty

How we will help you find accommodation:

1. We can speak with any friends or relatives you would like us to and explain your problem. When they find out how difficult it will be for you to find accommodation to rent in Dacorum, they may be willing to allow you to stay with them whilst you look for something else.
2. We can assist you financially. Depending on your circumstances we can help with accessing funds for Deposits and Rent in Advance.
3. We can provide you with advice and assistance on where to look for accommodation
4. We can help you with negotiating with a landlord once you have found somewhere you want to rent.
5. We can refer you to any appropriate support services to assist with your search

Documents to support you finding accommodation:

1. This document is your **Personal Housing Plan (PHP)**, which sets out what steps you can take to find accommodation within your own network of family, friends or other contacts.
2. If you are being evicted by family we can provide a written agreement with them where we agree to assist you with finding somewhere else to move to if they can allow you to remain whilst we do this.
3. If you are threatened with losing your current rented home, we can also work with you and provide any appropriate written agreements to try and negotiate with your landlord around: rent arrears, rent shortfall or the property being sold to another landlord.

If you are threatened with homelessness, we have a duty to try to prevent your homelessness by doing what we can to help you to stay in your current home.

If you are already homeless, we have a duty to try to relieve your homelessness and provide you with advice and assistance to help you to find alternative suitable accommodation. This will almost certainly be a private rental.

IMPORTANT: It is not the Council's sole duty to offer you a home. You will need to work with us by following the actions set out in your **Personal Housing Plan** to help you remain in your current home or secure alternative accommodation in private sector.

You **must** contact your allocated officer regularly (and whenever asked to) so that you can tell us about the actions you have taken. Your officer will also give you updates and you may be contacted by other officers of the council who will try to prevent your homelessness.

Your Personal Housing Plan (PHP)

This is your **Personal Housing Plan**. It maps out what steps you can take to find accommodation.

In the blank spaces, record what actions you have taken against each step. This information will be used to support you in finding suitable accommodation and will be shown to the council and other agencies. We will process your information in accordance with the Data Protection Act (1998).

ACTION: Search for a property to rent
Completed by:

Your housing benefit or the housing cost element of your Universal Credit would go much further if you are able to live outside Dacorum. We can help you work out what you can afford.

Look on the on the below websites for accommodation and list what you've found

- <http://www.gumtree.com/>
- <http://www.spareroom.co.uk/>
- <http://www.roombuddies.com/>
- <http://www.zoopla.co.uk/>
- <http://www.rightmove.co.uk/>
- <http://www.newsnow.co.uk/classifieds/houses-flats-for-rent>
- <http://www.dssmove.co.uk>
- <http://property.mitula.co.uk/property/to-rent-private-landlord-dss-hemel-hempstead>

Accommodation details	Cost

ACTION:
Completed by:

List Below the steps you have taken to achieve this

ACTION:
Completed by:

List Below the steps you have taken to achieve this

ACTION:
Completed by:

List Below the steps you have taken to achieve this

THE ACTIONS WE WILL TAKE TO HELP YOU

Below are the steps that the council will take to assist you

Whenever possible, we work with you to write a PHP that you are happy to agree to.

If you are not satisfied with this plan you have the right to ask for a review.

If you wish to request a review you should contact:



No Second Night Out Policy

Last reviewed March 2017

1.0 No second night out policy overview

This policy is managed and adhered to by the Strategic Housing Team. This policy will be reviewed on an annual basis.

Contents

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Policy overview

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- 1.3 Links to the Council's corporate aims
- 1.4 Equality and diversity
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- 2.1 A consistent and rapid response
- 2.2 Addressing complex needs
- 2.3 Reconnecting rough sleepers
- 2.4 Supporting economic migrants
- 2.5 No recourse to public funds
- 2.6 Discharged from hospital
- 2.7 Enforcement

3.0 Links to other corporate strategies and policies

4.0 Legislation

1.1 Introduction

Dacorum Borough Council is committed to a 'No second night out' policy to end rough sleeping.

Regardless of whether the main homelessness duty is owed, local authorities have a duty to provide homeless people with advice and assistance to help them find suitable accommodation. By working in partnership we will ensure all people at risk of rough sleeping in Dacorum are supported.

For the purpose of this policy 'rough sleeping' is defined as;

- People sleeping, about to bed down (sitting on/in or standing next to their bedding) or actually bedded down in the open air (such as on the streets, in tents, doorways, parks, bus shelters or encampments)
- People in buildings or other places not designed for habitation (such as stairwells, barns, sheds, car parks, cars, derelict boats, stations, or 'bashes').

1.2 Aim(s) of the policy

The aims of this policy are to;

- Outline how we will ensure appropriate measures are in place to support people who are rough sleeping to move off of the streets;
- Outline how we will increase local options so that rough sleeping is not enabled.

1.3 Links to Council's corporate aims

This policy supports our [Homelessness Strategy 2016-2020](#) as well as the council's corporate priorities of "providing good quality affordable homes" which is set out in '[Delivering for Dacorum – Corporate Plan 2015-2020](#)'.

1.3 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 and Tenants are treated fairly and without unlawful discrimination.

1.3 Policy Statement(s)

We will ensure there is a consistent and rapid response to supporting rough sleepers across all support services operating in Dacorum (see 2.1).

We will work with rough sleepers to identify their needs and develop appropriate support plans (see 2.1 and 2.2).

We will help reconnect rough sleepers to areas where they have support networks e.g. family (see 2.3).

We will provide support for people from the European Migrant Area (see 2.4).

We will support people who have no recourse to public funds (see 2.5).

We will work with public health partners and the CCG to reduce the number of people rough sleeping when discharged from hospital (see 2.6).

2.0 No second night out policy detail

2.1 A consistent and rapid response

In order to ensure there is a consistent and rapid response to supporting rough sleepers in Dacorum, We work closely with our partners to identify and respond to rough sleeping in a timely manner and create clear pathways for referral.

Partners include but are not limited too;

- Resident services
- the voluntary and community sector
- police and criminal justice system
- health services
- other local authorities
- local faith groups
- Job Centre Plus

We will also utilise information and address referrals from 'Streetlink' in order to make appropriate decisions regarding allocating resources to tackling rough sleeping.

Rough sleepers can be defined as follows;

- New rough sleeper
- 'Entrenched'
- 'Returner'

A 'new rough sleeper' refers to an individual who does not have a history of rough sleeping. An 'entrenched'

rough sleeper refers to those who are long-term rough sleepers, who may be unable to respond to traditional models of resettlement or present complex needs. A 'returner' refers to someone who has slept rough historically and has since returned to the streets.

Due to low numbers of rough sleepers in the area, each case will be managed on an individual basis.

Our single service offer encompasses a housing options interview and housing options letter which sets out alternatives which are available to them locally.

On receiving notification of a rough sleeper we will undertake an initial assessment of their housing needs. Alongside the assessment, we will place the individual in Crashpad accommodation to prevent a second night rough sleeping.

Using established forums and networks such as;

- Case conferences;
- Single Non-Priority Multi-Agency Panel;
- Housing Panel;
- Homelessness Forum;
- And Community safety partnership

We will then coordinate a multi-agency response which will enable individuals to access further accommodation and support services.

In the event of an emergency or severe cold weather, the council and local homelessness services will increase service provision for rough sleepers by providing emergency overnight accommodation in our local homeless hostel.

If an individual becomes homeless outside of normal working hours and is at risk of rough sleeping, our established emergency homeless telephone line (**0800 018 6050**) allows them to access this support

at all times. Rough sleepers can also be brought to our attention via our website: dacorum.gov.uk/roughsleepers.

All referrals to homelessness services for rough sleepers will consider any safeguarding issues. Case monitoring and recording of outcomes will take place in order to assess the impact of our No Second Night Out approach.

2.3 Reconnecting rough sleepers

New rough sleepers without a connection to Dacorum will have access to local housing services whilst an assessment is undertaken. Reconnection will then be carried out in a planned way, where possible via a referral to the receiving local authority.

Individuals refusing a suitable arranged reconnection may still be offered some services locally as part of the local strategy to prevent homelessness. Additionally, if a verified rough sleeper does not have a meaningful local connection with any area we will work with our partners to enable them to access the support they require.

2.2 Addressing complex needs

Rough sleeping is often the outcome of a number of social factors, such as;

- Substance misuse
- Physical and mental health problems
- Financial issues
- Social isolation

We recognise that traditional services are structured to tackle single 'issues'. By taking a partnership and multi-agency approach we will signpost and enable rough sleepers with complex needs to access the individual support they require to move them off of the streets and into safe and stable accommodation.

2.0 No second night out policy detail continued

2.4 Supporting economic migrants

The vast majority of migrants entering the successfully establish themselves by finding employment and appropriate accommodation. However, economic migrants can be at risk of rough sleeping as a result of unemployment, redundancy and evictions from private sector accommodation. Additionally, we are aware that migrants entering the country may establish encampments in the local area.

Reports of unlawful encampments within Dacorum will be passed onto the Active Communities team who are responsible for carrying out an initial assessment against relevant homelessness criteria.

From this support for economic migrants will be offered in partnership with the voluntary sector, immigration services and community groups to help resolve their situation where possible.

2.5 No recourse to public funds

No recourse to public funds (NRPF) refers to people who are subject to immigration control and have no entitlement to welfare benefits or social housing and applies to the following groups;

- Asylum seekers with an asylum claim in process who have been refused UKBA Asylum Support
- Asylum seekers who have reached the end of the legal process and been refused.
- Irregular or undocumented migrants: migrants who have entered the country without a visa or have stayed after the expiry of their visa or have other immigration irregularities.

As a local authority we do not have the discretion to spend public funds on NRPF clients. Where possible we will use statutory funding that can be allocated to support NRPF clients. In some cases, we will explore additional provision of support to avoid a breach of the Human Rights Act.

Alternative support available within the local area includes faith and community groups set up by volunteers. The housing service has many positive working relationships with low level grass root groups and where necessary will work with Community Action Dacorum who are responsible for acting as the point of contact for all local voluntary and community centre groups for further information.

2.6 Discharged from hospital

It is important for us, as a local authority housing service, to consider the housing needs of those who are being discharged from hospital as it is widely acknowledged that insufficient or poor quality housing can impact negatively on health conditions.

We work in partnership with local hospitals and health centres to ensure that discharge from these organisations is managed in a planned way and no client is left at risk of rough sleeping. We also hold case conference meetings (for single, non-priority clients) with appropriate partners to address issues linked to rough sleeping in those who are due to leave hospital without established connections. The aim of this meeting is to effectively signpost these individuals to support and advice with the aim of avoiding rough sleeping.

2.7 Enforcement

It is important to differentiate rough sleeping from other kinds of street activity. In Dacorum we understand that street activity can sometimes lead to rough sleeping and therefore it is important to address these issues as early as possible. As an organisation we will take appropriate action in line with legislation and corporate policies where necessary to tackle harmful or undesirable street activity.

3.0

Links to other corporate documents

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

- Corporate Plan 2016 – 2020
- Tenancy Agreement
- Tenancy Management Policy
- Allocations Policy

4.0

Legislation

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

- Housing Act 1996
- Housing (Homeless Persons) Act 1977
- Localism Act 2011
- Homelessness Act 2002
- Equality Act 2010

Rough Sleeping Cold Weather Fund Project Summary

In October 2018 the above funding was made available for local authorities and their partners, to provide swift, bespoke interventions to rough sleepers in their area, as well as enhancement of existing services.

Dacorum worked closely with our local homeless charity Dens and submitted the following proposal;

Extending Den's Day Centre opening times from 6-9pm, Mon- Friday (The day Centre usually closes at 2pm from Monday to Friday).

This will be advertised at the Day Centre as almost all rough sleepers in Dacorum visit during the day for a hot meal, shower and washing facilities. Rough Sleepers will be able to take a shower during this time and offered tea & biscuits. Transport will be made available from the day Centre to the Elms to access crash pad for the night. Dinner will be provided at the Elms at no cost to the Council.

A Homeless Prevention Officer will attend the Elms and work in partnership with support workers at the Elms to provide housing options, which can include a room at the Elms and privately renting with support of a deposit from the Homeless Prevention Fund. Each person will have a PHP and if need be will be referred to the Multi Agency Response Panel at Dacorum Borough Council. This panel was set up in 2016 and usually consists of all organisations that have been involved with a particular client as well as the Council meeting up to discuss options

The project was designed to run for four months covering the coldest winter months. The following cost implications account for that period:

Cost	Breakdown	Total
Staffing	2 Part-time staff to work for 3 hours (£15 per hour = £90 per day, £450 per week and £975 per month for both.)	£3900
Transport	Transport from the day Centre to the Elms estimated cost - £50 per day, £1083 per month	£4333
Outreach	Dens staff undertaking additional outreach work for an hour per day at £15 per hour. This will be approximately £325 per month	£1300

A summary of the project has been provided by Dens CEO Wendy Lewington below;

- Project commenced 21st January 2019
- Day Centre opened 3 evenings a week, from 5pm – 8pm; Monday, Wednesday and Friday's.
- Open to anyone who wanted access it. Provided with refreshments, use of shower, computer, and advice. All those attended who were rough sleepers, were encouraged to access the Elms crash pad. Taxis were provided to the Elms for those who wanted transport. This included specialist taxis who would take dogs.
- Could access the Elms form 8pm. Provided with a meal, bed, breakfast, and if needed clothes and toiletries.
- Out-reach was undertaken by Elms and Day centre staff to promote the additional opening hours, along with crash pad and SWEP. Main location was Marlowes, but staff also went to Leisure World (Jarman Park) and Tring when members of the public contacted DENS to report they had seen people sleeping rough.
- Out-reach was limited, due to the limited time frame of the funding meaning it was not possible to establish and recruit to a new post, the work was done by current staff working additional hours.
- As of 16th March there were 19 visitors, 12 accessed the crash-pad at The Elms. Others made the choice not to. In these cases, they were provided with advice and if necessary sleeping bag, warm clothes etc.
- We know at least 3 of those who accessed the crash-pad via the extended Day Centre hours are rough sleepers; whilst they still do not want to be assigned a room at the Elms and sign the license, they are regularly accessing the crash-pad. Meaning they are safe at night, not sleeping on the streets and can access appropriate support and advice.
- DBC were informed daily of those who accessed the crash pad. Elms staff worked closely with DBC staff to identify what further support and accommodation could be provided.

Wendy Lewington

CEO



Ministry of Housing,
Communities &
Local Government

Jeremy Swain

*Deputy Director for Homelessness & Rough Sleeping
Delivery*

**Ministry of Housing, Communities and Local
Government**

Ground Floor, Fry Building
2 Marsham Street
London SW1P 4DF

To: all Local Authority Chief Executives

E-Mail: roughsleepinginitiative@communities.gsi.gov.uk

www.gov.uk/dclg

31 October 2018

ROUGH SLEEPING COLD WEATHER FUND

As you know, this government is committed to halving rough sleeping by 2022, and ending it altogether by 2027. Through the Rough Sleeping Initiative we are already working with areas with the highest levels of rough sleeping and have provided £30m funding this year.

We recognise that the cold weather period is particularly challenging and want to work with all areas to help make sure that they are able to support as many people off the streets as possible. As such, the Ministry is offering additional funding for all Local Authorities for the upcoming winter- until March 2019. The fund, capped at a maximum total of £5m, will be available to all local authorities in England.

The purpose of the fund is to enable Local Authorities, and their partners, to provide swift, bespoke interventions to rough sleepers in their area, as well as enhancement of existing services. The resources should be targeted at those clients who are currently unlikely to take up interventions this winter, either because services do not currently exist, or where there are barriers to individuals accessing or sustaining existing options. Whilst this funding is for the immediate cold weather period, further resources will be made available for 2019/20 through the Rough Sleeping Initiative, as well as the Rapid Rehousing Pathway, that can provide funding for other aspects of your rough sleeping pathway and into 2019/20. Further detail of these other funding opportunities is at Annex A.

In order for the Cold Weather Fund to have a rapid impact, the Ministry is providing funding on an underwritten basis. Local Authorities will be able to mobilise programmes (that meet the criteria as outlined in Annex B) as they see fit, and invoice MHCLG for amounts spent within the spending caps set out below. The caps are based on the autumn 2017 rough sleeping annual statistics, which is the best national data that we have available (see <https://www.gov.uk/government/statistics/rough-sleeping-in-england-autumn-2017>).

Rough Sleeping Numbers (2017)	Amount Cap
≤ 5	£5,000
>5 ≤ 10	£10,000
>10 ≤ 25	£20,000
> 25	£35,000

Repayment will be based on confirmed spend for supporting rough sleepers (70% of reimbursement) and the submission of plans for sustaining rough sleepers supported off the streets in the medium-long term (30% of reimbursement).

Delivery of the fund

Local Authorities who believe they can make use of the additional cold weather funding to implement initiatives to support rough sleepers during the cold weather period this year should start mobilising their interventions rapidly. If you do want to utilise the fund please contact the Rough Sleeping Initiative team (roughsleepinginitiative@communities.gov.uk) to confirm your objectives are in line with those expected.

The procedure for receiving funding from MHCLG shall work as follows:

1. Confirmation from local authority that they wish to utilise the fund and discussions with the RSI team.
2. Claim forms, provided by the RSI team, for actual spend to be submitted including confirmation from your section 151 accounting officer of spend incurred. MHCLG review of claim amounts and scope.
3. Deadlines for claims will be the last Friday of each month (excluding March 2019, which will be on Friday 15 March).
4. Following approval, payments to be made through s.31 grant payments.

I hope that this approach will ensure effective and tailored initiatives within your areas that can quickly support rough sleepers off the streets and into safe, suitable and sustained accommodation.

I would like to thank you for the difficult and crucial work you have done over the last year in supporting and saving the lives of vulnerable people and look forward to continuing this good work.

Yours sincerely,



JEREMY SWAIN

ANNEX A: Detail of funding streams

The below sets out some other funding streams available to support rough sleepers but is not an exhaustive list.

