



# 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 9 October 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. THE OLD TOWN HALL - SERVICE UPDATE (Pages 3 - 4)**

#### **7. PERFORMANCE REVIEW OF TOTAL ASSET MANAGEMENT CONTRACT & GAS INSTALLATION AND SERVICING CONTRACT (Pages 5 - 19)**

#### **8. SUPPORTED HOUSING SERVICE UPDATE (Pages 20 - 44)**

#### **9. THE ELMS CONTRACT (Pages 45 - 65)**

#### **10. WORK PROGRAMME (Pages 66 - 67)**



<b>Report for:</b>	<b>Housing and Community Overview &amp; Scrutiny</b>
<b>Date of meeting:</b>	<b>9<sup>th</sup> October 2019</b>
<b>PART:</b>	<b>1</b>
If Part II, reason:	

<b>Title of report:</b>	<b>The Old Town Hall – Service Update</b>
Contact:	Cllr Julie Banks, Portfolio Holder for Resident and Regulatory Services  Author/Responsible Officers: Linda Roberts (Assistant Director – People, Performance and Innovation) Matt Rawdon (Group Manager – People and Communities) Sara Railson (Arts Team Leader)
Purpose of report:	To provide the committee with a service update of the Old Town Hall.
Recommendations	That the committee notes the contents of the report.
Corporate objectives:	The Performance, People & Innovation division supports the delivery of all corporate objectives, although there is a particular focus on within this service of ‘building strong and vibrant communities’.
Implications:	<u>Financial</u>
‘Value For Money Implications’	The service provided as set out in the presentation is delivered within existing budgets. Financial consideration will be needed for future developments / maintenance to continue to provide a high quality arts programme.  <u>Value for Money</u>  The work of the division supports the achievement of value for money in the pursuit of the Council’s objectives.
Risk Implications	Risk Assessment regularly reviewed
Equalities	There are no equalities implications arising from this report.

Implications	
Health And Safety Implications	There are no health and safety implications arising from this report.
Consultees:	None
Background papers:	Nil
Historical background	The presentation has been drafted to provide committee members a better understanding of the service that is provided at the Old Town Hall.
Glossary of acronyms	Nil

### **Presentation**

There will be a presentation provided by officers at the Housing and Community Overview and Scrutiny Committee covering the following topics:

- The Arts Programme – event categories and frequency
- Our Staff and Resources - resources needed to run events.
- The Café and Bar – challenges and opportunities
- Marketing and Audience – achievements, challenges and the future
- The Building – opportunities and challenges
- The Building Usage
- Latest Improvements
- Future Plans

The slides will be circulated to committee members after the meeting.



## AGENDA ITEM:

### SUMMARY

<b>Report for:</b>	<b>Housing &amp; Community Overview &amp; Scrutiny Committee</b>
<b>Date of meeting:</b>	<b>9<sup>th</sup> October 2019</b>
<b>PART:</b>	<b>I</b>
If Part II, reason:	

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

<p>'Value For Money Implications'</p>	<p><u>Value for Money</u></p> <p>The assessment to determine the optimal way to deliver the work strands, by reducing duplication, efficient management of work in progress and improved planning is designed to reduce waste and ensure that value for money is demonstrated and realised over the term of the contract.</p> <p>This is subject to an ongoing review through the Open Book audits which provide all elements of cost relating to the contract.</p> <p>A full benchmarking exercise was undertaken in Year 5 of the contract to establish the position in respect of costs and the qualitative elements of the contract delivery. This has been reported and presented separately</p>
<p>Risk Implications</p>	<p>The Total Asset Management Contract combines a large number of planned work programmes, the management of the call centre and the day to day repairs and empty homes repairs.</p> <p>Performance and financial management is essential, as poor performance on this contract would have serious detrimental effects on the tenants and leaseholders and on the reputation of both the Council and the service Provider, Osborne.</p> <p>Gas Servicing and Installation is a high risk area in terms of safety and failure to remain compliant in respect of gas safety is both a risk in terms of statutory compliance and risks to the tenants and adjoining residents.</p>
<p>Equalities Implications</p>	<p>Community Impact Assessments have been undertaken for both of these contracts to ensure they are accessible to all.</p>
<p>Health And Safety Implications</p>	<p>Failure to adequately maintain the properties in a good state of repair and compliant with statutory requirements has health and safety implications.</p>
<p>Consultees:</p>	<p>Councillor Margaret Griffiths, Portfolio Holder Housing</p> <p>Fiona Williamson, Assistant Director Housing Landlord</p> <p>Layna Warden, Group Manager Tenants and Leaseholders</p> <p>Natasha Brathwaite, Group Manager Strategic Housing</p> <p>Alan Mortimer - Group Manager Property and Place</p> <p>Ricky Lang – Team Leader, Compliance and Mechanical and Electrical contracts</p>
<p>Background papers:</p>	<p>Housing and Community Overview and Scrutiny Committee report 14<sup>th</sup> October</p>