Funding Stream	Overview	Further Details
Rough Sleeping Initiative	<p>The Rough Sleeping Initiative (RSI) was announced 27 March 2018. The RSI is backed by £75m over two years (£30m 2018/19 and £45m for 2019/20) and supported by a multi-disciplinary expert team who are working closely with local authorities. The initial RSI funding was targeted at those Local Authorities with the highest numbers of rough sleepers and funds interventions to prevent and relieve rough sleeping, and support people off the street. This funding is ring-fenced and carefully tailored to each Local Authority through MHCLG's RSI advisers.</p>	<p>More information on allocations for local authorities who are part of the RSI can be found on the Gov.uk website, including: https://www.gov.uk/government/news/new-government-initiative-to-reduce-rough-sleeping and https://www.gov.uk/government/news/james-brokenshire-announces-30-million-immediate-support-for-rough-sleepers</p>
Rough Sleeping Initiative (£11M for 2019/20)	<p>£11m of the RSI's 2019/20 fund will be distributed amongst Local Authorities that are not currently receiving RSI funding (As per Jeremy Swain's letter of 19 September). Details of how to access this fund will be provided shortly. The fund will be focused on those areas which are developing partnerships, plans and effective interventions to achieve the goal of reducing the numbers of people sleeping on the streets of their city, town or rural area.</p>	<p>For any further questions please contact: roughsleepinginitiative@communities.gov.uk</p> <p>Further details will be provided shortly.</p>
Rapid Rehousing Pathway	<p>As set out in the Rough Sleeping Strategy, the Rapid Rehousing Pathway is our response to rough sleeping that focuses on quickly supporting rough sleepers into homes. It looks to fill in gaps to settled accommodation in current local pathways. The elements for funding are: Somewhere Safe to Stay pilots; local letting agencies; supported lettings and Navigators.</p>	<p>To express your interest for this funding, please contact: roughsleepingstrategyEOI@communities.gsi.gov.uk by midnight 31 October 2018.</p>
Private Rented Sector (PRS) Access Fund	<p>The purpose of the £20m PRS fund is to support private rented sector access schemes in local area, or boost the support offered by existing schemes to support homeless people into sustainable private rented sector accommodation. Schemes can include any type of intervention which is designed to increase access to, or sustain, private rented sector tenancies for those who are, or at risk of becoming, homeless. This could include, for example, support with paying</p>	<p>More information can be found at: https://www.gov.uk/government/publications/private-rented-sector-access-fund-prospectus</p> <p>The competition closes on 21 November.</p>

	deposits/rents, tenancy training, or mediation services.	
Move on Fund	The Move on Fund is a grant of £100m delivered by Homes England and, in London, the GLA. Provision is for the construction, purchase, conversion, leasing or renovation, and reinstatement of properties. These are to be used exclusively as rented 'second stage' ("move-on") accommodation.	<p>Full information can be found at: https://www.gov.uk/government/publications/move-on-fund</p> <p>And for the London fund at: https://www.london.gov.uk/sites/default/files/homesforlondoners-affordablehomesprogrammefundingsguidance.pdf</p> <p>Organisations interested in applying for funding are invited to contact the Homes England area investment teams to discuss their proposals.</p>

ANNEX B: Fund parameters and conditions:

Under the Cold Weather Fund, MHCLG will fund initiatives designed to support rough sleepers off the street this year. Examples of programmes MHCLG would be willing to fund may include, but is not limited to:

a) Enhancing access to accommodation options (up to the value of your average nightly cost for temporary accommodation), such as:

- Additional winter night provision
- Landlord incentives
- Increasing access to hostel beds

b) Enhancement of existing support services, such as:

- Street outreach
- In-reach support
- Engagement with non-UK nationals

Programmes MHCLG would not be willing to fund, as part of this specific fund, are those with long lead in times that will not have an impact over the cold weather period. These interventions, such as new building works, employability courses or additional rough sleeping co-ordinators will be considered as part of our longer-term funding for 2019/20.

Provision of the fund in reimbursement to Local Authorities will be conditional on:

- Local Authorities demonstrating evidence of effective outputs relieving individuals from rough sleeping and confirmation that any provision funded is providing additional capacity. Following a claim, MHCLG will reimburse 70% of spend.
- Payment of the remaining 30% will be contingent on evidence of plans to support and move on rough sleepers from short term interventions into medium-long term, sustainable solutions. If this plan is not sufficiently robust, the RSI team will support the Local Authorities in developing a suitable plan for the cohort. Further guidance on sustainability plans will be circulated.
- A maximum spend of £2000 per rough sleeper and a maximum cost of accommodation per night of the average nightly cost for temporary accommodation in your area.



Report for:	Housing and Communities Overview and Scrutiny Committee
Date of meeting:	5 June 2019
Part:	1
If Part II, reason:	

Title of report:	
Contact:	Cllr Margaret Griffiths, Portfolio Holder for Housing Lynne Hunt, Private Sector Housing Team Leader
Purpose of report:	<ol style="list-style-type: none"> 1. To provide Members with an update on the developments within Private Sector Housing and the work of the team. 2. To provide Members with an overview of key legislative changes and an update to the Enforcement Policy. 3. To provide Members with an overview of Houses in Multiple Occupation licencing requirements and the draft policy.
Recommendations	<ol style="list-style-type: none"> 1. For Members to offer feedback on the update on the work of the Private Rented Sector Team. 2. For Members to offer comments on the Private Sector Enforcement Policy update. 3. For Members to offer comments on the Houses in Multiple Occupation Policy.
Period for post policy/project review	Review of the council's performance in relation to Private Sector Housing to be undertaken annually.
Corporate objectives:	<p>The Strategic Housing Service's responsibilities and activity in relation to the Private Rented Sector contributes to the following corporate objectives:</p> <p>Clean Safe and enjoyable environment Building Strong and vibrant communities</p>
Implications:	<u>Financial</u>
'Value for money' implications	Failure to actively regulate the private rented sector could have financial implications for the council in relation to prevention of homelessness and in relation to pressures on temporary accommodation provision. Failure to effectively regulate and enforce in the private sector could have a reputational impact for the authority. Additionally undertaking enforcement action to improve the standards of the private rented sector will require sufficient staff resource and additional legal input.

	<p><u>Value for money</u></p> <p>Any income gained from activity related to regulating the private rented sector, is ring-fenced and must be retained for expenditure within the general fund to deliver an effective private sector housing service.</p>
Risk implications	The risk register presented to members on a quarterly basis will take the new remit into consideration.
Community Impact Assessment	In view of the objectives of licensing for Houses in Multiple Occupations (HMOs) - which are to ensure that all tenants can live in safe, warm and secure accommodation - it is felt that a Community Impact Assessment is not applicable. The private rented sector, in particular HMOs, houses a younger and transient population than the national average. HMOs in particular will have higher proportion of migrants and vulnerable younger people. The impact of licensing is not felt to have a negative effect on any of the groups protected under the Equality Act 2004.
Health and safety Implications	<p>One of the key aspects of work with the private rented sector is to ensure that homes are safe to live in. Where problems with a health and safety implication are found in rented properties the landlord will be required to remedy these, or face enforcement action if they do not. This is guided by the Housing Health and Safety Rating System (HHSRS)</p> <p>https://www.gov.uk/government/collections/housing-health-and-safety-rating-system-hhsrs-guidance</p>
Consultees:	<p>Natasha Beresford, Group Manager, Strategic Housing</p> <p>Fiona Williamson, Assistant Director Housing</p> <p>Mark Gaynor, Corporate Director Housing and Regeneration</p> <p>Herts and Beds Private Sector Housing Network</p> <p>Hertfordshire Fire Service</p>
Background papers:	<p>Appendix 1 - Enforcement Policy</p> <p>Appendix 2 - Tenant Fees Act Guidance</p> <p>Appendix 3 – Homes (Fitness For Human Habitation) Act 2018</p> <p>Appendix 4 - Houses in Multiple Occupation Policy</p> <p>Appendix 5 – New fee charges for HMOs</p>
Glossary of acronyms and any other abbreviations used in this report:	<p>Houses in Multiple Occupation (HMO)</p> <p>Private Rented Sector (PRS)</p> <p>Full Time Equivalent (FTE)</p> <p>Housing Health and Safety Rating System (HHSRS)</p> <p>Ministry of Housing Communities and Local Government</p>

	(MHCLG) Final Management Order (FMO) Key Performance Indicator (KPI)
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1. Introduction

- 1.1. In January 2018, the housing service took on the responsibility for regulating private sector housing.
- 1.2. We have continuously reviewed the transferring service, to ensure we are offering a structured and consistent service to allow households in the borough access to suitable, affordable and secure housing.
- 1.3. In July 2018, H&COSC reviewed the service approach to enforcement and HMO licencing and the Enforcement Policy was subsequently approved at Cabinet.
- 1.4. The purpose of this report is to provide members with an update on developments within the service and our response to legislative change. The report also includes an amendment to the Enforcement Policy and a draft Houses in Multiple Occupation Policy for consideration.

2. Context

- 2.1. On a national scale, the private rented sector is the fastest growing housing tenure type, having more than doubled in size over the last decade. A 2016 BRE Integrated Stock Model Report has identified that there are 65,289 dwellings in Dacorum, 11,700, or 18% of which, are privately rented properties.
- 2.2. As a result of growing national focus on this tenure type, there has been revision of guidance and an introduction of new legislation in this area during 2018/19.

3. Remit, Staffing and Resources

- 3.1. The Private Sector Housing team sits within Strategic Housing and now includes a dedicated Team Leader following approval for growth at 2019 Budget Scrutiny. The team structure chart can be seen at *appendix 6*.
- 3.2. The remit of this team is as follows;
 - Regulation of the Private Rented Sector (PRS) landlords and property standards
 - Licencing Houses in Multiple Occupation (HMO)
 - Interventions for owner occupier properties or Registered Providers where there are Category 1 Hazards, as defined by the HHSRS, and works outstanding
 - Energy Efficiency Standards and Fuel Poverty
 - Prevention of illegal evictions or harassment
 - Empty Properties (as defined in 4.1)

3.3. Due to the capacity of the current staffing resource, change in guidance and legislation the team's primary focus has been on developing new procedures, policy and regulation of HMO's (which are felt to be a higher risk area). As a result, the team have yet to start tackling Empty Homes across the borough.

3.4. The table below is a basic overview of some of the key areas of work the team have undertaken since the transfer. The data below is taken from the monthly and quarterly KPI's and the status of the team workloads as at May 2019.

Enquiries received since June18 to May19	Total = 272 0-3 days to respond = 239 4-10 days to respond = 24 11 or more days to respond = 9
Inspections/visits undertaken since June18 to May19	205
FOI's received since June18 to May19	29
MP Enquiries received since June18 to May19	7
Current staff workloads (as at 1 May 2019)	Private Sector Enforcement Officers = 127 Private Sector Support Officer = 37 Environmental Health Officer = 36 Home Energy Officer = 28
Current HMO licence status	Licenced = 46 Pending licence = 32 Awaiting supporting documentation = 24

3.5. The above information gives an indicator of the work demands in the team; each enquiry is required to be investigated, visits undertaken and any remedial action advice given to the landlord. On average enquiries remain active and open with an officer for 8 weeks to enable the officer to undertake all necessary enquiries, ensure that the landlord has completed remedial works and any follow up inspections. The above data does not include follow up inspections, only initial visits.

3.6. Key Performance Indicator reporting over the past 12 months has shown a rising demand through direct approaches by tenants and enforcement work required by the team. The figures also show that we have an increase in approaches and service requests following our proactive work, which involved action days, estate/letting agent visits, advertising via Twitter and Facebook, newsletters and door knocking exercises.

3.7. The team are also responsible for two properties under Final Management Orders (FMO) following successful prosecution in 2014 & 2015. Prosecution related to serious nuisance activity and disrepair within both properties, affecting residents and the local community.

3.8. An FMO is granted if the local authority is not satisfied that they would be able to grant a licence to the landlord or if there is a need to protect the health, safety or welfare of persons occupying the house on a long-term

basis. A FMO is granted for a period 5 years. The council took the decision in 2014 to pass the daily management to Squires Estate Agents. Although both properties are managed in this way, the team must regularly review both FMO's to ensure the operation of the order and in particular, the management scheme and whether keeping the order in force in relation to the house with or without making any variations is the best alternative available to them.

4. Identification of Empty Homes

4.1. The Housing Act 2004 gives local authorities powers to tackle empty homes by using Empty Dwelling Management Orders. Local authorities should be engaging with owners and landlords and considering enforcement action, where it is identified that a property is unoccupied for at least 6 months or more and has no reasonable prospect of it being occupied in the near future.

4.2. The service has access to data held by the Council Tax department in relation to empty homes within the borough and as at the 1 May 2019, records show that there are 103 empty homes within the borough, which have been empty for two or more years.

4.3. Long-term empty homes represent a wasted resource, and cause a number of problems for the owner and the surrounding neighbourhood:

- Empty properties are a wasted resource that could provide an additional home in an area of high housing need
- Aid in the prevention of homelessness thus reducing demand for social housing and temporary accommodation
- Empty homes attract crime and anti-social behaviour
- They reduce the value of surrounding properties
- They are often an eyesore in the neighbourhood
- They can be costly for the owner to maintain
- And they are costly to the Local Authority to investigate

4.4. Returning an empty home to use has benefits for everyone in the area, by:

- Providing additional housing
- Reducing crime and vandalism in the area
- Regenerating the area
- Reducing the need for new developments
- Unlocking potential capital for the owner

4.5. Due to the level of resourcing available to the service on transfer to Housing in January 2018, efforts have been focussed on upskilling the team and developing a robust approach to the more high profile areas, such as HMO licensing, with the impending legislative change, which carry a greater risk if not identified and addressed. There have been no active complaints to the

service with regards to Empty Homes and therefore no enforcement action has been taken to date.

- 4.6. The service intends to consider a proposal for further consideration as part of 2019/20 budget scrutiny for resourcing an approach in relation to empty properties.

5. Implementing Central Government Policies

- 5.1. A specific Private Sector Enforcement Policy was approved at Cabinet in July 2018 but due to legislative change since this time, a revision to the policy is proposed and can be seen at appendix 1. Additionally a HMO Policy has been drafted (appendix 4) to take account for the new legislation introduced by Central Government. This paper will draw attention to the key changes.

5.2. HMO Licensing Reform

- 5.2.1. In December 2017, the Ministry for Housing, Communities and Local Government (MHCLG) published a response to the proposed HMO licensing reforms. The new reforms offer major revisions to the HMO legislation extending the definition of an HMO to include houses with less than three storeys. This will mean all HMOs will be required to apply for a license regardless of the number of storeys the property has. Dacorum currently has 44 licensed HMOs in the borough.

- 5.2.2. This legislation went live in October 2018, Central Government have advised Local Authorities to prepare for a minimum increase of 350 properties, which could take the number of HMOs in Dacorum closer to 400. However it is noted that a Building Research Establishment (BRE) stock modelling report undertaken in 2016 identified a figure of 916 HMOs across Dacorum, it is not clear from this report how many of the identified properties would potentially be licensable under a scheme as the report was commissioned prior to legislative change. It is clear that the service has not yet identified all HMOs at this point (though it has more than doubled the number that are identified)

- 5.2.3. To achieve this, all suspected HMO's are being logged and inspected by the team. This involves writing to landlords of suspected HMO's informing them of the changes in definition and the requirement to apply for a licence. Failure to do so will result in enforcement action. Currently further plans are being developed to undertake a larger scale detection approach in collaboration with local agencies and letting agents.

5.3. Homes (Fitness for Human Habitation) Act 2018

- 5.3.1. This Act amends the Landlord and Tenant Act 1985 to create a new duty on landlords to ensure homes are fit for human habitation at the start of tenancy and throughout. The term fitness will be amended from

the nine factors e.g. repairs, water supply, freedom from damp to also include any category 1 hazard under the HHSRS. Based on our knowledge of current properties with this category of hazard, this is approximately 1,800 homes in Dacorum.

5.4. Tenant Fees Act 2019

5.4.1. This Act defines what lawful charges a landlord or letting agent may place upon a tenant at the commencement or during the tenancy. The Act provides new enforcement powers for Trading Standards to take action where it is considered that a landlord or agent is charging unlawfully and local authorities are required to work in partnership with Trading Standards to support any such investigation or enforcement action.

6. **Service demands & performance 2018/19**

6.1. At present DBC has two Management Orders on properties, which are set to expire in 2019 and 2020.

6.2. We have provided 19 energy efficiency grants via Hertfordshire Warmer Homes since November 2017. The project co-ordinators have requested further investment from the council for the next 3 years; this is currently being considered by Housing Senior Management team.

6.3. Minimum Energy Efficiency Standards for the private rented sector were introduced in April 2018 for new tenancies and renewing an existing tenancy. In the last 12 months, we have been raising Landlord's awareness of the standards and advising on compliance. In the next 12 months, we will be consulting on the Council's approach to enforcement of the Minimum Energy Efficiency Standards in readiness for April 2020 when the standards will apply to all new and existing private rented sector tenancies. Further information on the Council's work to promote energy efficiency is available in the Council's Home Energy Conservation Act Progress Report 2017-19.

6.4. As at 1 May 2019 the council has 46 licenced HMO's. With a further 52 applications currently pending at various stages of assessment. Landlords are required to provide a variety of documentation to support their application, which includes gas and electrical safety certificates, DBS check and Energy Performance Certificate. In addition to vetting and checking documents received from landlords, the Officers are required to undertake scheduled inspections for each new application and then subsequent inspections at Year 2 and 4 of an approved licence. Following inspection visits it is normal for landlords to be required to undertake works to support their application. Each application is also subject to a 21-day objection period, this process means that licencing of a HMO is lengthy and often takes as much as 120 days.

6.5. Details of the fees payable by a landlord when submitting a HMO licence application can be found at appendix 5, it is important to note that HMO licence costs and income generated through enforcement action is ring fenced for investment back into the service area.

- 6.6. The website pages for the Private Sector Housing Team have been reviewed and updates, providing Dacorum landlords and tenants easily accessible guidance for the private sector. Individual factsheets have been created outlining the HHSRS identifiable hazards and the standards required when letting a property in the PRS.
- 6.7. A quarterly Private Housing Newsletter is now issued for landlords and tenants, the newsletter provides the latest legislation, news and updates from central government and advice for both parties on how to approach these changes as they happen in the sector.
- 6.8. Our dedicated landlord forum is run in partnership with the National Landlords Association is ran twice a year. The forum provides update to attending landlords on the latest enforcement guidance and changes; this is to ensure landlords within the borough keep a consistent approach when letting properties in the area.
- 6.9. With the government's increasing focus on the private rented sector, we will need to provide our landlords and tenants guidance for various acts which will be affecting the sector. The Homes (Fitness for Human Habitation) Act 2018 we will be a crucial tool for tenants to use if their homes are not meeting the required standards for human habitation. A guidance and information booklet is currently being developed within the team to and is intended for publication online in the summer 2019. This guide will provide tenants information on how to access support and advice from the Private Sector Housing Team if they are concerned about property standards.
- 6.10. The team is in liaison with Trading Standards to agree a collaborative approach to investigating breaches of the Tenant Fees ban. As this legislation comes into effect on 1 June 2019, the service is currently developing information and guidance to update our website with information on the permitted fees and how breaches can be reported. Further details will be issued via our summer newsletter to subscribers.

7. Understanding Dacorum's Private Sector and future needs

- 7.1. As mentioned, earlier in the report a BRE stock model report of the private sector in Dacorum was undertaken in 2016. We are required to undertake a further report during this financial year to gain a better understanding of the sector and challenges specifically to Dacorum. This will assist the service in shaping our future approach to improving conditions across the borough.
- 7.2. Undertaking an private sector stock condition survey will assist the service to establish a clear direction and fulfil our commitment of developing a Private Sector Housing Strategy. This will be developed in partnership with landlords, tenants, letting agents and other professional partners.

8. Fees and Charges

- 8.1. The service has worked closely with external legal advisors and our finance department to develop a new breakdown of costs to support a revision to our

licence fee charges. The charges were approved at Cabinet in January 2019.

9. Conclusion

- 9.1. This report also draws members' attention to key legislative changes, which the team are required to meet over the next year.
- 9.2. Through the amended PRS Enforcement Policy and the drafted HMO Policy, the service sets out a proposal for regulating the PRS. These draft documents offer members an opportunity to help shape the approach taken.
- 9.3. Finally, the report informs members of the work that is on-going to regulate the service and the challenges faced

Homelessness Strategy Update

We have undertaken a review of the Homelessness Strategy to ensure we are fully compliant with the requirements of the HRA. Below outlines the work undertaken to date on each commitment.

Commitment 1: Continue to build partnerships across different sectors and lead Dacorum's response to preventing and tackling homelessness

- A voluntary sector chair leads the Homelessness forum. Currently this is Wendy Lewington, Chief Executive Officer at DENS. Nominations and elections for the role are taking place currently.
- There has been increasing engagement from the voluntary sector, social services, Members, Clinical Commissioning Group, local Community Mental Health services and Police in tackling homelessness issues.
- Pathways for clients have been developed and commitment from all key organisations, which relates to Hospital Discharge; - Mental Health; - Prison; - Care Leavers; - Ex Armed Forces; - Domestic Violence.
- An internal service audit of The Elms was carried out in June 2018 to ensure contract compliance. Areas of feedback were provided to supplier to aid service improvement; no significant performance issues were identified.
- A communications plan is currently being developed to ensure that our partners and residents are aware of our response to homelessness, which impacts on the whole community, this is in line with the service plan and key priorities.

Commitment 2: Work together with partners and residents to understand the causes of homelessness and increase the help Dacorum services can offer

- Funding has been awarded to enable development of a Housing First model to support people with complex needs experiencing homelessness into accommodation. This project is currently being scoped with partners to enable effective use of funding.
- The council's No Second Night Out Policy, which outlines our approach to tackling rough sleeping was reviewed in 2018 to ensure it remains fit for purpose. **See appendix 2**
- The service awarded grants of £10k of homelessness prevention grants to one of our Voluntary Sector Organisations in 2018/19 to prevent and tackle homelessness through outreach work. This grant was linked to the Cold Weather funding from MHCLG, this grant was approved by MHCLG and therefore funds spent have been claimed back by the Council. **See appendix 3.**
- Launched Tenant Academy in 2017, which allows DBC tenants and leaseholders as well as homeless people living in the Council's temporary accommodation to access training and skills courses.

Commitment 3: Improve access, security and stability in the private rented sector and help Dacorum residents remain in their home

- Working arrangements with the Housing Benefit team have been improved. This has led to increased use of DHP to pay for deposits in the private sector.
- The Council has a contract with Westminster Drug Project and provides funding for Living Stable Lives to provide support in the private sector who offer mediation and support for landlord/ tenant disputes to prevent homelessness.
- Following transfer of the statutory functions relation to private sector in January 2018, the team have been working closely with our internal and external partners to ensure that existing landlords with HMO properties adhere to the regulations, in addition we are currently increasing our level of activity in licencing properties under the new

definitions. H&OSC have recently reviewed developments in this service area at committee in June 2019. **See Appendix 4**

Commitment 4: Empower Dacorum residents to make informed decisions about their housing options

- We improved our Enhanced Housing Options (EHO) toolkit so people can access housing advice at all times and ensured that all information is correct in line with HRA. Applicants can access the EHO and state what their housing issue is. The tool provides advice that is tailored to their needs and reduces need for direct contact with Officers.
- Clients are able to complete an online web form to gain a referral to Homeless Prevention and Assessment Team.
- The service is currently undergoing a review of the website content to make it easier for residents to access the EHO and information relevant to their situation.

Commitment five: Reduce the effect of homelessness on young people and families

- The service has continued to ensure that applicants are provided with access to safe, secure and suitable temporary accommodation, the service has not used bed and breakfast accommodation for young people and families with young children since June 2016.
- Funding is provided by the service to improve young people's understanding of 'living independently' by offering life skills workshops and housing eligibility. This funding also enables sessions in secondary schools to take place educating young people at an early stage about related homeless issues. This service is delivered by Herts Young Homeless and sessions are known as Home Truths & Next Steps. The aim of Home Truths is to raise awareness of the realities of homelessness and the support available, as well as to begin to consider the process of leaving home. The aim of Next Steps is also to prepare students for the realities of leaving home and moving to university or into their own accommodation. They also ensure young people have access to appropriate support following their experience of homelessness.

AGENDA ITEM:

SUMMARY

Report for:	Housing & Community Overview & Scrutiny Committee
Date of meeting:	3rd July 2019
PART:	I
If Part II, reason:	

Title of report:	Osborne 5 year Contract review
Contact:	Councillor Margaret Griffiths, Portfolio Holder for Housing Responsible Officer – Mark Gaynor, Corporate Director (Housing & Regeneration). Fiona Williamson, Assistant Director Housing Alan Mortimer – Group Manager, Property and Place
Purpose of report:	To provide information on the Year 5 Benchmarking review of the Osborne contract.
Recommendations	For members of the Overview and Scrutiny Committee to provide observations and comments on the benchmarking review of the Osborne contract.
Corporate objectives:	Delivering a modern and efficient Council – The use of benchmarking to assess performance and cost Dacorum Delivers – The Partnering Contract with Osborne enables the delivery of repairs, cyclical maintenance and improvements to the Council owned housing stock
Implications:	<u>Financial</u> The tenders were awarded on the basis of a 60% quality, 40% price, evaluation. The indexation for the original contract used CPI and due to pressures in the market from a shortage of skilled trades and material costs arising from the value of sterling, any financial impact has been carefully considered, to ensure the contract remains viable.
'Value For Money Implications'	<u>Value for Money</u> The benchmarking provides broadly comparable rates for similar services delivered within the social housing sector and establishes a baseline for review. The original contract award was undertaken on a 60:40 quality: cost split and the deliverables that were outlined in the original contract have also been assessed to establish if the contract continues to deliver value for money.
Risk Implications	The Total Asset Management Contract combines a large number of planned work programmes, the management of the call centre and the day-to-day repairs and empty homes

	<p>repairs.</p> <p>Performance and financial management is essential, as poor performance on this contract would have serious detrimental effects on the tenants and leaseholders and on the reputation of both the Council and the service Provider, Osborne.</p> <p>Contract Risk Register reviewed and updated 4th June 2019 Appendix A</p>
Equalities Implications	Community Impact Assessment reviewed 4 th June 2019 Appendix B
Health And Safety Implications	<p>Failure to maintain the properties in a good state of repair, and compliant with statutory requirements, has health and safety implications.</p> <p>Health and Safety is monitored through the monthly operational meetings and due to the importance of robust management within this area, is a Key Performance Indicator.</p>
Consultees:	<p>Councillor Margaret Griffiths, Portfolio Holder Housing Fiona Williamson, Assistant Director Housing Landlord Layna Warden, Group Manager Tenants and Leaseholders Natasha Brathwaite, Group Manager Strategic Housing Ian Prendergast – Interim Group Manager Property and Place Alan Mortimer - Group Manager Property and Place Ricky Lang – Team Leader, Compliance and Mechanical and Electrical contracts</p>
Background papers:	Housing and Community Overview and Scrutiny report - Performance Review – Total Asset Management Contract & Gas installation and servicing contract, 7th November 2018
Historical background <i>(please give a brief background to this report to enable it to be considered in the right context).</i>	<p>The Total Asset Management contract, delivered by Osborne Property Services Limited, concluded the 4th full year in 2018-19.</p> <p>The contract includes the provision of repairs, voids, improvement work and services including stock surveys and management of the call centre.</p> <p>The contract is an ACA TPC Partnering contracts and operated using open book accounting and incorporate performance linked profit elements. The contract both has an initial duration of 5 years with the potential to earn annual extensions based upon satisfactory performance measured by a range of key performance and strategic indicators.</p>
Glossary of acronyms and any other abbreviations used in this report:	<p>HRA - Housing Revenue Account TAM - Total Asset Management MEAT – Most Economically Advantageous Tender HMEC – Housing Maintenance and Environment Committee JRP – John Rowan and Partners FFT – Faithorn, Farrell, Timms – Partnering Advisor on the TAM contract. TPC – Term Partnering Contract ACA – Association of Consultant Architects KPI's – Key Performance Indicators KSI's – Key Strategic Indicators OPSL – Osborne Property Services Limited NHF – National Housing Federation SOR – Schedule of Rates CPI – Consumer Price Index BCIS – Building Cost Information Service</p>

1.0 Background

- 1.1 The Total Asset Management contract incorporates all repairs and improvements work undertaken, to the Council owned social Housing stock. It excludes gas servicing and installation of new boilers, and other mechanical and electrical works, delivered by separate specialist contractors.
- 1.2 The initial term of the contract award was 60 months, with the potential for the award of additional years, on an annual rolling basis, subject to Osborne delivering on five strategic indicators, detailed in table 1 below:

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

- 1.3 The operational performance of the contract is monitored on a monthly basis against a suite of key performance indicators and since the commencement of the contract; the targets have generally been met or exceeded.
- 1.4 In addition, tenant inspectors have undertaken reviews of various areas of the service provided by Osborne and the biennial, tenants and residents' survey collects information upon the performance of the repairs and improvements undertaken in their homes. This information provides additional independent feedback on the delivery of the service, along with an analysis of any complaints, or compliments, which are reviewed monthly.
- 1.5 Through the annual performance management reviews, Osborne have been awarded three additional years, with the potential to earn a further two, subject to completion of six deliverables. The purpose of this report is to inform members of the outcome of a benchmark review conducted in line with the provisions of the contract.

2.0 Benchmark Review

- 2.1 The Council have used the ACA, TPC form of contract, to deliver the TAM services. Due to the potential for the contract duration to be up to ten years, the contract contains a provision for the client to undertake Benchmark Reviews.
- 2.2 In line with the contract, the first review shall take place on or around the fifth anniversary of the date of commencement of this contract, 1st July 2014. The Client may require subsequent Benchmark Reviews but may not request a subsequent Benchmark Review until a period of 24 months has expired from the date of the last Benchmark Review. The purpose of this benchmarking exercise is to review, ratify and supplement the existing benchmarking data collected and consider any impact on the original price framework.
- 2.3 The contract stipulates a number of conditions for undertaking the benchmark review, so that as far as possible, contracts of a similar size and nature are used as comparable. As the Total Asset Management model incorporates a number of specific requirements, including for the service provider, OPSL, to provide the call centre function and other deliverables to assist in providing social value, it has been difficult to find exact contracts to compare, so a range of alternatives have been used.
- 2.4 The benchmarking is undertaken by an independent bench marker, who is mutually agreed by both parties and the information used to inform the bench marker has been obtained from three consulting organisations working in the social housing sector, Stradia, JRP and FFT and Housemark
- 2.5 The benchmarking detail can be used to amend the Price Framework; KPI's or service levels/ deliverables, and are documented in line with the change procedure outlined in the contract. Therefore, it is essential that the benchmarking is undertaken in line with the original contract award based on a 60% quality and 40% price split and is not seen as an opportunity to reduce prices to levels which could have a negative impact on quality.
- 2.6 The contract allows for the transfer of financial model to a Price per Property, however following consideration the administrative costs of the overhead would be likely to rise. There would also be the ongoing management required to deal with any items deemed as exclusions by the service provider, and not considered to provide any benefit to the operation of the contract or financial mechanism and therefore has been discounted at this stage.
- 2.7 The report contains both financial benchmarking information and service information, in respect of the deliverables proposed by OPSL, in their tender submission, at the final stage of the competitive dialogue process. These have been considered in line with the tender evaluation and to reflect the slight change in Dacorum's investment strategy, since the lifting of the borrowing cap, so that there is a balance between the delivery of new build homes and maintaining the existing stock.

3.0 Financial Appraisal and benchmarking

- 3.1 The contract was procured in 2014 using a two-stage competitive dialogue procurement process.
- 3.2 The pricing document was divided into two main sections, one for day-to-day repairs and maintenance and the other for capital improvement works, to replace major components, such as roofs, kitchens and bathrooms and external doors.
- 3.3 The repairs were priced using the National Housing Federations schedule of rates and in order to be able to assess any change in price split prevalent in the market, the same

schedule of rates version was used, NHF v5.1 and allows for annual inflationary adjustments in line with the Consumer Price Index.

- 3.4 The contract financial mechanism provides for a quarterly cost reconciliation, on an open book basis and the Council and the Service Provider on equal 50:50 basis share any savings (gain) from the target cost. If the total expenditure on the contract exceeds the target costs then the additional costs above target, the pain element, is the responsibility of the Service Provider

4.0 Market Conditions

- 4.1 Stradia initially assessed the market changes in the construction sector and the potential impact on current pricing strategies adopted by contractors.
- 4.2 Stradia have witnessed an increased level of competition in repairs and maintenance contracts over the last 3 to 5 years.
- 4.3 Clearly the bigger and longer the contract on offer is, the more interested the market will be, but it is becoming increasingly common to receive tender offers which would qualify as “abnormally low’ in some circumstances, that is, where the lowest offer is 25% or more below the mean of all tenders received.
- 4.4 We are also experiencing an increasing trend on bidders ‘manipulating’ their tender to take advantage of any scoring evaluation methodology and taking an increased level of risk in pricing items at nil cost on the assumption that they will not occur frequently, or having won the tender, they can re-negotiate with the Client after mobilisation.
- 4.5 The lack of large packages of work coming from the public sector following years of austerity measures and the level of competition within the repairs and maintenance market has seen an increased number of re-tenders won at base cost with minimal levels of overheads and profit as contractors attempt to maintain turnover. The key issue with the current pricing methodology is around the stability and sustainability of services provided, and an acknowledgement that some contractors are attempting to ensure their organisations maintenance of turn over at the expense of the service delivery.
- 4.6 It should also be noted that due to financial failure and consolidation within the construction maintenance sector, there are fewer large/national contractors competing for work, and they are targeting the larger projects when they come to the market.
- 4.7 More recent industry submissions appear to be responding to recent insolvency events of large organisations who supplied services to public sector organisations with both parties aiming to ensure submissions are reflective of the risk, scale and duration of term and financially viable submissions

5. Repairs and voids benchmarking

- 5.1 Stradia’s assessment on the repairs costs is as follows:
- 5.2 Osborne’s original tender offer contained a -1% adjustment against the NHF schedule of rates, version 5.1. There has been no change to this since the contract started.
- 5.3 The contract allows for an annual fluctuation increase in line with Consumer Price Index.
- 5.4 The total impact of the annual CPI uplifts in 2018-19 was +5.4% on the original tendered rates and in 2019-20 was +7.6% on the original tendered rates.
- 5.5 Faithorn Farrell Timms have stated that in their experience tenders let under NHF version 6 generally attract a – 5% to +10.39% adjustment and those let under version 7 attract a -15% to -20% adjustment.

5.6 However, they believe that the latest tendered results received shows that the percentage adjustments are changing and reducing, probably for reasons of Brexit and price increases of building materials and labour generally to -6.52% to -7.5% on the NHF version 7.

5.7 The detail provides some opportunity to benchmark, however because of the current market conditions, whereby a number of bidders are submitting abnormally low tenders in order to win work alternative sources for benchmarking have been reviewed. Housemark, an independent organisation that provide benchmarking data for the social housing reported the following repairs costs, as detailed in table 1 below.

5.8 Table 1. Average repair costs

	Repair Cost £	Void Cost £
Lowest Quartile	104.30	2,123.94
Median	127.26	2,749.53
Highest Quartile	156.81	3,513.75
Osborne *	114.92	3,133.00

Source: Housemark report 2016-17

*Osborne average costs from 2018-19

5.9 The Osborne figure is for the financial year 2017-18 and compares favourably against the Housemark data from the financial year 2016-17.

5.10 Table 2 provides the volumetric data relating to the various elements associated in the delivery of a repair. Whilst there was a peak in both demand and calls in 2016-17, and costs in 2017-18, through changes in process and improvements in scheduling of repairs, in 2018-19 there has been a reduction in the average days to complete a repair, the average order value and telephone calls per order

5.11 Table 2

Response repairs Dacorum						
Description	2014-2015*	2015-16	2016-2017	2017-2018	2018-19	
Number of repairs		23277	22036	21984	25610	
Repairs expenditure		2,918,392.25	2,897,021.94	3,447,692.72	2,943,033.68	
Average order Value		125.38	131.47	156.83	114.92	
Average cost per property pa		278.34	276.08	327.77	280.40	
Repairs per property		2.22	2.1	2.09	2.44	
Average Days to Complete a repair		11.84	13.38	11.16	9.74	
Phone Calls Handled		54,155	58574	48,624	41,552	
Calls per order		2.33	2.66	2.21	1.62	
* 2014-15 not directly comparable due to mobilisation costs and only 9 months operationally						
** 2019 - 20 current year costs and volumetrics not currently available						

Source: Orchard Housing Management system

5.12 The empty homes (voids) performance is closely monitored to reduce the timescale for key-to-key times and the benchmarking demonstrates that the scope of works required in empty homes, especially those requiring extensive works, is contributing to the time taken for works and the higher associated costs.

5.13 There are four categories of voids, which relate to the scope of works involved and where the properties require extensive works, including capital replacement of major components, such as of a kitchen and bathrooms, these works are removed from the void figures in order to provide comparable figures.

- 5.14 The pricing associated with each category can result in voids moving into a higher value category due to the value of garden and house clearances, which whilst directly related to the turnaround of a property are costs which need to be recharged to tenants. As a result some of the initial void category assessments are revised and on completion a void estimated at £2,000 ends up costing £2,300 and is then reclassified as a “major void” (of up to £5,000), . In such circumstances the difference between the actual costs and target costs form part of the reconciliation to determine if there is any gain share
- 5.16 Dacorum, are reconsidering the current categorisation of voids, as part of this benchmarking exercise and a current review of void processes is underway.
- 5.17 As can be seen from table 1, the average void cost is between the mid and highest quartile and still far higher than every other comparator, although as before, this can be down to the Clients specification as well as the Contractor’s costs.
- 5.18 The majority of void work is currently sub-contracted and there are potential savings if more work is undertaken Osbornes directly employed labour and that this would improve control, reduce costs and reduce key-to-key times. Osborne are looking at greater self-delivery of voids, along with a revision of void processes and assessing the impact that this could have on their costs.