	<p>Housing and Community Overview and Scrutiny Committee report 20<sup>th</sup> July 2016</p> <p>Housing and Community Overview and Scrutiny Committee report 13<sup>th</sup> October 2017</p> <p>Housing and Community Overview and Scrutiny Committee report 7<sup>th</sup> November 2018</p>
<p>Historical background (<i>please give a brief background to this report to enable it to be considered in the right context</i>).</p>	<p>The Gas Servicing and Installation contract, delivered by Sun Realm, concluded the 5<sup>th</sup> year in 2017-2018 and includes the servicing of existing and installation of new boilers.</p> <p>The Total Asset Management contract, delivered by Osborne Property Services Limited, concluded the 4<sup>th</sup> full year in 2017-2018. The contract includes the provision of repairs, voids, improvement work and services including stock surveys and management of the call centre.</p> <p>Both contracts are ACA TPC Partnering contracts and operated using open book accounting and incorporate performance linked profit elements. The contracts both have an initial duration of 5 years with the potential to earn annual extensions based upon satisfactory performance measured by a range of key performance and strategic indicators.</p> <p>Osborne Property Services have currently earned 4 additional years and Sun Realm have earned 5 additional years.</p>
<p>Glossary of acronyms and any other abbreviations used in this report:</p>	<p>HRA - Housing Revenue Account</p> <p>TAM - Total Asset Management</p> <p>(CP12) LGSR Certificate – Landlords Gas Safety Record</p> <p>MEAT – Most Economically Advantageous Tender</p> <p>HMEC – Housing Maintenance and Environment Committee</p> <p>JRP – John Rowan and Partners</p> <p>FFT – Faithorn, Farrell, Timms – Partnering Advisor on the TAM contract.</p> <p>TPC – Term Partnering Contract</p> <p>ACA – Association of Consultant Architects</p> <p>KPI's – Key Performance Indicators</p> <p>OPSL – Osborne Property Services Limited</p> <p>CAT 1 – A breakdown category for boilers that require immediate replacement as they are beyond repair</p>

## **1.0 BACKGROUND**

- 1.1 The Total Asset Management (TAM) Contract with Osborne and the Gas Servicing and installation Contract, with Sun Realm, are two of the most important contracts that the Council deliver to the 12000 tenanted and leaseholder properties.
- 1.2 Sun Realm commenced delivery of the contract for work to domestic gas installations, in October 2013 and Osborne commenced the delivery of the Total Asset Management Contract in July 2014, both following robust procurement processes.
- 1.3 Both contracts are being delivered under the ACA TPC 2005, updated in 2008, a form of Partnering Contract. The financial model is based upon a target cost model, whereby the tenders and valuations are based upon target costs for various types of work. Once works have been completed on site the actual cost for the works are established and these are audited by an independent cost consultant, JRP.
- 1.4 Any savings (gain) from the Target Cost is shared by the Council and the Service Provider on equal basis. If the total expenditure on the contract exceeds the target costs then the additional costs above target, the pain element, is the responsibility of the Service Provider.
- 1.5 The initial contract duration was 5.5 years, with the option to extend for a further 5 years. Additional 1 year extensions can be earned subject to ongoing annual review of the Service Provider's key strategic indicators, which include compliance, tenant and community engagement, IT development and financial transparency. This report provides a summary of performance of the two contracts in the financial year 2018-19

## **2.0 SUN REALM - GAS SERVICING AND INSTALLATION CONTRACT**

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

## **3.0 FINANCIAL PERFORMANCE**

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



boiler installations. If the actual costs exceed the target this is paid by Sun Realm and any saving that is derived from the actual costs being lower that target is shared between the Council and Sun Realm.

- 3.3 The table below provides details of the audit outturn position from each of quarterly audits undertaken in the financial year 2018-19, which despite some fluctuations in materials costs throughout the period, resulted in £377,555.46 of savings for the Council to reinvest in the stock.