6.0 Differences in the versions of NHF Schedule of Rates base costs.

- 6.1 The different versions of the NHF schedules of rates reflect the construction market at the time of publication. Version 7 is the current version and was published in 2016, the previous version, 6.3 in September 2015 and 5.1 in June 2006.
- 6.2 As part of this review we have compared a basket of rates of 146 identical items across nine different trades within version 5.1 (Osborne’s tender), version 6.3 (Client A tender) and version 7.1 (Client B tender).
- 6.3 This shows that the basket of rates items in:
- Version 5.1 totals £12,287.99
 - Version 6.3 totals £13,558.89 (an increase of 10.34% on 5.1)
 - Version 7.1 totals £19,427.66 (an increase of 58.10% on 5.1)

7.0 Market changes over the period and how do they compare to CPI

- 7.1 For the majority of Public Sector contracts tendered, the options for indexation consider one of the cost inflation indices. These indices are based upon the cost of underlying resources and measure inflation against the cost of a fixed in-year basket of goods and services.
- 7.2 The most common methods used to measure the cost inflation across the wider economy are the Retail Price Index (RPI) and the Consumer Price Index (CPI), both produced by the Office for National Statistics (ONS).
- 7.3 The contract uses Consumer Price Index as the mechanism for inflationary linked adjustments. CPI is reviewed on an annual basis and the corresponding uplift applied to all rates within the contract at the beginning of the next financial year. All bidders were aware at the time of bidding and during the competitive dialogue; a number asked if BCIS would be a more appropriate source of cost inflation as they are directly related to the construction sector.
- 7.4 Building costs are the costs actually incurred by the builder in the course of their business (excluding profits) and reflect the current costs for labour, wages, materials, plant, rates, rents, overheads and taxes as opposed to the future costs, which are incorporated in tenders.

- 7.5 Indices for the factors used in building costs are produced by official bodies. Indices for the various types of material are prepared by BERR (Department for Business Enterprise and Regulatory Reform). Indices of wages are compiled by the ONS. Several other indices are produced to assess the recovery of increased costs.
- 7.6 The most commonly used BCIS Maintenance Price Indices is the BMI Public Housing Maintenance Output Price Index. There is also a BCIS Output Price Index specific to Refurbishment. There are 4 BMI Maintenance Cost Indices relating to Local Authority Maintenance, namely, for Redecorations, Fabric, Services and General, as well as one for 'All-in Maintenance'

7.7 Table 3

Index Date	CPI	BCIS
April 2015	100.00	319.2
April 2016	100.2	320.3
April 2017	102.9	334.0
April 2018	105.4	346.0
April 2019	107.6	357.8
4 year uplift	7.6%	12.1%

Source Office for National Statistics and Department for Business Enterprise

- 7.8 Table 3 contains comparable figures for the last 5 years for CPI and BCIS, which shows the higher increase in BCIS. It is important when undertaking the benchmark review that all factors are considered that could impact on the ongoing financial viability of a contract and the impact of external economic conditions are considered in the risk register, Appendix A

8. Tender Overheads and Profit

- 8.1 The tender overheads consist of site based overhead, which was tendered as a target cost and central office overhead, 5% of the works turnover.
- 8.2 Stradia have analysed the overheads applied by Osborne and consider they appear high and, therefore, present an opportunity for efficiency savings, as the contract is now fully established and the service provider has improved knowledge of the stock.
- 8.3 Osborne's overheads are being further reviewed to determine actual costs of the staff directly deployed on the contract and establish the potential for any savings arising from changes in process or efficiencies arising from improved use of technology that has been adopted since the commencement of the contract.
- 8.4 Stradia acknowledge that when comparing overheads, in that it is rarely on an exact 'like for like' basis. Osborne's overhead costs, for example, include for call centre staff during the day and for evenings until 22:00, other out of hours services, and staff to deal with complaints, community investment and stock condition. The figures below, therefore, provide a general comparison against other client aspirations.
- Site based Overheads – +16.44%
 - Central Office Overheads – +5%
 - Profit – +4.50% of this, 1.5% is guaranteed and 3.0% is linked to performance
- 8.5 At +16.44% Osborne's site, based Overheads are high when compared to recent tenders. In the tenders analysed as part of this benchmarking exercise the Site Based Overheads range (lowest to highest) was:
- Tender A - +2.0% to +8.7%. The successful Contractor's bid was +4.0%
 - Tender B - +5.5% to +14.25%. The successful Contractor's bid was +5.17%

- In a most recent tender (April 2019) the Site Based Overheads range (lowest to highest) was +3.79% to +10.59%. The successful Contractor's bid was +9.93%
- 8.6 At +5% Osborne's Central Office Overheads also appear to be high when compared to recent tenders. In the tenders analysed as part of this benchmarking exercise the Central Office Overheads range (lowest to highest) was:
- Tender A - +4.60% **fee** to +18.5% including profit **and** central office overheads. The successful Contractor's bid was +6.75% for both
 - Tender B - +4.0% to +9.5%. The successful Contractor's bid was +4.0%
- In a most recent tender (April 2019) the Central Office Overheads range (lowest to highest) was +1.82% to +9.59%. The successful Contractor's bid was +1.82%
- 8.7 In the tenders analysed as part of this benchmarking exercise the Contractor's Profit range (lowest to highest) was:
- Tender A – +4.60% **fee** to +18.5% including profit **and** central office overheads. The successful Contractor's bid was +6.75%
 - Tender B - +2.2% to +5.0%. The successful Contractor's bid was +5.0%
- In a most recent tender (April 2019) the profit range (lowest to highest) was +4.50% to +8.4%. The successful Contractor's bid was +5.75%
- 8.8 Faithorn Farrell Timms have reported that in recent tenders they have received that the Contractor's Profit element ranged from +5% to + 7%
- 8.9 From the above comparisons it can be seen that Osborne's Profit percentage at +4.5%, 3.0% of which is linked to achieving the monthly performance indicators, is not the lowest found in recent competitions but is in the competitive range when compared to the tenders generally.

9.0 Planned Capital Cost comparisons

9.1 The planned work is undertaken based on target costs that were submitted at tender stage and reviewed to include any items following changes in legislation or those that have subsequently enhanced the specification, e.g. soft drawer closers, which were introduced following consultation with tenants, or improved window designs, to extend the component life expectancy and thermal performance. Tables 4 to 7 provide comparable benchmarking values for various component replacement costs and Table 8 indicates which quartile Osbornes costs are ranked.

9.2 Table 4

	Electrical testing £	Full rewire £
Osborne	66.31	995.14
FFT Industry Average	75.00	2,493.00
J Rowan Industry Average	21.00 – 23.00	1,600.00 – 2,200.00
Client A	109.51	2,500.00
Client B	-	-
Welwyn Hatfield	83.00	2,311.00

Table 3 contains the comparison costs for electrical testing and rewires. As the condition of the majority of electrical installations in the borough are good, many only require an upgrade rather than a rewire, which is reflected in what appears to be an abnormally low price.

9.4 **Table 5**

	Kitchen Refurb £	Bathroom Refurb £
Osborne	3,405.00	1,476.83
FFT Industry Average	3,450.00	2,279.00
J Rowan Industry Average	2,000.00 – 3,600.00	1,000 – 1,800.00
Client A	-	-
Client B	7,337.36 combined	
Welwyn Hatfield	3,525.00	1,880.00

9.5 **Table 6**

9.6 The window specification has been upgraded since the commencement of the contract to include a higher specification, with “K” glass and a 28mm air gap in the sealed unit, improved security aspects of the frames and sashes and an energy rating of A. The unit costs increased as a result in the specification and aside from the improved security and better energy performance the nominal life expectancy is 5 year greater than the original windows.

	Windows per House £	Windows per Flat £	External Doors £
Osborne	4,092.00	2,171.26	536.54
FFT Industry Average	2,750.00	1,103.00	700.00
J Rowan Industry Average	2,500.00 – 5,000.00	2,000.00 – 3,500.00	900.00 – 1,400.00
Client A	-	-	-
Client B	2,813.78	1,705.32	431.42
Welwyn Hatfield	1,817.00	1,449.00	364.00

In a recent tender review exercise undertaken for a Local Authority in the East Midlands, the following major work streams were benchmarked:

9.7 **Table 7**

Work stream	Local Authority £	EM Group Lower Quartile £	EM Group Upper Quartile £
Standard Kitchen	3,974.54	3,350.27	4,831.77
Standard Bathroom	2,089.94	1,723.13	3,154.17
Whole House Rewire	2,221.89	1,899.95	3,585.07

Analysing the information above and ranking it in quartiles, where the lowest cost is quartile 1 and the highest is quartile 4, it can be seen that Osborne’s costs represent:

9.8 Table 8

Work stream	Quartile
Rewire per house	1 (and lowest)
External Doors	1
Bathroom refurbishment	2
Kitchen refurbishment	2
Electrical test/property	2
Repair cost/property	2
Window replacement per flat	2
Window replacement per house	3
Void cost	3

10. Service deliverables

10.1 The award of the Osborne TAM Partnering contract was based on a scored quality assessment, weighted 60% quality 40% price. Osborne’s tender submission detailed “Method Statements” for 12 elements that would be delivered during the course of the contract and listed below, which formed the basis scoring quality in the tender evaluation and award;

- Method Statement 1.1 – Empty Homes Process
- Method Statement 1.2 - Empty Homes Process (Performance)
- Method Statement 1.3 - Budget realignment
- Method Statement 1.4 – Efficiency
- Method Statement 1.5 - Aids and Adaptations
- Method Statement 1.6 - Customer Satisfaction
- Method Statement 2.1 - Tenant Requested Inspections
- Method Statement 2.2 - Planning and sequencing
- Method Statement 2.3 - Information Technology
- Method Statement 2.4 - Innovation, Creativity
- Method Statement 3.1 - Employment and Training
- Method Statement 3.2 - Dacorum Specific Community

10.2 Each Method Statement detailed a number of actions to give 121 deliverables. The year five review requires an assessment of these deliverables, in order to establish if the quality element of the contract have been delivered. The deliverables are outlined in table 9 details the number of actions Delivered, Partially Delivered and Not Delivered.

10.3 Table 9

Deliverables	
Totals Deliverables	121
Delivered	60
Partially Delivered	34
Not delivered	27

The deliverables have been further assessed, to establish the impact of non-delivery, partially delivery, and delivered. As the contract evolved, some actions were no longer relevant, while for others the focus and importance had increased. Table 10 contains the impact score evaluation the importance to service delivery and any financial impact to Dacorum that may have occurred as the result of a failure to deliver an action.

10.4 Table 10

Impact Score	
Achieved/Positive	58
Tolerable	47
Material	16

10.5 Overall delivery of actions has exceeded non delivery with particular success around a reduction in drainage costs and the delivery of Social Value, where all actions were delivered and Osborne have exceeded expectations. Appendix C provides an infographic outlining a number of the key achievements delivered which relate to Social Value.

10.6 Only 16 actions out of 121 resulted in a material impact, in summary these related to:

- Empty homes: Inspections, customer service and after care.
- Partnership training plans
- Client excellence plan
- Adaptations; Inspector training and surveys and design.
- Quality control Plans
- Energy Management.

10.7 It is accepted that changes to the empty homes processes have resulted in Dacorum staff undertaking pre-termination empty homes inspections. Capacity issues, in this instance, have made any impact, cost neutral. This remains a priority for Dacorum to reduce key-to-key time, so will be one of the key deliverables proposed to Osborne because of this benchmarking exercise.

10.8 A number of the energy management actions related to funding, which is no longer available, and as a result, Osborne no longer have a dedicated energy manager. The collation of statistical property intelligence, relating to energy performance of the stock has not been delivered and will now require Dacorum to action.

11. General Performance

11.1 The Performance Review – Total Asset Management Contract & Gas installation and servicing contract, report to H&COSC in November 2018, provided detail on the general performance of the Osborne contract.

11.2 In conclusion, it summarised that overall the performance throughout the period,(2018-19) has been satisfactory, but there have been a number of elements of work that have been subject to delays, primarily the delivery of the aids and adaptations and some of the more complex estate based works. As a result, additional performance indicators have been introduced into the contract for 2018-19, so that these areas can be more closely monitored.

11.3 Osborne continue to demonstrate a high level of commitment to improving the contract and this in part is supported by the volumetric relating to Compliments and Complaints summarised in table 11 below.

11.4 Table 11

Year	Compliments	Complaints
2015-16	130	168
2016-17	127	229
2017-18	134	118
2018-19	171	45

11.5 The level of investment in supporting the Tenant Academy and community investment projects have produced wider benefits to residents in the Borough and it is important that the benchmark review builds upon the areas of positive performance and identifies the key priorities for Osborne to deliver for the remaining term of the contract.

12. Conclusion and next steps

12.1 The benchmarking exercise has identified that those costs that have been reviewed, have been within the range for similar contracts delivering in the sector. The focus for the Council will be to agree a set of new deliverables that demonstrate improvements in efficiency, continuous improvement, value for money and high resident satisfaction.

12.2 The detail provided in the benchmarking review will be used to agree the revised deliverables that Dacorum require for the remainder of the contract term, along with any adjustments to target cost or continuous improvement cost reductions derived through efficiency gains. The expectation going forward is that four new deliverables will be developed to drive service delivery customer care and service integration.

12.3 The Strategic Core Group members, at the next meeting on 8th July 2019, will present all variations in the form of a proposal document for consideration. It is likely that some elements will need to be assessed in respect of any cost or viability implications and once these have been agreed, will require approval by Cabinet and Osbornes Board.

12.4 Any amendments to the Price Framework, such as consideration of changing the indexation measure, or basket rate revisions, will require variations to the contract.

12.5 Any major changes to the contract will be fully implemented by 1st April 2020.

Risk No.	Risk Description	Cause	Consequence	Date Risk Identified / Changed	Risk Owner	Risk Status	Likelihood (5 = high and 1 = low)	Impact (5 = high and 1 = low)	Current Evaluation	Risk Proximity (Immediate = 5, Medium Term = 3 and Long Term =1)	Current Controls	Further Planned Action	Action Owner	Risk Highlighter	Date of Review
1.00 POLITICAL															
1.01	Failure of members having confidence in the service or challenge from opposition members in advance of the next election	Failure to properly communicate the facts relating to the performance of the contract and ensure information and communications are effective and accurate	Undermine working relationships between DBC and Osborne, impact on the operational effectiveness, detract from service improvements. Contract termination and re-procurement.		DBC and Osborne	Open	2	4	8	3	Monthly performance monitoring and reporting to Scrutiny committee. Targets raised in 17-18 to demonstrate continued improvement measures. <i>Star surveys being undertaken every 2 years. DBC undertake periodic audits of KPI's with separate review of Customer Satisfaction.</i>	Continued monitoring of performance. <i>OPSL to enhance engagement process with active members. OPSL raise awareness by extending circulation of Community Matters + more regular newsletter / performance updates. Member training prosal for new members on the price mechanism for the contract.</i>	James Dougall/Fiona Williamson	24	26.03.2018
1.02	Change in Cabinet structure and potential new strategy following the elections in 2019	Democratic process/Future elections	Potential change could result in lack of clarity around future strategy.	4.06.2019	DBC and Osborne	Open	1	3	3	5	Engagement with currently elected members and Member of Parliament	Engage with new Cabinet and members on future direction. <i>Change of Chair of HCOSC so met to establish future workplan and agenda items</i>	James Dougall/Fiona Williamson	15	26.03.2018
1.03	Outcome of Brexit negotiations	<i>Ongoing uncertainty regarding the exit from Europe and the impact on the labour and materials markets.</i>	<i>Impact on the value of Sterling, increasing some imported material costs, potential for reduction in available skilled labour from European Union Countries.</i>	4.06.2019	DBC and Osborne	Open	3	3	9	3	<i>Ongoing review as information emerges from Government</i>	<i>Review of workforce - work with supply chain around employment requirements / constant market review of rates & costs</i>	James Dougall/Fiona Williamson	27	26.03.2018
2.00 SOCIAL - ECONOMIC															
2.01	Major peacetime incident/pandemic or environmental incident.	Civil commotion, terrorism and Act of God	Disruption to service, increased pressure on Contractor to respond to emergency repairs.	4.06.2019	DBC	Open	1	4	4	5	Corporate Emergency Plan and Business Continuity Plans in place for Osborne and DBC. Business Continuity Plans reviewed and updated September 2018 Utilise resources from other contracts	DBC & Contractor to review options for contingency planning with support from other local operations.	James Dougall/Fiona Williamson	20	26.03.2018
2.02	Reduction in available budgets due to a reduced revenue or alternative areas of priority in the Business Plan.	Rent reduction, Welfare reform, inability to collect rents, budget cuts as a result of financial pressure from Central and local government.	Fixed overheads would create a disproportionate level of costs for reduced levels of works delivery. Less efficient use of resources - value for money impacted Reduction in work and reduced customer satisfaction.	4.06.2019	DBC	Open	5	3	15	3	Review of current expenditure and review of Business Plan with potential for smoothing any impact across a number of years to reduce the effect. Monthly review of budget forecast and scope of works.	1) Remodelling of the Business Plan to account for changes in Central Government Policy and the reduction in numbers of properties developed for sale. 2) Work with Osborne to determine how any reduced budget would impact upon site based overhead and what options would be available to ensure this is pro-rata to the volume of works delivered.	James Dougall/Fiona Williamson	45	26.03.2018
2.03	Failure to keep within budget.	Poor contract management. Increased demand. Insufficient/unrealistic budget	Loss of financial credibility, possible governance issues. Loss of confidence from members in Officers and Service Provider.	4.06.2019	DBC and Osborne	Open	2	5	10	3	Approved budget communicated to Contractor. Regular review of spend against available budget. Core group review of spend against budget heads.	Use of historic data to forecast spend. Contractor to provide alerts when profiled spend levels exceeded.	James Dougall/Fiona Williamson	30	26.03.2018
2.04	The tendered price model is unsustainable	General increase in costs exceed target cost	Reduced margin and potential of decrease in quality of work. Ability to deliver the TAM objects are reduced and contract becomes fragmented concentrating on higher margin work.	4.06.2019	DBC and Osborne	Open	2	3	6	3	Open book audits take place quarterly throughout the contract term to monitor vfm and can assess if actual costs are increasing. <i>Undertake Yr 5 benchmarking review of the costs and deliverables on the contract</i>	Review outputs of open book, indexation uplifts and market conditions. Undertake market testing of individual projects to establish market conditions	James Dougall/Fiona Williamson	18	26.03.2018
2.05	Lack of funding or budget cuts as a result of financial pressure from Central and Local Government	Change in rent policy, welfare reforms or the ring fencing of the Housing Revenue Account	An overburden of overhead which could mean the contract would become lossmaking unless we adapted the delivery solution. <i>1% Rent Reduction</i>	4.06.2019	Osborne and DBC	Open	3	4	12	3	Horizon scanning, increase resourcing of the revenue team, regular budget monitoring.	1) Annual budgetary forecasts produced and reviewed with Dacorum BC on a monthly basis to provide work section specific information. 2) Ongoing understanding of the budget requirements - works trending / changing DBC policies 3) <i>Responsibility hierarchies within Partnership</i>	James Dougall/Fiona Williamson	36	26.03.2018
2.06	Single Service provider model presents an insolvency risk to DBC	Financial Failure of Osborne	All work including emergency and day to day repairs would cease. Osborne financial failure leads to major reputational damage to Dacorum BC, a significant reduction in performance of services and the costly re-procurement of TAM services	4.06.2019	Fiona Williamson	Open	1	5	5	3	Financial checks at PQQ and prior to recommendation to award the contract undertaken by DBC and further assurances provided to the financial director. Performance Bond in place to protect against costs to re-procure.	Dunn and Bradstreet reports checked on a regular basis and Osborne have provided DBC with periodic financial performance updates. <i>Horizon scanning and trade press reviewed constantly for news stories related to the companies performance.</i>	Fiona Williamson	15	26.03.2018

				Date Risk			Likelihood (5 =	Impact (5 =		Risk Proximity					
2.07	Annual volume and value of revenue and capital funded works exceeds the available budget	Insufficient or inadequate monitoring and management of the project. <i>Change in council policies. Changes in expectation around service requirements. Change of Central Government policies - such as devolution of responsibilities</i>	Reputational damage with restrictions on work being carried out, focused investment on statutory works only.	4.06.2019	DBC and Osborne	Open	3	3	9	3	<i>Trend analysis of historic works. Budget setting more proactive and robust with input from OPSL. Increased Surveyor accountability for works instructed. Monthly finance meetings where risk & opportunity is discussed and forum for Partnership to issue warnings.</i>	<i>Better co-ordination with DBC Finance Dept and consistent messages being delivered throughout all facets of the Partnership - all departments awareness of budget accountability.</i>	James Dougall/Fiona Williamson	27	26.03.2018
2.08	Significant price inflation driven by external economic events including quantitative easing or banking market recession	Quantitative easing, banking market recession, Brexit.	Significant increase in the underlying cost to provide the service (wages, materials, fuel etc.) with no means to recover.	4.06.2019	DBC and Osborne	Open	2	5	10	3	Horizon scanning and increased resourcing levels in the income team. <i>Benchmarking review undertaken at yr5 to assess prevailing market conditions.</i>	1) Contract efficiency projects to provide the ability to deliver underlying savings through productivity and procurement efficiencies, and protect service delivery from inflation at historical levels. 2) To further protect the sustainability of the contract over its term we propose that revenue relief could be given against annual inflation in excess of an agreed percentage level.	James Dougall/Fiona Williamson	30	26.03.2018
2.09	Inability to demonstrate ongoing efficiencies and the market value of costs	Benchmarking comparisons may not attribute central overheads in the same way as Osborne, therefore making it difficult to demonstrate efficiencies,	Unable to robustly demonstrate the financial benefits of the TAM contract	4.06.2019	DBC and Osborne	Open	1	5	5	3	Targets to demonstrate the baseline and any savings from the existing contract costs.	1) Osborne will benchmark existing costs in delivering the service and compare these to the new costs over the first 3 years of the TAM service. 2) We will measure tangible benefits from efficiency projects and the implementation of leaner processes and present these in an agreed reporting format for Dacorum BC <i>Year 5 Benchmarking review of costs and consideration of efficiency savings for the remainder of the contract term</i>	James Dougall/Fiona Williamson	15	26.03.2018
3.00 OPERATIONAL															
Page 76 3.01	Failure to align business processes into a single operating solution	Methods of working into a single solution, IT issues, need to deliver work efficiently both on terms of process and controls of the operations. Misunderstanding of drivers and educating members regarding the form of contract and Partnership working practices	Inability to maximise the efficiencies and benefits of the TAM contract, increased costs and duplication failure to achieve the KPI targets and strategic indicators. <i>Service is impacted by inconsistent approach.</i>	4.06.2019	Osborne and DBC	Open	2	4	8	3	Consideration of all factors which may impact upon the business processes and prevent the formation of a single operating solution. <i>Partnership workshops and the establishment of sub-groups to deliver changes reporting to OCG. Process maps in place for all work streams. Review of these to be undertaken regularly.</i>	1) Develop an open and honest culture with clear communication routes to ensure proactive discussion, early identification of potential issues and quick resolution of any issues arising. 2) Proactive process mapping and harmonisation refresher workshops to be on-going. 3) Periodic review of operations with Core Group members to analyse overall service delivery effectiveness Empowerment of sub-groups to deliver change to include front line staff so cultural changes are embedded	James Dougall/Fiona Williamson	24	26.03.2018
3.02	<i>Works ordered vary considerably to type and volume proposed /anticipated through contract documents</i>	<i>Change in tenant priorities, increase in responsive repairs due to storm damage, increase in number of void properties due to further changes in welfare reform. Changes in legislation following Grenfell or other events.</i>	<i>Incorrect resource availability, degradation of service, Osborne incurs unforeseen costs.</i>	4.06.2019	Osborne and DBC	Open	2	4	8	5	<i>Tenant involvement during the procurement project. Agreed budgets aligned to work strands and historic volumetrics provided to enable Osborne to plan</i>	<i>1) Osborne and Dacorum BC work to agree new processes, commercial arrangements and cost effective planning to ensure maintenance of service delivery. 2) On-going reviews as part of the Open Book process.</i>	James Dougall/Fiona Williamson	40	26.03.2018
3.03	Inability to effectively operate the new open book commercial model	Lack of understanding of the the price model and open book principals. <i>Failure to adhere to agreed open book protocol for training and reference purposes. Change in personel</i>	<i>Reputational damage with subjective messages being circulated.</i>	4.06.2019	Osborne and DBC	Open	2	4	8	5	<i>External auditor appointment on-going, agreement on timetables, presentation, and output. Q1 - Q3 savings being realised within current FY. Proactive dialogue amongst Partnership during Finance Meetings as to expected out turns for Pain / Gain. DBC inserted Asset Manager into process to support with financial review and out turns.</i>	<i>Incorporate Leasehold Service Charges into Open Book process. Review of methodology for build up of actual costs in Yr 5 review to identify additional clarity for leaseholders</i>	James Dougall/Fiona Williamson	40	26.03.2018
4.00 SOCIAL															

				Date Risk			Likelihood (5 =	Impact (5 =		Risk Proximity						
3.01	The service not being accessed by all Council tenants	Inability to access the service. Poor communication options for tenants	Deterioration of stock through lack of repair. Disengagement of residents.	4.06.2019	DBC and Osborne	Open	1	3	3	5	Surveys targeted towards properties with low Repair volumes. Trend analysis of properties to ensure tenants engaged with.	Tenant representation on Ops core group, development of a vulnerable persons strategy, Ongoing pro-active communications with tenants.	Fiona Williamson / James Dougall	15	26.03.2018	
4.00 TECHNOLOGICAL																
4.01	IT Failure	Power/Internet outage, fire, flood etc	Failure to plan, report and deploy engineers and collect data	4.06.2019	DBC and Osborne	Open	1	4	4	5	UPS on servers. Disaster Recovery plan in place. Mitigation to only 1 day data loss because data is backed up daily.	Continue to explore options for hosted solutions and cloud computing. Development work undertaken to provide hosted solutions "Union Square" and DBC data migration to a web based Promaster solution.	Fiona Williamson / James Dougall	20	26.03.2018	
4.02	Loss of key personnel in management team	Market attractiveness elsewhere; partnering relationship not working	Loss of knowledge and experience could lead to drop in performance	4.06.2019	DBC and Osborne	Open	3	3	9	5	Maintaining regular, good and open dialogue with shared incentives for all team members. Contract management protocol to aid succession planning and business continuity.	Regularly review individual performance at 1-2-1s. Monitor the contract management protocol.	Fiona Williamson / James Dougall	45	26.03.2018	
4.03	Under Performance of Contractor to specification	Contract non-compliance. Unskilled workforce	Reduction in quality of service, undermine the value of the housing stock. Reputational issues of Service Provider.	4.06.2019	DBC and Osborne	Open	1	3	3	3	KPI's for quality and satisfaction - reviewed at Core Group meetings. Comprehensive assessment criteria at outset of contract. Contractor early warning monitors ongoing satisfaction surveys. Tenant participation at contract meetings.	Benchmark quality standards for adherence. Set target levels using baseline performance information. Develop financial incentives to meet performance targets based upon KPI's or a balanced scorecard assessment. Ensure sound financial controls are in place.	Fiona Williamson / James Dougall	9	26.03.2018	
5.00 ENVIRONMENTAL																
Page 77	5.01	Severe weather - Such as exceptionally cold weather, or storms	Environmental conditions	High number of burst pipes and increase in repair demands; potentially leaving vulnerable residents without services. Impact on ability to get to properties due to issues with transport	4.06.2019	DBC and Osborne	Open	3	3	9	3	Proactive approach during repairs and programmes of work to implement planned preventative maintenance such as ensuring pipework is insulated. Increased (parts) stock retention during winter months.	Consider including a "Winter Working" protocol in the contract management protocol.	Fiona Williamson / James Dougall	27	26.03.2018
	5.02	Poor management of asbestos	Lack of comprehensive information contained on Asbestos Register. <i>Individuals not following agreed process. Inability to access available data due to IT security requirements</i>	Exposure risk to operatives and tenants; prosecution for failure to observe regulatory requirements; reputational risk to the Council.	4.06.2019	DBC and Osborne	Open	2	5	10	5	Continually updating the asbestos register through surveys and other information. Asbestos awareness training held regularly. <i>Disciplinary process to be followed when individuals ignore agreed protocol. OPSL have been storing DBC ASB info on their internal intranet system. lgo.</i>	Migration of asbestos register to PIMMS. Further ongoing updating of register.	Fiona Williamson/ James Dougall	50	26.03.2018
	5.01	Unnecessary travelling contributing to excessive carbon emissions from vehicles	Poor planning; lack of right first time completions; lack of dynamic scheduling.	Higher than expected fuel costs. Impact on environment in terms of additional emissions and increased road traffic.	4.06.2019	Osborne	Open	3	3	9	5	Use of vehicle tracking to monitor vehicular usage.	Monitor vehicle use and mileage to evidence any changes. Rationalise use of pre and post inspections to reduce client MO's travelling.	James Dougall	45	26.03.2018
6.00 LEGAL																
6.01	Employment Tribunal in connection with transferring employees	Issues with previous Service Provider and the transferred employees	Disruption to service during tribunal, leading to potential failure in service. Potential claims levied against incoming contractor	Closed	Osborne and DBC	Open	3	3	9	3	Indemnities to be included in the contract	Monitor outcome of tribunal	Mo Hackett	27	26.03.2018	
6.02	Impact of changes to Central Government or EU Legislation	Statutory changes in legislation following Grenfell or the European Referendum.	Increase in costs or resourcing required to comply. Change in priorities for expenditure	4.06.2019	Osborne and DBC	Open	3	3	9	3	"Horizon Scanning" to look at any potential external impacts on DBC	Consultation with representative groups to provide early warning mechanism (LGA/CIH). Undertake scenario contingent planning once nature, scope and scale and timing of changes are	James Dougall / Fiona Williamson	27	26.03.2018	
6.03	Pressures associated with the implementation of processes and systems to comply with GDPR regulations.	Statutory changes in legislation requiring more onerous management of personal data and the way this is used and the security of the information	Data protection breach, fine and reputational damage.	4.06.2019	Osborne and DBC	Open	3	4	12	5	Appropriate preparation and training of staff, development of GDPR complaint proforma documents and ongoing management of personal data.	Information provided to support a common approach and agreed proforma documentation. Consideration of using operatives to collect profiling data and preferences for method of contact.	James Dougall / Fiona Williamson	60	26.03.2018	



1. About the Project, service change or policy development

Responsible officer	Group Manager Property and Place
Name and description of project, service or policy	
<p>Total Asset Management Contract</p> <p>The Council own around 10,000 social homes for rent and have landlord repairing and management obligations for a further, 1800 leasehold properties.</p> <p>There are a number of statutory requirements in respect of the maintenance of these properties, contained within the Housing Act 1985, Part II, The Homes (Fitness for Human Habitation) Act 2018 and the Landlord and Tenant Act 1985. As well as specific requirements set out in these pieces of legislation the Council are required to comply with the Public Sector Equalities Duty, which requires public bodies to have due regard to the need to eliminate discrimination, advance equality of opportunity and foster good relations between different people when carrying out their activities.</p> <p>In 2012 an options appraisal identified a number of delivery models, from which a preferred model was identified to deliver the responsive repairs and improvements, to the social housing portfolio. The outcome of the options appraisal was to deliver a single supplier model for both elements, repairs and improvements, under one Total Asset Management contract.</p> <p>Gas servicing and specialist mechanical and electrical works were procured separately and are delivered using specialist contractors, as each area requires specialist trades and knowledge.</p> <p>Tenant representatives were involved in the options appraisal and subsequent procurement process, to ensure that their views were represented in the selection of both the model and the service provider.</p>	

2. Identifying the community impact

What impacts will this change have on the community? Information considered when assessing the Community Impact of the TAM contract included our equality profiles , available for a number of demographic groups in Dacorum, and Spotlight on Dacorum , which provides information about the Borough as a whole and signposts users to detailed statistics at ward / postcode level through neighbourhood statistics.			
	Positive	Negative	What are the positive and negative impacts? How will the positive impacts be enhanced? How will the negative impacts minimised/eliminated?
The community in general e.g. social or economic benefits or negative impacts	✓		<u>Positive impacts enhanced:</u> <ul style="list-style-type: none"> • The contract required all bidders at tender stage to provide details as to how they would support the Social Value Act in respect of social, economic or environmental impacts. These were assessed and scored as part of the overall contract award and require Osborne to wherever possible, increase the use of local suppliers, increase local employment and undertaking a number of community initiatives throughout the term of the contract. • The Contract is reviewed at the fifth anniversary of the commencement and adherence to these principles will form part of the review and ongoing requirements for the remainder of the contract duration. • The contract seeks to make the best use of community involvement and where possible ensure it can have long-term benefits. The focus is primarily on Housing tenants and leaseholders, however where wider community benefits are derived across all tenures, this is encouraged. • Ensuring accessibility to information - availability of information online may help reduce barriers to involvement for those with physical disabilities. • For Plan making documents, we strive to involve as many sectors of the local community as possible. The SCI includes consultation methods designed to reach all groups including 'hard to reach' groups. For example, community or voluntary organisations representing racial/ethnic Groups (e.g. Herts Equality Council) and religious bodies are also included as organisations that should be consulted wherever appropriate. Proactive engagement with organisations representative of certain groups such as the National Federation of Gypsy Liaison may also be appropriate. • To provide a service which is accessible and affordable to all. The wide variety of consultation methods employed should enable all to have an

What impacts will this change have on the community?			
Information considered when assessing the Community Impact of the TAM contract included our equality profiles , available for a number of demographic groups in Dacorum, and Spotlight on Dacorum , which provides information about the Borough as a whole and signposts users to detailed statistics at ward / postcode level through neighbourhood statistics.			
	Positive	Negative	What are the positive and negative impacts? How will the positive impacts be enhanced? How will the negative impacts minimised/eliminated?
		✓	equal opportunity to be involved (if they wish to). Reasonable adjustments made where required. <u>Negative impacts minimised:</u> <ul style="list-style-type: none"> Those with vulnerabilities, poor literacy skills or those with poor internet accessibility or notifications. The variety of engagement methods provides communities with every opportunity to engage on Housing and issues relating to the supply of services. We recognise that people with literacy issues may need assistance so Council officers and Osbornes resident liaison officers are available to provide assistance and to make the process accessible to the widest audience. For those customers unable to access information online alternative access methods are available.
On DBC as an organisation e.g. on staff or operations	✓		Positive aspects: <ul style="list-style-type: none"> Osborne are required to engage with the Housing service Strategy, Engagement and Improvement Team, to ensure that any events align with the service objectives and are able to reach as many tenants and leaseholders as possible.
The specific demographic considerations or characteristics e.g. age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation - specify where impacts are different for different considerations	✓		Positive Impacts: <ul style="list-style-type: none"> Throughout all of the elements of contract delivery and community involvement, every effort is made to enable all to have an equal opportunity to access the service and to be involved. Where protected characteristics¹ are known, appropriate adjustments are made to ensure access to the service. Wherever possible adjustments are made to the scheduling or delivery of works carried out on site, have due regard to the approach and impact upon residents. <p><u>Positive Impacts enhanced</u></p>

¹ E.G. age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation

		<ul style="list-style-type: none"> • There is awareness in the Housing Service that some individuals with protected characteristics¹ are not engaging with the tenant involvement opportunities, for example, young people, and ethnic community. There have been a number of campaigns and events run by the service, supported by Osbornes, i.e. The Family Fun day, which aimed to attract a more diverse tenant representative forum. • Feedback from the Tenants and Leaseholders surveys is provided to Osborne so that they can consider how to address any areas whereby improvements can be made to revise the service to support those with a protected characteristics¹ • As above, by using a wide range of engagement methods and tools, it gives an opportunity for some individuals with protected characteristics¹ to get further opportunities to get involved in shaping the delivery of the TAM service. • The extensive use of the website in terms of providing information on various options to report repairs or become actively involved provides an opportunity for a wide range of people to get involved in shaping the service including those who cannot go to events / come to the office (due to their age / disability). • The Council and Osborne do provide support to deal with requests for help to access the documents
<p>The environment e.g. effects on the climate, trees, amenity space, biodiversity, water, energy, waste, material use, air quality</p>	✓	<p><u>Positive aspects enhanced:</u></p> <ul style="list-style-type: none"> • Specific Targets relating to minimising waste and the appropriate specification on materials used in the contract are designed to consider any adverse impact on the environment and where materials with a lower environmental impact, can be used, these are considered. • Electronic communication and responses limit printing (and associated costs) which have negative effects on the environment. • The use of IT interfaces to reduce the need for printing of documents.
<p>Any community issues identified for this location, if the project is based in a specific area – state if this is not applicable e.g. if there are no specific issues for this location or if the project is district-wide</p>	✓	<p>The TAM contract is delivered district-wide, served from a centrally located main depot in Hemel Hempstead.</p> <ul style="list-style-type: none"> • Regular monitoring of contract performance against a set of key performance indicators is undertaken and reported monthly to the senior management team and quarterly to members of

¹

			the Housing and Communities Overview and Scrutiny committee.
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<p>What evidence have you used to assess the impact on the community? What baselines have been established and what data will be used to monitor the impact?</p>
<p>There is national, regional and local evidence available (such as the Census 2011) which shows that some individuals with protected characteristics¹ can face barriers in employment, access to services and information, participation in decision making and in consultation.</p> <p>This Community Impact Assessment has not identified any potential for discrimination or negative impact, all opportunities to advance equality have been considered, and adjustments made. This is a refresh of a history Equalities Impact Assessment document and the fundamental principles have not changed. However, Osborne, in the delivery of the Total Asset Management contract, work to identify any additional adjustments that can be made to the service to improve the access and customer journey for those tenants and leaseholders as appropriate.</p>