Quarter	Dates	Total gain for period	DBC Share @ 50%
Q1	Apr - Jun 2018	£162,562.75	£81,281.38
Q2	Jul – Sept 2018	£221,620.58	£110,810.29
Q3	Oct – Dec 2018	£97,409.56	£98,704.78
Q4	Jan – Mar 2019	£173,518.03	£86,759.02
<b>TOTAL</b>			<b>£377,555.46</b>

- 3.4 The contract is structured to incentivise the Service Provider to make efficiency savings against the target costs, as this is shared equally 50:50.  
The savings realised equate to 8.7% of the 2018-19 which was £4.325m.

#### 4.0 KEY PERFORMANCE INDICATORS

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

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

Item	Description	Target %	% PRP	Achieved %
Compliance Check	Boiler services either completed or in the process.	100	20%	100
Quality	Proportion of QC checks passed	>95	10%	100
Resident Satisfaction with Quality & Service	Proportion of jobs completed to satisfaction of the resident.	>90	20%	97.67
Appointment kept	Proportion of appointment kept by the service provider	>98	20%	100
Formal Complaints	Projects completed without any complaints from residents	>99	10%	99.70
Time	Jobs completed with target time scales	>98	5%	99.48
Health & Safety	Maximum number of jobs with no reportable accidents RIDDOR	1	10%	100
Reducing waste	Amount of waste recycle or diverted from landfill	>75	5%	85

## 5.0 VOLUME OF WORK COMPLETED

5.1 The volume of work Completed, during the Financial Year 2018-19, is summarised below:

SERVICING	<b>10,046</b>
PLANNED SYSTEM INSTALLATIONS	<b>875</b>
of which CAT - 1 EMERGENCY BOILER REPLACEMENTS	<b>88</b>

- 5.2 The number of CAT – 1 boiler replacements, continued to reduce, from 17.84% in 2016-17, to 16.61% in 2017-18, and further down to 10.05% in 2018-19. The continued reduction is very positive and demonstrates that with Sun Realm using the repairs and servicing data, they are able to accurately identify boilers that are nearing the end of their useful life and target the investment to replace these units.
- 5.3 The replacement programme also had an decrease in the number of installations with 190 fewer installs being required and completed in 2018-19, compared to the prior year. The planning and identification of those boilers, due to be replaced, has improved because Sun Realm develop the programmes from the information that is generated through the servicing feedback. This is evidenced by the reduction in the CAT 1 breakdowns and the required number of boiler replacements

## 6.0 TECHNICAL PERFORMANCE

- 6.1 The servicing and installation work is scrutinised by an independent auditor, Sterling Consultants, who undertake random sample inspections of the completed work on both services and installations. The findings are reported back to Sun Realm and the Council for review and intervention as required.
- 6.2 The table below provide details of the boiler installations and servicing inspections, which were included in the audit and are summarised in the three categories.

Audit Area	Total number audited	Good	Satisfactory	Poor
<b>Boiler Installations</b>	233	75.97% (177)	23.18% (54)	0.86% (2)
<b>Servicing</b>	243	83.95% (211)	15.64% (38)	0.41% (1)

- 6.3 There has been an improvement in the audit process with 60 additional audits of boiler installations undertaken in 2018-19. Of those installations that were classed as poor, Sun Realm re-attend and rectify any issues identified during the audits and provide ongoing training to the engineers.

## **7.0 CONCLUSION**

- 7.1 Sun Realm, continued to provide a consistently high level of service, both in the servicing and installation elements of the contract and this is supported by strong performance against the measured indicators. Additionally, there has been a continued willingness to work with the Council to support our more vulnerable tenants and to provide employment opportunities by employing four apprentices during the year.
- 7.2 The ongoing financial and quality audits have been undertaken throughout the period, to provide validation checks on the approach to servicing and the open book interrogation of actual costs. Sun Realm have fully cooperated with the process and the level of available supporting detail has provided additional assurance of the service and costs.
- 7.3 The installation programme has used the repairs information to target the investment in boilers that are frequently breaking down those that are the least efficient in the stock. The impact of this has been evidenced by a further reduction in the percentage of Cat 1 breakdowns and the reduced requirement for replacement boilers.
- 7.4 In summary, the overall performance on the contract has remained strong and derived some positive outcomes both in terms of financial savings and excellent levels of customer satisfaction.

## **8.0 TOTAL ASSET MANAGEMENT CONTRACT - PERFORMANCE UPDATE**

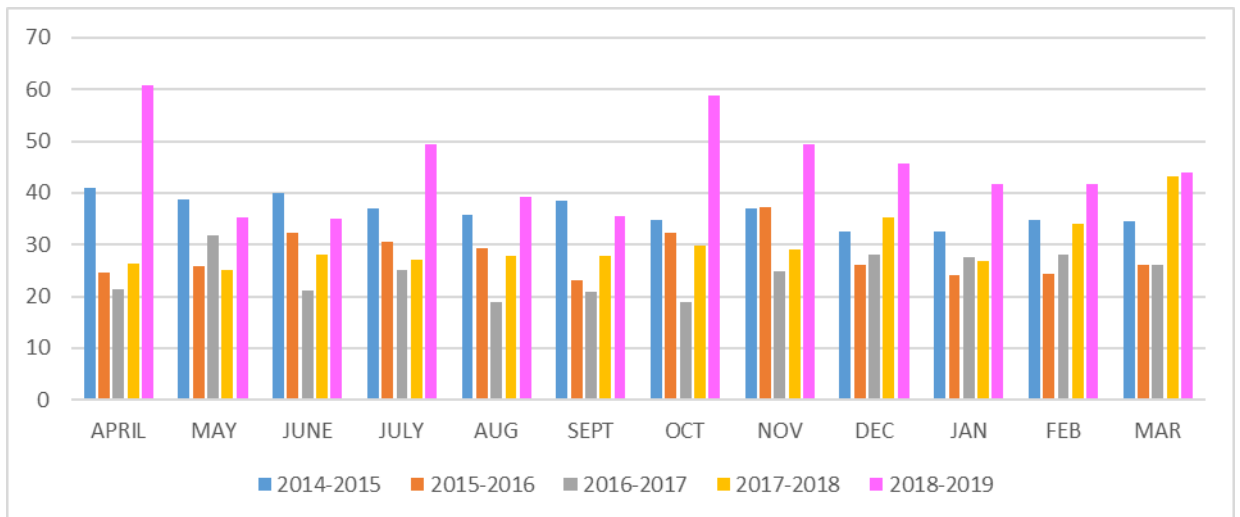
- 8.1 The Total Asset Management Contract has been provided by Osborne Property Services since the 1<sup>st</sup> July 2014 and has just completed the fifth full year of delivery.
- 8.2 The Council officers continued to work very closely with Osborne's team, and a number are co-located at the Osborne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