<p>What steps have you taken or plan to take to consult the whole community or specific groups affected by the service or policy development? E.g. on-line consultation, focus groups, consultation with representative groups?</p>
<p>Prior to the contract procurement and award, the Council undertook work with the Maintenance Focus Group and undertake bi-annual STAR surveys to assess the requirements of the service users.</p> <p>A meet the buyer event was held for local suppliers to meet the last three suppliers that were in the procurement process, to enable ongoing working relationships to be developed and continue to assist with the employment of locally based labour.</p> <p>There is ongoing engagement through the Tenant and Leaseholder Committee and through other engagement activities, facilitated by Osborne or the Council.</p>

3. Review

How will you review the impact, positive or negative once the service or policy has been implemented?		
<i>Action</i>	<i>By when</i>	<i>By who</i>
Improved involvement of all individuals with protected characteristics ¹ in resident engagement activities, to enable an improvement in how many individuals with protected characteristics ¹ get involved in supporting and shaping the service.	Summer 2019	Strategy, Engagement and Improvement Team. Osbornes Community Investment Manager
Continue to monitor the demography of participants and consider how to increase participation from any under-represented groups.	Annually	Strategy, Engagement and Improvement Team.
Review the consultation methods at the end of each consultation to determine if the approach is working or if an early review is necessary	Following key consultation exercises	

Name of responsible officer: Adrian Hoole

Reviewed and signed off by: (relevant Group Manager)
 Alan Mortimer

Role: Property and Place Contracts Team Leader

Role: Group Manager (Property and Place)

Date:

Date:



Dacorum Borough Council 5 year review



69/128

(53.91%)
members of
staff live in the
Dacorum
Area



Preserving Skills

multiple work
experience
placements
to date

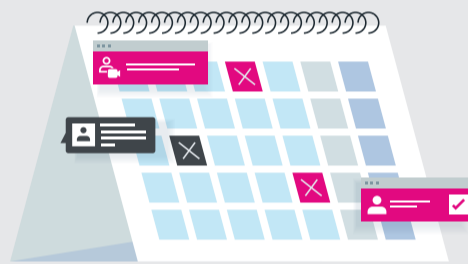


4

Customer
Journey
Mapping
Workshops
held

249

community events/
initiatives supported



3,093

additional hours
dedicated by staff (in
addition to supply
chain hours)



12,806

people directly
benefited



Developed staff members

through upskilling
using the
apprenticeship
levy

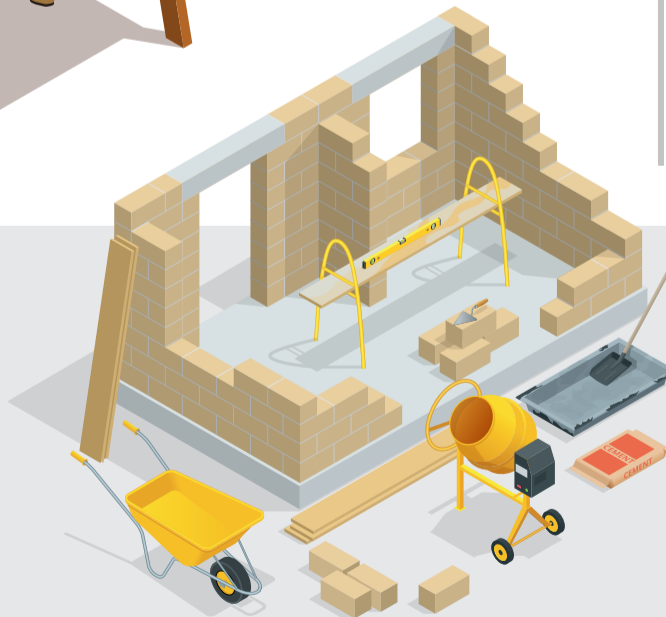
104

Health &
Wellbeing
events held



£14,998

spent on materials
for community initiatives



52

community facilities
improved

8

Resident Panels
attended to date



Agenda Item 9



Report for:	Housing and Community Overview and Scrutiny Committee
Date of meeting:	3 July 2019
Part:	1
If Part II, reason:	

Title of report:	DBC Physical Activity and Sports Action Plan
Contact:	Julie Banks, Portfolio Holder for Community and Regulatory Services Author/Responsible Officer(s): Linda Roberts (Assistant Director – People, Performance and Innovation) Matt Rawdon (Group Manager – People and Communities) Alex Care (Community Partnerships Team Leader)
Purpose of report:	1. Update Members on the Action Plan to support the DBC Sports and Physical Activity Strategy.
Recommendations	1. That Members note the report and provide feedback on the Action Plan.
Corporate objectives:	Building strong and vibrant communities
Implications:	<u>Financial</u> The delivery of this action plan is contained within existing budgets within the people and communities group.
'Value for money' implications	<u>Value for money</u> All projects that are being delivered within this action plan will be scrutinised by officers and Members to ensure they are being delivered in a way that provides value for money.
Risk implication	Individual risk assessments will be completed, where required, for the individual tasks/projects in the Action Plan.
Community Impact Assessment	Individual community impact assessments will be completed, where required, for the individual tasks/projects in the Action Plan.

Health and safety Implications	Individual health and safety assessments will be completed, where required, for the individual tasks/projects in the Action Plan.
Consultees:	Everyone Active, Dacorum Sports Network, Sportspace (DST), West Herts College, School Sports Coordinator, Apex, Community Action Dacorum and Herts Sports Partnership
Background papers:	DBC Physical Activity and Sports Strategy
Historical background <i>(please give a brief background to this report to enable it to be considered in the right context).</i>	In October 2018, the Community Partnership and Wellbeing Team gained Cabinet Approval for the DBC Physical Activity and Sports Strategy. The strategy is a high-level document that set outs the DBC's objectives and commitments to sport and physical activity in Dacorum. It was agreed, that a detailed annual action plan would accompany the strategy, which would include the details of sport and physical activity tasks/projects that are developed to support the strategy.
Glossary of acronyms and any other abbreviations used in this report:	FTE – Full Time Equivalent DST - Dacorum Sports Trust HSP – Herts Sports Partnership

1. Background

1.1. In October 2018, the Community Partnership and Wellbeing Team gained Cabinet Approval for the DBC Physical Activity and Sports Strategy. The strategy is a high-level document that set outs the DBC's objectives and commitments to sport and physical activity in Dacorum.

1.2. At the October Housing and Community Overview and Scrutiny Committee Meeting it was agreed, that a detailed annual Action Plan would accompany the strategy, which would include the details of sport and physical activity tasks/projects that have been developed to support the strategy.

2. Progress

2.1. The Action Plan is held on an Excel spreadsheet. A copy of the Plan is shown at the end of this report. It shows the projects that are being developed across the Council, not just those happening within or linked to the Community Partnerships and Wellbeing Team. This is because supporting resident wellbeing (both physical and mental) through physical activity and sport is supported across the Council.

- 2.2. The Community and Partnerships and Wellbeing team has 4.6 FTE of which 1 FTE resource is dedicated to sports and leisure activity projects in this team. The sports and wellbeing officer leads on the coordination, management and reporting of the Action Plan for the Council. This team reports into the Group Manager (People and Communities).
- 2.3. Since the departure of the previous sports and wellbeing officer, the Council has recently appointed Claire Forster. Claire graduated from Buckinghamshire New University in 2014 with a First Class Honours in Sports Management and Coaching Studies. She has spent over 5 years working in the sports, physical activity and the health industry, where she has progressed from a Sports Development Officer to a Physical Activity Project Manager. Claire previously worked with Bucks County Council where she designed and managed a range of projects, events and activities across Buckinghamshire and surrounding areas to increase sports participation and physical activity.
- 2.4. The DBC Physical Activity and Sports Strategy has four key commitments around Governance, Facilities and Infrastructure, Tackling Physical Inactivity and Partnership Working. The Action Plan clearly identifies which commitment(s) each project or initiative links to, to show the golden thread that connects all the work. Of the projects being developed:
- 6% relate to Governance (*e.g. Project Board set up and ongoing involvement, create online resources for the community and develop branding and marketing to support delivery of strategy actions*)
 - 27% relate to Facilities and Infrastructure (*e.g. Indoor and outdoor facilities strategies led by the Council's Planning team, S106 money funding a new 3G pitch at Grovehill Adventure Playground.*)
 - 35% relate to Tackling Physical Inactivity (*Your Town fun run event, Sheltered Housing seated exercise classes*).
 - 32% relate to Partnership Working (*Box Cleva – Providing sporting and educational youth initiatives, supporting the setting up of two local junior Park Runs*).
- 2.5. Six projects are already complete: the Project Board set up, providing a coaching bursary for the triathlon club, providing an outdoor gym in Gadebridge Park, providing funding to start a Junior Park Run in Berkhamsted, providing funding for a Junior Park Run in Hemel Hempstead and running a tendering process for the Cycle Hub.
- 2.6. Overall there are 49 different projects/initiatives within the action plan, 28 are being delivered by DBC and 21 are delivered by Everyone Active's outreach team as part of their contractual commitments to the Council. It is worth noting that the action plan supports vulnerable groups across the Borough and there is diverse range of specific projects identified to support these groups.

- 2.7. The Action Plan has been developed in partnership with a number of key stakeholders, including Everyone Active, Dacorum Sports Network, Dacorum Sports Trust, West Herts College, School Sports Coordinator, Apex, Community Action Dacorum and Herts Sports Partnership. These stakeholders now constitute the Action Plan Project Board which meets quarterly to discuss the progress of projects, identify areas to work together and gaps in provision (both geographical and activity gaps). Whilst the Project Board are involved in the oversight of the Action Plan, the document is wholly owned and managed by the DBC Community Partnerships and Wellbeing Team. To date, the project board team has met twice, once in February and again in June, the next meeting is scheduled for September. We have seen full attendance from our partners so far and the meetings have been very valuable in the creation/progress of the action plan. The feedback has been very positive and partners appear to be keen to help shape the work and identify how the whole group be make a positive impact to the community. We have a guest speaker attending the next meeting from Herts Sports Partnership to talk about how best we can support people with disabilities through sport.
- 2.8. The Internal Communications team is aware of the activities within the Action Plan and will support the Community Partnerships and Wellbeing Team with the promotion of activities and events through our varied channels including the web site, Facebook and Twitter. We will also work in partnership with the sports stakeholder organisations to ensure that communications are coordinated between the organisations.

Dacorum Borough Council - Physical Activity and Sport Annual Action Plan

DBC Strategy Commitment (and EA's priorities where relevant)	Initiative	Explanation	Target Group	Lead Org	Partners	Impact / Outcome	KP's	Dates	Updates
Facilities and Infrastructure									
Facilities and Infrastructure	Indoor and outdoor facilities study	A study to look into the number of and quality of facilities within Dacorum. Being done in collaboration with surrounding LA's	n/a	Watford and Three Rivers	DBC	A detailed report on Dacorum's leisure facilities which can be used to inform future investments and developments	n/a	July 2019 - Report estimated completion	Ongoing - Waiting on final report, looking like July 2019
Facilities and Infrastructure Tackling Physical Inactivity	S106 money potential	S106 money has conditions on it which have to be adhered to. Work with Clubs, where appropriate, to identify best value for money. Projects could include: Benches in parks and infrastructure for winter walks in parks or cycle racks in parks, local shopping areas, etc.	All	DBC	DSN, Clubs, HSP, EA	Improved infrastructure will improve usage of what is already there and increase activity	n/a	May - Looking at what funds can be accessed	Ongoing - Looking how to utilise
Facilities and Infrastructure	Berkhamsted Leisure Centre Feasibility	DBC have commissioned a further feasibility study into the option of a potential new leisure centre on the Berkhamsted site	All	DBC	KKP	Improved leisure facility within Berkhamsted. Increased member base and usage	n/a	May - Early stages of study	Ongoing - Still in very early stages of study, in the process of setting up the project, more information will beed from there
Facilities and Infrastructure	3G pitch at Grovehill APG	There is a lack of 3G pitches in Dacorum. We are looking to utilise S106 funding to invest in an artificial pitch up at Cupid Green Playing Fields	Local Football Clubs	DBC	Herts FA Local football Clubs DSN Football foundation	Increased provision for local football clubs and opportunities for young people who attend the APGs to be more active.	n/a	Schedule unknown	Ongoing - Looking to use S106 funds
Facilities and Infrastructure Tackling Physical Inactivity Partnership Working	Walking and Cycling Routes	Research cycling routes currently available and used within Dacorum. Can any be joined together? Do we need more? Signpost to groups available on Online resource	All	DBC	Cycle Hub, HCC, Herts Health Walks	Improved cycling infrastructure within Dacorum	n/a	June - DBC website to be update to include physical activity and sport page	Ongoing - Link our website to Cycle Hub and Herts Health Walks
Facilities and Infrastructure Partnership Working	Public Health Hub funding	Public Health have granted £100k for two years for Districts and Boroughs to create healthy hubs. These include other things in addition to physical activity promotion. At this stage we are working with PH and other key stakeholders to see what this might look like	Vulnerable people	DBC	PH, CAD	A 'one stop shop' for local health and wellbeing information	n/a	June - PID to be sent. Dec - Expect to have start of Hub in place	Ongoing - Writing PID
Facilities and Infrastructure	Mapping exercise to identify restrictive activity areas (i.e. no ball games, keep off the grass)	Restricted activity areas are in direct opposition to getting people active right by their houses. Need to be mindful of neighbours etc, but some of these can be removed. Has been a successful intervention in other areas	All	DBC (Sports and Physical Activity Wellbeing Officer)	HSP, DSN?	Increase opportunity for residents to be active in their neighbourhoods	n/a	June - Research to start	Not yet started
Facilities and Infrastructure	Cycle Hub	Consultation and feasibility to ensure value for money and best use of this venue for the community	All	DBC	Cycle Hub	A Hub that engages with the local community	n/a	May - July	Ongoing - Discussion
Facilities and Infrastructure	Cycle Hub management contract tender	A new contractor is required	All	DBC	n/a	A Hub that engages with the local community, delivering the requirements set out within the contract specification	n/a	Early 2019	Complete
Facilities and Infrastructure	Coaching Bursary for triathlon Club	Use HSP funding to allow additional coach education within club to increase capacity for delivery	n/a	DBC	HSP, EA, Hemel Tri Club	Increase level of coaching delivered at local Tri club	n/a	Early 2019	Complete
Facilities and Infrastructure	Financial contribution to Hemel Parks Website	Hemel Parks website promotes parks across the county. Data collection from click through etc. will be used to identify park usage and popularity to help shape future decisions about park infrastructure and activities to increase park usage	All	Hertsmere	DBC	Identify which parks are being used most and least and see if there are any gaps in provision in parks or good things happening elsewhere which we can learn from	n/a	June - Meeting with Parks Officer	Ongoing - Waiting on update
Facilities and Infrastructure Tackling Physical Inactivity	Outdoor Gym (Gadebridge)	Dacorum working with Hemel to provide a free outdoor gym which is open to community use within Gadebridge Park	All	Henkel	TGO (The Great Outdoor Gym Company) DBC	Increase in active residents and greater use of our parks	n/a	Mar-19	Complete
Facilities and Infrastructure Tackling Physical Inactivity Partnership Working (EA - Funding)	Apply for funding to support new projects and clubs.	Apply for Sport England pots of funding. Awards for all. Council grants, swimathon grants, satellite club etc. to engage with new target markets and fund incentives for those people to take part. Funding will cover new equipment and coaching costs, and further colleague training. See funding tracker for projects and their funding	all	EA	Various	Increased opportunities for the community to take part in sport and physical activity.	5 bid applications across the year	2019/20	Ongoing - 2 x swimathon grants submitted in April for 1 project at Berkhamsted (disability family sessions); 1 project at Hemel for aqua physical - approx. £3000 in total. 1 x Sport England small grants £10,000 (Matthew Sharks) and 1 x walking basketball grant received (£500)
Tackling Physical Inactivity									
Tackling Physical Inactivity	Community Grants	Community Grant funding have 3 funding rounds a year. Groups putting forward projects / applications which are aimed at getting inactive residents active, and link to our strategy, will be given an additional points towards their overall score	Community groups	DBC	Community groups	Increase in applications for projects relating to reducing physical inactivity	n/a	April - May, June - July and July - November	Ongoing - Next round due to close 31st May, will update on activities and totals when confirmed
Tackling Physical Inactivity	Your Town	Hold walking, running or cycling event around town centre focussed on bringing communities together. All kinds raised by the event are put back into community projects to support local development Look at rolling out in to Berkhamsted and Tring for 2020. Can be linked to 'Year of Culture'	All	Your Town	DBC	Encourage mass participation to raise funds to support local community development projects	n/a	May to September build up for event. September - Event	Ongoing - Sep 22nd 2019 5k event, confirming chosen initiatives to support, DENS and 1 other local charity
Tackling Physical Inactivity	Pop Up in the Park	Free School Holiday activities in local parks to get young children active and outside during the holiday period.	Low income families	DBC	APEX	Opportunity to display local activity available and encourage participation from residents	n/a	May 29th, July 31st, August 14th, 19th, 21st, 28th	Ongoing - Dates set throughout 2019, attendance to be collected and monitored
Tackling Physical Inactivity	Sheltered Housing Seated Exercise	HSP Active Ageing funding to be used to deliver seated exercise classes to the residents at several Sheltered Housing Schemes	Older Adults	DBC	Dacorum Community Dance	Reducing social isolation, increase in physical activity and reduction in falls	n/a	April to July delivery	Ongoing - 12 weeks of delivery, report to come post delivery
Tackling Physical Inactivity Partnership Working	DBC working with EA	Explore opportunities to work with EA to deliver community based projects, such as: M-A-S-K mark 2, Pop ups, Ice Girls (EA Spin). This project will use physical activity and sport to help young people with stress and anxiety, improving mental wellbeing and increasing physical activity of Dacorum residents	All	DBC (with EA Support)	Various	Improving mental wellbeing and increase physical activity	n/a	n/a	Ongoing - Discussions around planning
Tackling Physical Inactivity Partnership Working (EA - Mental wellbeing)	Implement sessions which are designed to help individuals get more active, but also improve their mental wellbeing through socialisation and confidence building.	Implement new beginner running sessions from couch to 5k, which are coach led and help people to achieve their goals, make friends, build their confidence and improve their mental wellbeing. Signpost onto running clubs once they are ready. Other sessions will be implemented once consultation has taken place with partner organisations who work within mental health	Inactive	EA - CFM, ACM, JPAT	Kiwi Tri Club, Sport In Mind, Mind, Active in the Community.	Improved mental wellbeing, improved health of individuals including better socialisation as well as physical and mental wellbeing. By working with specialist partners, knowledge will increase in this prominent area and more opportunities (flexible created for those with mental health problems to take part in sport and / or activity to help with symptoms)	3 mental wellbeing sessions implemented with 80% attendance across the year	2019/20	Ongoing - Successful 0-5k sessions in partnership with Kiwi Tri Club run at Jamman's Park. Currently 45-50 people taking part in 0-5k and running club straight after. More to be implemented for pre training around the Hemel Triathlon
Tackling Physical Inactivity (EA - 55 plus)	Offer a range of activities for the 55 plus age group, both within employment and retired.	Introduce easy payment options for those with memory loss i.e. dementia for the 50 plus community programme. A 10 week block memory stamp card to help individuals count down their weeks. Credits will be given to those who miss a session due to illness. Add to the existing programme and ensure there are both sports, exercise classes, and health walks implemented to get this group more active, more often	65 plus	EA community based and all sites	Various	Attract non users to the centre and to the community programme, keep people active for longer, prevent social isolation, and improve wellbeing. Barriers broken down around cost and location, and more people	24 new participants across 24 weeks with 50% retention annually	2019/20	Ongoing - New 50 plus Plates session implemented on a Tuesday in Warner's End 6pm-7pm for those 50 plus but still in work. Memory card process working well within the community and acting as a good retention tool and aid for those with memory loss / dementia
Tackling Physical Inactivity Partnership Working (EA - Anti social behaviour)	Prevent prominent anti social behaviour and knife crime.	Implement sessions which appeal to those who are most at risk of being involved in crime or anti social behaviour, including knife crime. Work with partner organisations to understand how to consult with these groups and put on the best sessions for uptake	Teens likely to be involved in ASB	EA, community based	HSP, DBC and various	Increased participation levels within sport and physical activity and misspent energy put into the correct channels. Safer communities	20 individuals enrolled in these specialised projects across the year	2019/20	Ongoing - Plans to implement social football session in partnership with police liaison officers at Berkhamsted and if the small grants bid is successful, EA's work with Matthew Shark could prove successful in knife crime prevention
Tackling Physical Inactivity (EA - Engaging Young people in sport and activity)	Introduce new junior sessions and retain existing ones increasing the amount of children taking part, and opportunities on offer.	Offer sessions which are progressive and developmental for juniors as well as offering drop in sessions which get children active. Offer sessions which help to increase confidence and socialisation as well as those sessions that improve playing ability and skill level	Juniors under 16	EA, all sites, community based	NGBS	Retention of participants in sport and activity, create a healthy attitude towards sport and activity, nurture excitement and ensure there are important, positive first experiences	5 new sessions introduced over the course of the year	2019/20	Ongoing - Tot's Yoga introduced at Berkhamsted for 18-36 months

Key	
	EA Outreach
	Complete
	Priority Action

Tackling Physical Inactivity Partnership Working (EA - Promoting Family activities)	Casual family sessions	Develop casual family sessions in the sports hall and in the community which are at an ideal time for the family to attend together	Families	EA, all sites and community based	DBC and HSP	Families who are active together tend to have children who stay involved in physical activity for longer. Active families, healthier lifestyles	1000 throughout per year	2019/20	Ongoing - Intergenerational sessions planned for September in line with the world's intergenerational month campaign, held at the weekend for all of the family including grandparents at both Berkhamsted and Hemel. New sessions to be launched off the back of this
Tackling Inactivity (EA - Tackling inactivity in low socio-economic areas)	Offer low cost affordable activities	Ensure there are low cost activities, including free open days, free taster sessions, bring a buddy for free days and subsidised sessions and memberships for those on low income or benefits, to prevent cost from being a barrier to participation	Ages 16 plus from the areas of deprivation	EA, community based	DBC, Active in the Community, CSP, Saracens Foundation	Increased opportunities for activity for those on low income, better provision and uptake of activities	2 open days per year per contract, 1000 people engaged with	2019/20	Ongoing - Open Days, Berkhamsted and Hemel in April. Free activities including pickleball, walking hockey, sports yoga, walking basketball etc. Walking basketball starts April, low cost. Pickleball implemented at Hemel Hempstead and Berkhamsted, low cost. Tots Yoga has been introduced to Berkhamsted. Two new community sessions at Warner's end have been introduced to the community programme, low cost. No price increase for all community sessions from April onwards
Tackling Inactivity (EA - Events and Competitions)	Host open days, competitions and support local outreach events across the contract over the course of the year attracting non users to the centre.	Hosting a large, celebratory open day showcasing the centre's facilities, classes, opportunities for family engagement in physical activity (free of charge) and signposting individuals to memberships, junior activities, swimming lessons etc. Impact and outcomes will be measured through MRM-booking system as to how many people have booked on for each of the activities	Families & non users	EA, all sites	Various	Increased physical activity levels in the Dacorum borough, improving family and fitness levels, educating customers on opportunities for sport and exercise within the centres and out in the community. Increased memberships as a result	Offer 2 open days across the contract per year and support 5 local outreach events	2019/20	Ongoing - Open Days, Berkhamsted and Hemel in April, free taster sessions in various activities. Boxing event held at Berkhamsted in April and Swimathon at both centres in March, fantastic turn out. £2500 raised for charity and 70 people took part across the contract. Other events scheduled in: Haris Learning Disability Games (14th Sept) Sporting Champions Event (20th June) Dacorum Sports Awards (18th July) and Hemel Triathlon (29th Sep). Badminton social series tournament, Hemel Leisure centre, 11th May
Tackling Inactivity (EA - BAME groups)	Create new and attractive opportunities for BAME males to take part in sport reducing their inactivity.	Offering new sessions which are desirable for this demographic, dad and child sessions, street cricket, and dad's yoga	BAME Groups ages 16 plus.	EA, all sites, community based	Various	Increasing activity levels in an under represented group improving health, mental wellbeing and physical wellbeing	1 new session introduced in 2019/20	2019/20	Not yet started
Tackling Inactivity (EA - BAME groups)	Women only swimming sessions	Offer women's only swimming sessions (for all women - using subtle marketing techniques to attract BAME women), and reasons to break down religious and cultural barriers. Allow women to wear whatever they feel comfortable in during these sessions	BAME females	EA, HHLC and BLC	Swim clubs, SE	Increasing activity levels in an under represented group improving health, mental wellbeing and physical wellbeing. More women being active, starting to bridge the gap between male and female participation	2% increase in BAME users overall over the course of the year, but this session will contribute towards this KPI	2019/20	Not yet started
Tackling Inactivity (EA - Preventing Social Isolation)	Walking Sports Campaign	Introduce a timetable of walking sports to attract those who are aged 50 plus either in full time work or retired to a range of sports including netball, hockey and football. These sessions will be coach led and low impact on those with injuries, low fitness levels or declining health. There is opportunity for those who would like to progress to move into back to hockey / netball sessions as well	50 plus	EA, all sites	NGB's	Reduced social isolation, increased activity levels amongst the elderly. Improved posture, confidence and opportunities for people to take part from this demographic. Creating a healthy, active routine where this is signposting to progression activities	4 new sessions launched in 2019/20	2019/20	Walking Basketball Hemel started April, alongside an already established walking netball and walking hockey. Consultations to take place with Southill Church and Watford regarding what activities are needed to target physical activity levels, isolation and employment in low socio-economic backgrounds. Sessions are due to start mid June for 6 weeks and EA will provide the facilities, Watford to the Community will provide the coaches, and EA are offering free swims after each session as well
Tackling Inactivity (EA - Women and Girls)	Offer a progressive and dynamic netball programme for women and girls.	Introduce another back to netball class in the community at school drop off time. Increase awareness of walking netball for those who require a low impact session. Promote the evening back to netball sessions	Females	EA, all sites and community based	Schools	More women and girls being physically active and the gap between men and women taking part in sport and activity being bridged. Women and Girls feeling confident and progressing in a sport which empowers women to stay active	1000 throughout per year	2019/20	Not yet started
Tackling Inactivity (EA - Women and Girls)	Women's only celebration event	Host a women's only event incorporating a variety of sports including swimming with a female only lifeguard, clear signage. Ensure women feel confident and at ease to take part in physical activity. Signpost on other activities ideal for women i.e. female only yoga and netball	Female BAME groups	EA, BLC and HHLC	Various	More BAME females active, feeling empowered and having the opportunity to take part in a number of sports. Signposting females onto more routine sport sessions and breaking down barriers to participation	2 events per year with 100 attendances minimum across both events	2019/20	Not yet started
Partnership Working									
Partnership Working Tackling Physical Inactivity	Recruit local community champions	Recruit local community champions who are keen to work within their communities and are not your typical 'sporty' person. They will act as key contacts for the council to consult with their community and help signpost them to local activity	People in areas of deprivation	DBC (with EA Support)	EA	Community Champions able to promote and encourage neighbours to be more active	n/a	n/a	Not yet started
Partnership Working	Future funding pots available for different groups of residents	Working with HSP on a number of initiatives: Tampon Tax Future Fit, Fed and Read projects (DoE Holiday Hunger project) Knife Crime Prevention (Sporting Chance Project)	All groups	HSP	DBC	Variety of vulnerable targeted groups increase physical activity, improving health outcomes	n/a	September - Start date for Sporting Chance	Did not get the DoE or Tampon Tax funding. Sporting Chance Project looking to start Sep 19
Partnership Working	Box Cleve (HSP)	Offer sporting and educational youth initiatives, centred on the sport of amateur boxing. Sessions combine educational elements as well as physical activity	Young People (7-15)	HSP	Hemel ABC	Reduce anti-social behaviour amongst young people	n/a	August - Finish	Ongoing - Third programme coming to an end August this year, report to follow
Partnership Working Tackling Physical Inactivity	Junior Park Run (Hemel Hempstead)	Identified the need for a junior parkrun within Hemel. Source funds to put towards the initial set up of this	Young People (4-14)	Park Run	DBC	Improve physical activity levels amongst young people	n/a	June - Meeting to confirm start date	Completed Funding Awarded - Waiting on start date. DEFEB being installed
Partnership Working Tackling Physical Inactivity	Junior Park Run (Berkhamsted)	DBC funded start up costs for a 2k route aimed at encouraging participation from children and young people	Young People (4-14)	Park Run	DBC, HSP	Improve physical activity levels amongst young people	n/a	June - Meeting to confirm start date	Completed Funding Awarded - Waiting on start date
Partnership Working Tackling Physical Inactivity	Shape Up Programme (Watford FC Community Trust)	Partnered with Watford Community Trust fund to deliver a 12 week weight management programme for overweight males in Dacorum	Overweight Adult Males	Watford FC Community Trust	DBC	Reduction in overweight males in Dacorum	n/a	July - End of current programme. Sep - New programme to start	Ongoing - Programme currently running in Hemel, second starting September 2019
Partnership Working Tackling Physical Inactivity	Fit, Fed and Read (HSP)	DBC grant fund HSP to combat holiday hunger (Easter 2019) within Hemel to ensure that more children from disadvantaged families benefit from enrichment activities and healthy meals during school holidays	Children eligible for PP	HSP	DBC, Fire station	Those on pupil premium continue to receive opportunities for exercise and a hot meal during school holidays. Helps prevent further rises in attainment gap	n/a	June/July - Date confirmed	Ongoing - Awaiting data from Easter 2019 programme. Further funding awarded to run programme in Hemel for Summer and Easter holidays till 2022
Partnership Work Tackling Inactivity (EA - Promoting Participation, and altering behavioural attitudes towards sport and activity)	Using the youth insight pack and Sporting Future for research and best practice, install sessions which can alter behavioural attitudes towards sport and physical activity.	Offer a 6 week programme designed to encourage teens aged between 11-15 who are under confident and unaware of the best way of exercising efficiently. Working in the gym with an instructor, teens will learn how to exercise safely and effectively whilst tailoring a programme which suits them and their needs which they can utilise when the 6 week programme comes to an end. Ensure the session is low cost and desirable to join, sessions will be after school	Teens 11-15years	EA, all sites	schools	Increased self confidence, mental and physical wellbeing. Behavioural attitudes changed and physical activity becomes part of a weekly routine for these individuals	Minimum of 7 children engaged in every 6 week programme. 2 programmes to be held across the year	2019/20	Ongoing - Funding support given from DBC (£150) and programme scheduled to start at the end of April on Mondays 4pm-5pm after school. Instructor will meet all participants at the main reception on their first session to make them feel more comfortable in getting started
Partnership Working (EA - external club links)	Strengthen and develop external club links with funding support, venue hire and further partnership work.	Work with clubs across the contract to allow them to showcase themselves and raise awareness. Share joint ventures where possible, sharing best practise and expertise to offer more opportunities and more defined pathways into sport. Align projects where possible with a club. Ensure clubs are invited to open days and offer them opportunities to host activities	Non users - sports clubs, all ages	EA	DGN, HSP, clubs	A clear pathway / sporting journey created for individuals to progress and develop their skills. More opportunities created reducing inactivity and increased clubs membership base helping to make them more sustainable	Support 5 external sports clubs annually who are currently not using EA facilities	2019/20	Ongoing - The Active Communities Team have partnered with Hemel Hempstead and Berkhamsted Hockey Club in order to cross promote the Alex Danson academy. EA offered sponsorship of their awards evening. EA supported with free facility use for a local scouts' group to be coached and signposted onto the club. EA looking into mixed tournament support in June and academy support in terms of Alex Danson merchandise for winners. EA worked with Kwi Tri club to secure funding for upskilling their coaches in further disciplines relevant to triathlon i.e. nutrition / swim teaching. Kwi Tri Club received funding to form a satellite club for 0-9k operates in partnership with EA, through promotion, marketing and is based at Jamnan's Park



Partnership Working (EA - Internal Club Links)	Strengthen existing club links and through funding support, and partnership work.	Work with clubs across the contract to allow them to showcase themselves and raise awareness. Share joint ventures where possible, sharing best practise and expertise to offer more opportunities and more defined pathways into sport. Align projects where possible with a club. Ensure clubs are invited to open days and offer them opportunities to host activities	Sports clubs, all ages	EA	DSN, HSP, clubs	A clear pathway / sporting journey created for individuals to progress and develop their skills. More opportunities created reducing inactivity and increased club membership base helping to make them more sustainable	30 clubs using EA facilities per quarter, 80% club satisfaction survey every 6 months and support at least 10 clubs per annum with at least £2000 total in finance or in kind support	2019/20	Ongoing - EA submitted small grants bid with Matthew Sharks Scuba Diving Club which is closely connected to Harbour Lights. This bid will see Matthew Sharks use Hemel Hempstead's pool for 24 sessions aimed at individuals aged 14 plus who are close to anti social behaviour or antisocial offending. Will include under water photography, research on American Clayfish and reporting back to the Wild Life Trust. EA have applied for £10,000 to support in running costs including equipment. EA worked with Puffins disability group in securing funding for sustainability of the club, increasing awareness for new members and volunteers. 3 open days across the year	
Partnership Working Tackling Physical Inactivity (EA -Satellite Clubs)	Introduce satellite clubs in partnership with the county sports partnership & existing clubs to increase opportunities for younger people to take part, in a doorstep sport session.	Work with DBC to offer funding opportunities to local clubs who need support increasing their membership base, improving equipment resources and recruiting coaches. Distribute the funds and support to the satellite club set up promoting the sessions and working closely with the club to ensure the funding support goes as far as possible and is sustainable	11-18years, and up to 25years where disability groups are involved	EA	HSP, DBC, DSN, clubs	Participants will be introduced to a low cost activity linked closely to the existing club, with clear defined pathways into the club. Improved confidence, social skills and physical literacy	Based on assumed annual funding, 3 clubs supported through satellite club funding	2019/20	Ongoing - Stats back for two satellite clubs, 8 individuals between 16-24 years for the running group who have given 100% satisfaction feedback. More people did take part in the satellite club, but were outside of this age limit. 9 individuals in the target age group taking part in the DSN running group alongside Kwi Tri Club. 100% satisfaction and seeing an improvement in fitness levels. Many of the individuals will be continuing activity through the clubs	
Partnership Working (EA - Developing Talent and excellence, whilst ensuring long term athlete development is prevalent)	Sporting Champions	Whilst offering recreational, grass route sports it's important to offer talented players / athletes the opportunity to progress to excellence. Ensure there is a clear pathway for talented players, with the support necessary to succeed. Ensure Sporting Champions is promoted and athletes are encouraged to apply for funding and facility support. Measures through successful applications and case studies	High performing juniors and adults.	EA, all sites	Clubs, athletes	Talented athletes progressing where possible, taking part in local, regional and national championships. Inspiration / role models for recreational participants relating people for longer. Barriers to performance sport broken down through funding	Increase 9 individuals to 15 by 31st March 2020	2019/20	Ongoing - Applications for sporting champions assessed with an Olympic Medalist Marcus Ellis likely to be given gold level membership for badminton. A huge increase in applications for this year from last year with 18 applications alone from up and coming rising stars or established athletes for Hemel Hempstead Leisure Centre. Athletes awarded bronze, silver or gold memberships will be asked to attend the sporting champions event on 20th June to meet and inspire year 5 & 6 students from various schools	
Partnership Working Tackling Inactivity (EA - Health Referrals)	Referral programmes	Introduce Cancer rehabilitation classes to run alongside current GP referral schemes and Cardiac Rehab classes. Introduce three classes based on the most common cancer sites, including breast cancer, prostate cancer and bowel cancer. Work in partnership with local hospitals to publicise the courses	Rehab and referral patients	EA, BHLC, HHLC	NHS, GPs, HSP, DBC	Reduced fatigue, depression, stress, anxiety and build confidence and help to prevent cancer from coming back again.	48 participants across the year through all referral programmes	2019/20	Ongoing - Awaiting DBC confirmation on healthy hub proposal which incorporated costs for training	
Partnership working Tackling Physical Inactivity (EA - School Links)	Work with schools to offer expertise, facilities and support in transitioning from primary to secondary schools. Increase the number of children taking part in sport and physical activity and ensure children can swim 25metres when leaving primary school.	Work alongside the Dacorum School Sports Network to offer venues for the school games, and festivals linked to the school sports network. Continue to offer high quality school swimming lessons, and where possible offer schools opportunities to take part in dry side activities during school hours. Promote after school sessions to schools which support with the transition from primary to secondary (i.e. junior netball and hockey, ensure secondary schools have opportunities to use the facilities for their PE lessons	Primary and Secondary school children	EA	Dacorum schools, DSSN, CSP, SE, Mawelicks, Alex Dawson	Increase activity levels in children, whilst ensuring there is sustainability for each of the sessions. Progression and development offered, which helps to retain children in sport. Mental health and physical health improved, obesity levels reduced and children competently swimming. Zones, reducing drowning incidents	1000 children engaged with through school partnership working across the year	2019/20	Ongoing - 100 children invited to sporting champions event, 20th June, Q&A session with sporting champions, take part in hockey, badminton and netball. The Dacorum school sports network has competitions scheduled throughout the year. EA partnered with Watford FC to offer EMPOWER sessions aimed at students from Hemel Hempstead looking at physical activity and mental health interventions	
Partnership Working Tackling Physical Inactivity (EA - Disability groups)	Support Disability Sports Provision	Support the Puffins and Dolphin's disability clubs in becoming sustainable financially and volunteer wise to provide opportunities for those with disabilities to get active in a friendly and safe environment	Disability groups	EA, all sites and community based	Puffins, Dolphin's and DBC	Increased usage from disability groups, new volunteers recruited to support the clubs sustainability and new equipment procured to the groups	£2000 in support, either in kind or in funding support	2019/20	Ongoing - Puffins bid to DBC community grants scheme, awarded £500 for new equipment and hosting open days to recruit new members. First open day, one new member and 4 returning members. Dolphins have received in kind support through Hemel facilities and also satellite club funding support	
Governance										
Governance	Project Board set up and ongoing involvement	<ul style="list-style-type: none"> To drive and act as advocates for physical activity and sport in Dacorum To act as an advisory panel, to update, inform and monitor progress of the annual action plan To review and support delivery of the annual action plan To bring knowledge and expertise to support the group & action plan where applicable To identify opportunities/projects/initiatives which can be implemented through the annual action plan to support the DBC Physical Activity and Sport Strategy To receive and review quarterly performance reports 	Key stakeholders	DBC	CAD, HSP, DSN, SSCO, DST, APEX, EA	Project Board oversee the action plan, identifying any gaps, support ongoing delivery of the action plan.	n/a	n/a	Complete	★
Governance	Create online resources for the community and develop branding and marketing to support delivery of strategy actions	Signposting, strategy and action plan developments. Case studies. This may or may not link with the Healthy Hub above	All	DBC	HSP, DSN, EA, and others	A one-stop shop for signposting may increase those wanting to do something but not sure what	n/a	June - DBC website to be update to include physical activity and sport page	Ongoing - Planning for Webpage on DBC site underway	★
Consultation										
ALL	Consultation	Where possible, use current avenues and projects (within DBC and with partners) to undertake consultation with residents regarding physical activity and sports requirements, gaps and current levels	All	DBC	All	Understand reasons for inactivity and identify gaps in service provision and delivery	n/a	August 2nd and 30th, October 23rd Events to be held	Ongoing - CSP day questionnaires to be completed	★
ALL	Consultation	Gain feedback from Members talking to their communities about what their communities want to see or get involved in re physical activity and sports	Members / All	DBC	Members	Understand reasons for inactivity and identify gaps in service provision and delivery	n/a	June - Meeting with Julie Banks	Ongoing - To arrange meeting with Julie Banks	★



Report for:	Housing and Communities Overview and Scrutiny Committee
Date of meeting:	3 rd July 2018
Part:	1
If Part II, reason:	

Title of report:	Anti-social Behaviour Policy
Contact:	Cllr Margaret Griffiths – Portfolio Holder for Housing Layna Warden – Group Manager Tenants and Leaseholders
Purpose of report:	For members to be informed about the revisions to the Councils Corporate and Housing Anti-social Behaviour Policy
Recommendations	<ol style="list-style-type: none"> 1. For members to review the proposed policy and the commitments set out to effectively deal with Anti-social Behaviour 2. To offer feedback on the proposed approach to Anti-social Behaviour across the service
Corporate objectives:	<ul style="list-style-type: none"> • Working in partnership to create a borough that enables Dacorum’s communities to thrive and prosper • A clean, safe and enjoyable environment • Building strong and vibrant communities
Implications:	<p><u>Financial</u></p> <p>There are no direct financial implications arising from this policy but it is expected that court and legal costs should be reduced</p>
‘Value for money’ implications	<p><u>Value for money</u></p> <p>By Environmental and Community Protection and Housing departments working closely through one joint policy a more consistent and proactive service can be provided ensuring that appropriate action is taken to reduce high court costs, build communities and reduce complaints</p>
Risk implications	There are no direct risk implications arising from this policy
Health and safety Implications	There are no direct Health and Safety implications arising from this policy.

Consultees:	<p>Cllr Margaret Griffiths – Portfolio Holder for Housing Fiona Williamson – Assistant Director Housing Emma Walker – Group Manager, Environmental and Community Protection Lindsey Walsh – Team Leader Tenancy and Leasehold Nicola Lobendhan – Team Leader Anti-social Behaviour Amy Dalton – Community Safety Lead Officer Usman Mohammed – Litigation Barrister CMT – Corporate Management Team RAOG- Responsible Authorities Officers Group</p>
Background papers:	
Glossary of acronyms and any other abbreviations used in this report:	<p>ASB – Anti-social Behaviour CSP – Community Safety Partnership DBC – Dacorum Borough Council</p>

1. Introduction

- 1.1. Dacorum Borough Council recognises that the problems created by ASB need to be dealt with in a robust but proportionate manner. Residents are entitled to live in a quiet and peaceful environment, so when appropriate the Council will aim to work quickly and efficiently to tackle incidents of ASB.
- 1.2. This report introduces a single council wide ASB policy that will apply to tenants and residents (regardless of tenure), their family members and other occupants and visitors. This report outlines the key elements of the policy and gives members an overview of the approach taken by all team when managing residents or tenants who are victims or perpetrators of ASB.

2. Background

- 2.1. The Housing Team are responsible for all low and medium level ASB cases that involve council tenants. Where cases involve a significant risk to the community or involve violence these are escalated to the Corporate ASB Team to work on behalf of housing to resolve or take enforcement action. The Corporate ASB Team also manage any high level cases where the perpetrator is not a DBC Council tenant.
- 2.2. There is a responsibility on the Local Authority to effectively deal with ASB from residents and tenants and to protect the community. A number of tools and powers are in place to enable relevant officers to achieve this.
- 2.3. In the past 18 months there has been a change to the reporting structure from the previous Resident Services Team and new Group Managers in the posts that manage the teams who deal with ASB. The SLA between the two services has now been reviewed. Group Managers have been involved in cases which have been escalated to the MP, formal complaints and investigated by the Ombudsman.

- 2.4. These changes prompted a review to gain better understanding of the processes and experiences of residents in ASB cases. The Councils Performance and Innovation team carried out an analysis of cases and spoke to a number of members of officers who are involved in some way in dealing with ASB or supporting residents who are victims.
- 2.5. A key recommendation from this review was to align the working practices across all teams that have involvement with managing ASB. Bringing the separate policies into one working document aims to improve consistency and prevent legal challenge where cases pass between teams and ensure it is clear which document applies. The two ASB policies – one for Housing covering the landlord function and the other for the Corporate ASB team have been reviewed into one new ASB policy to improve service delivery for our customers.

3. The Local Context

- 3.1. The Tenants and Leaseholders service manage the 10,400 council homes owned by DBC. The average number of live ASB cases per 1000 properties in 2018/19 was 7.04%. This varies from 57-80 cases open to the Housing team at any time.
- 3.2. Currently the corporate ASB team have 25 cases which have been considered High Level and escalated from the Housing Team. An SLA between the Housing and Environmental and Community Protection team covers the financial arrangement for the ASB Team to provide a specialist service on behalf of the Housing Service.
- 3.3. An additional 11 cases are currently open to the ASB team involving private residents. Other cases involving Housing Association Premises are taken on if Housing Association have exhausted all avenues available to them as landlords.
- 3.4. In the past 12 months there have been a number of outcomes from these cases which include Acceptable Behaviour Contracts, Formal warnings, Closure orders, Injunctions and Possession Orders.

4. The National Context

- 4.1. There have been a number of legislation changes introduced by the Anti-Social, Police and Crime Act 2014. The act introduced simpler, more effective powers to tackle anti-social behavior that provide better protection for victims and communities.
- 4.2. The powers introduced by the 2014 Act are deliberately local in nature. Those who work within and for local communities are best placed to understand what is driving the behaviour in question, the impact that it is having, and to determine the most appropriate response.
- 4.3. The powers introduced by the act are designed to be flexible to ensure that local agencies have the tools they need to respond to different forms of anti-social behaviour. The guidance sets out the legal tests that must be met before each of the powers can be used.

5. Draft Policy

- 5.1. In partnership with a number of departments a key focus has been to finalise the attached draft ASB policy. This policy replaces the previous separate policy documents to ensure a joined up approach between the departments. The policy clearly sets out our commitments.
 - No one should have to tolerate ASB
 - Reports of ASB will be treated seriously and dealt with professionally
 - ASB will be dealt with firmly, fairly and proportionately
 - We will work with partners in order to deliver an effective, value for money ASB service across the community
 - We will provide a high quality service that meets people's identified needs

3.2 The policy has been developed with input from both Housing and Environmental and Community Protection Department with significant input from both Legal Services and Community Safety Officers.

3.3 This policy was approved at CMT on Tuesday 11th June 2019 and has been sent to RAOG for comments from our partner organisations prior to this and may be set as an agenda item at Spatial Planning and Environment Overview and Scrutiny Committee.

6. Conclusion

6.1. If approved this ASB Policy will replace any existing relevant policies in Housing and Environmental and Community Protection. It will be due for review in 2 years and all procedures will follow from this document to ensure front line officers uphold the commitments and detail set out in this document.

7. Recommendations

7.1. For members to review the proposed policy and the commitments set out to effectively deal with Anti-social Behaviour.

7.2. To offer feedback on the proposed approach to Anti-social Behaviour across the service

Community Impact Assessment

Name and description of project, policy or service	
Review of existing Anti-social Behaviour Policies to introduce one main policy	
Identifying the impact of this project, policy or service on the community and environment	
	<p>Questions to explore: What positive impact will your project, policy or service have? What negative impact will your project policy or service have? How will you ensure any negative impact is limited? What is the impact of doing nothing?</p>
<p>On the community in general e.g. social or economic benefits, negative impacts</p>	<p>One of the key commitments of this ASB policy is to ensure that no one should have to tolerate ASB. ASB has associated negative impacts on the community and the policy demonstrates a clear commitment to tackling the ASB and the negative impacts associated with it.</p>
<p>On the council as an organisation e.g. on staff, services or assets</p>	<p>A strong and positive ASB policy will protect the Council's ability to address and effectively respond to issues in our communities.</p>
<p>On the protected characteristics Age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation (Specify where impacts are different for different characteristics)</p>	<p>The policy commits us to ensure that any proposed actions consider the protected characteristics in line with the Public Sector Equality Duty. The protected characteristics will be taken in to account and adjustments made where appropriate.</p>
<p>On the environment e.g. effects on the climate, trees, amenity space, biodiversity, water, energy, waste, material use, air quality</p>	<p>The policy supports the use of action where environmental ASB such as graffiti, Fly-tipping and accumulations.</p>
<p>On the specific target community/ location e.g. if the project is based in a specific area or targeted community group</p>	<p>The policy is borough wide.</p>
Outline the approach you took to identify the need for this project, policy or service. Please include use of research, data and consultation with residents and/or staff.	
<p>Both ASB and Housing Policies were due for review following legislation changes and some challenges in court..</p>	
Which commitment(s) does this policy, project or service support	
<p>This has been accounted for in the policy – see section on Equality and Diversity</p>	

Community Impact Assessment

How will you review the impact, positive or negative once the project, policy or service is implemented?		
Action	By when	By who
Review as part of SLA meetings between ASB and Housing	July 2020	Group Manager - Tenants & Leaseholders and Group Manager – Environmental and Community Protection

Completed by:

Name:

Role:

Date:

Reviewed and signed off by relevant Group Manager:

Name: Layna Warden

Role: Group Manager – Tenants and Leaseholders

Date: 19.06.2019



Report for:	Housing and Communities Overview and Scrutiny Committee
Date of meeting:	3rd July 2018
Part:	1
If Part II, reason:	

Title of report:	Anti-social Behaviour Policy
Contact:	Cllr Margaret Griffiths – Portfolio Holder for Housing Layna Warden – Group Manager Tenants and Leaseholders
Purpose of report:	For members to be informed about the revisions to the Councils Corporate and Housing Anti-social Behaviour Policy
Recommendations	<ol style="list-style-type: none"> 1. For members to review the proposed policy and the commitments set out to effectively deal with Anti-social Behaviour 2. To offer feedback on the proposed approach to Anti-social Behaviour across the service
Corporate objectives:	<ul style="list-style-type: none"> • Working in partnership to create a borough that enables Dacorum’s communities to thrive and prosper • A clean, safe and enjoyable environment • Building strong and vibrant communities
Implications:	<p><u>Financial</u> There are no direct financial implications arising from this policy but it is expected that court and legal costs should be reduced</p>
‘Value for money’ implications	<p><u>Value for money</u> By Environmental and Community Protection and Housing departments working closely through one joint policy a more consistent and proactive service can be provided ensuring that appropriate action is taken to reduce high court costs, build communities and reduce complaints</p>
Risk implications	There are no direct risk implications arising from this policy
Health and safety Implications	There are no direct Health and Safety implications arising from this policy.
Consultees:	Cllr Margaret Griffiths – Portfolio Holder for Housing Fiona Williamson – Assistant Director Housing Emma Walker – Group Manager, Environmental and Community Protection Lindsey Walsh – Team Leader Tenancy and Leasehold

	Nicola Lobendhan – Team Leader Anti-social Behaviour Amy Dalton – Community Safety Lead Officer Usman Mohammed – Litigation Barrister CMT – Corporate Management Team RAOG- Responsible Authorities Officers Group
Background papers:	
Glossary of acronyms and any other abbreviations used in this report:	ASB – Anti-social Behaviour CSP – Community Safety Partnership DBC – Dacorum Borough Council

1. Introduction

- 1.1. Dacorum Borough Council recognises that the problems created by ASB need to be dealt with in a robust but proportionate manner. Residents are entitled to live in a quiet and peaceful environment, so when appropriate the Council will aim to work quickly and efficiently to tackle incidents of ASB.
- 1.2. This report introduces a single council wide ASB policy that will apply to tenants and residents (regardless of tenure), their family members and other occupants and visitors. This report outlines the key elements of the policy and gives members an overview of the approach taken by all team when managing residents or tenants who are victims or perpetrators of ASB.

2. Background

- 2.1. The Housing Team are responsible for all low and medium level ASB cases that involve council tenants. Where cases involve a significant risk to the community or involve violence these are escalated to the Corporate ASB Team to work on behalf of housing to resolve or take enforcement action. The Corporate ASB Team also manage any high level cases where the perpetrator is not a DBC Council tenant.
- 2.2. There is a responsibility on the Local Authority to effectively deal with ASB from residents and tenants and to protect the community. A number of tools and powers are in place to enable relevant officers to achieve this.
- 2.3. In the past 18 months there has been a change to the reporting structure from the previous Resident Services Team and new Group Managers in the posts that manage the teams who deal with ASB. The SLA between the two services has now been reviewed. Group Managers have been involved in cases which have been escalated to the MP, formal complaints and investigated by the Ombudsman.
- 2.4. These changes prompted a review to gain better understanding of the processes and experiences of residents in ASB cases. The Councils Performance and Innovation team carried out an analysis of cases and spoke to a number of members of officers who are involved in some way in dealing with ASB or supporting residents who are victims.

2.5. A key recommendation from this review was to align the working practices across all teams that have involvement with managing ASB. Bringing the separate policies into one working document aims to improve consistency and prevent legal challenge where cases pass between teams and ensure it is clear which document applies. The two ASB policies – one for Housing covering the landlord function and the other for the Corporate ASB team have been reviewed into one new ASB policy to improve service delivery for our customers.

3. The Local Context

- 3.1. The Tenants and Leaseholders service manage the 10,400 council homes owned by DBC. The average number of live ASB cases per 1000 properties in 2018/19 was 7.04%. This varies from 57-80 cases open to the Housing team at any time.
- 3.2. Currently the corporate ASB team have 25 cases which have been considered High Level and escalated from the Housing Team. An SLA between the Housing and Environmental and Community Protection team covers the financial arrangement for the ASB Team to provide a specialist service on behalf of the Housing Service.
- 3.3. An additional 11 cases are currently open to the ASB team involving private residents. Other cases involving Housing Association Premises are taken on if Housing Association have exhausted all avenues available to them as landlords.
- 3.4. In the past 12 months there have been a number of outcomes from these cases which include Acceptable Behaviour Contracts, Formal warnings, Closure orders, Injunctions and Possession Orders.

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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
4 September 2019	21 August 2019	Budget Monitoring Report Q1	Assistant Director, Finance & Resources Nigel.howcutt@dacorum.gov.uk	To review and scrutinise quarterly performance
		Housing Q1 Performance Report	Assistant Director, Housing Fiona.williamson@dacorum.gov.uk	To review and scrutinise quarterly performance
		Children Services and Community Safety Partnership, Customer Services, The Old Town Hall, Communications and Community Partnerships Q1 Performance Report	Assistant Director, People, Performance & Innovation Linda.roberts@dacorum.gov.uk	To review and scrutinise quarterly performance
		Voids	Assistant Director, Housing Fiona.williamson@dacorum.gov.uk	
		Flexible Tenancy Update	Assistant Director, Housing Fiona.williamson@dacorum.gov.uk	
		Housing Strategy	Assistant Director, Housing Fiona.williamson@dacorum.gov.uk	
9 October 2019	25 September 2019	Supported Housing Review	Assistant Director, Housing Fiona.williamson@dacorum.gov.uk	
		Moving to a smaller home	Assistant Director, Housing Fiona.williamson@dacorum.gov.uk	
6 November 2019	23 October 2019	Budget Monitoring Report Q2	Assistant Director, Finance & Resources Nigel.howcutt@dacorum.gov.uk	To review and scrutinise quarterly performance
		Housing Q2 Performance Report	Assistant Director, Housing Fiona.williamson@dacorum.gov.uk	To review and scrutinise quarterly performance
		Children Services and Community Safety Partnership, Customer Services, The Old Town Hall, Communications and Community	Assistant Director, People, Performance & Innovation Linda.roberts@dacorum.gov.uk	To review and scrutinise quarterly performance

		Partnerships Q2 Performance Report		
Joint Budget		**** Joint Budget **** ****2020-2021**** ***** <i>Ideally no further items to be added</i>	Corporate Director, Finance and Operations James.deane@dacorum.gov.uk	
3 December 2019				
8 January 2020	30 December 2019			
Joint Budget		**** Joint Budget **** ****2020-2021**** ***** <i>Ideally no further items to be added</i>	Corporate Director, Finance and Operations James.deane@dacorum.gov.uk	
4 February 2020				
4 March 2020	19 February 2020	Budget Monitoring Report Q3	Assistant Director, Finance & Resources Nigel.howcutt@dacorum.gov.uk	<i>To review and scrutinise quarterly performance</i>
		Housing Q3 Performance Report	Assistant Director, Housing Fiona.williamson@dacorum.gov.uk	<i>To review and scrutinise quarterly performance</i>
		Children Services and Community Safety Partnership, Customer Services, The Old Town Hall, Communications and Community Partnerships Q3 Performance Report	Assistant Director, People, Performance & Innovation Linda.roberts@dacorum.gov.uk	<i>To review and scrutinise quarterly performance</i>

Items to be added:

Clerk: Corporate and Democratic Support

- Rents and other charges