## **9.0 Local Employment and Site Office**

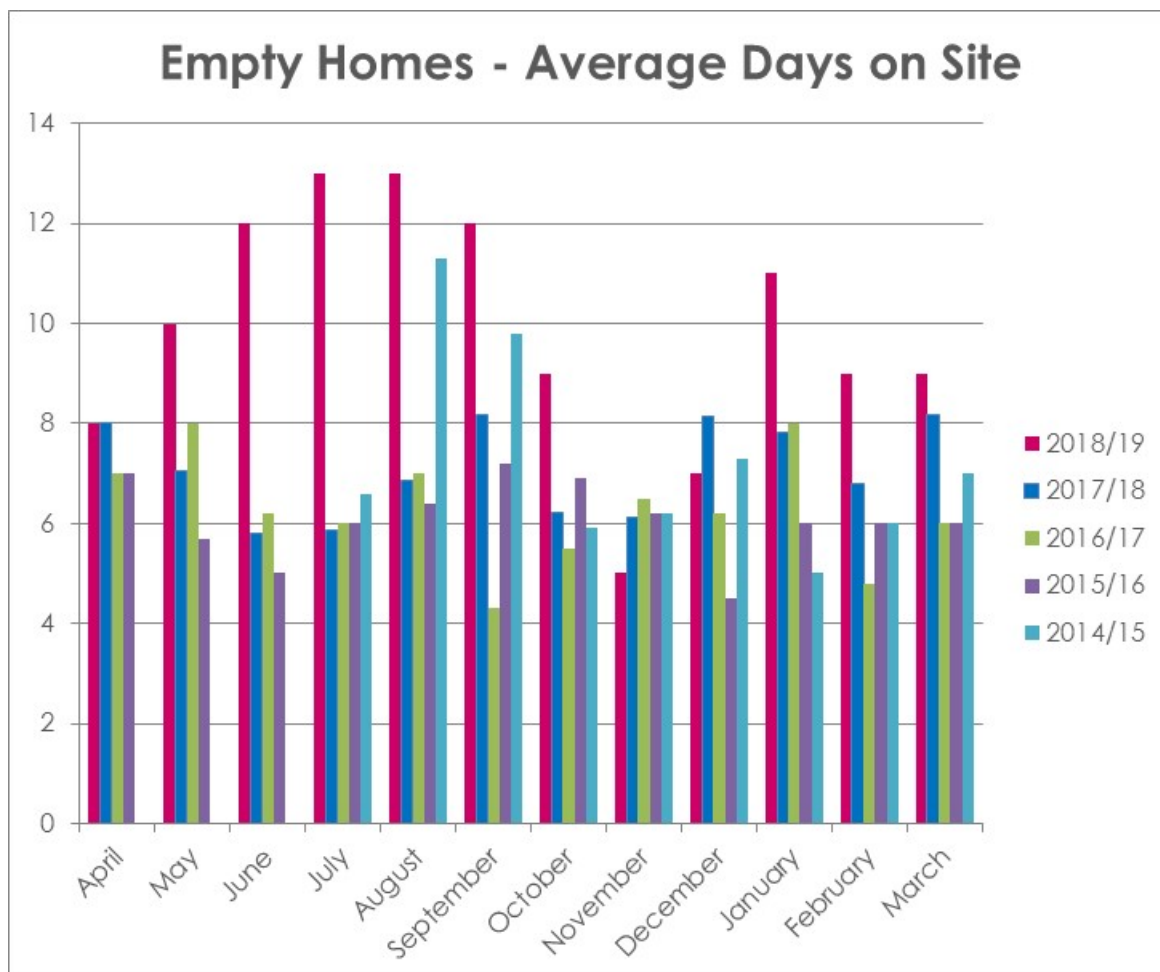
- 9.1 The Council continued to monitor the employment of the sub-contractors that are employed by Osborne, to ensure the local supply chain contractors continued to have the opportunity to work within the Borough. Osborne currently employs 23% of sub-contractor firms that are based in and around Dacorum and continued to explore opportunities to work with local suppliers and contractors.
- 9.2 The percentage of site based staff that are from within Dacorum is much higher than sub-contractor and at the end of 2018-19 was 60%, with an additional 20% living in St Albans, Luton or Milton Keynes.
- 9.3 The out of hours call centre is delivered on site until 22.00 and it then transfers to Manchester until 8.00. Generally, the performance of the call centre was good, but there were a couple of instances reported when telephony faults resulted in tenants not being able to get through. The option of using the website to alert callers of issues with the out of hours call centre is currently being explored.
- 9.4 Osborne have maintained the number of directly employed operatives including a drainage operative to deal with routine blockages, so that these can be responded to quickly and to reduce the call out charge to drainage sub-contractors. This continued to work very well in 2018-19.
- 9.5 Osborne also employed apprentices in a variety of trade and office based roles to provide workplace skills training and support local schools with their pre-apprenticeship schemes.

## 10.0 Empty Homes

- 10.1 The Empty Homes key to key times combine three areas of the service, allocations, works to the properties and lettings. The performance in 2018-19 averaged at 44.7 days, which was not as good as the previous year when the average was 29.5 days. There have been multiple factors, which have affected the figures including difficulties letting sheltered properties, increased number of voids due to transfers from properties into new build, staffing issues, contractor delays, and numbers of properties returning requiring significant expenditure and works. Combined these have impacted on the key to key time and performance overall. This is an area of concern and has been identified as an area for significant improvement being required both within DBC and with our partner contractors.



- 10.2 There has also been an increase in the average time to complete void work on site in 2017-18 and the teams from the Council and Osborne's continued to work closely to reduce duplication and streamline a number of areas in the process. This had already been identified earlier in the year and, as part of the 5 year review, the process and targets are being jointly revised and agreed to ensure improved performance in future years



10.3 The empty homes approach is designed to carry out more works prior to the property being re-let to provide the following benefits:

- Less disruption for tenant during tenancy
- Reduction in repair costs / disruption during tenancy
- Better targeting of Aids & Adaptations works for not only immediate incoming tenant but future tenancies
- Property to higher standard is easier to let

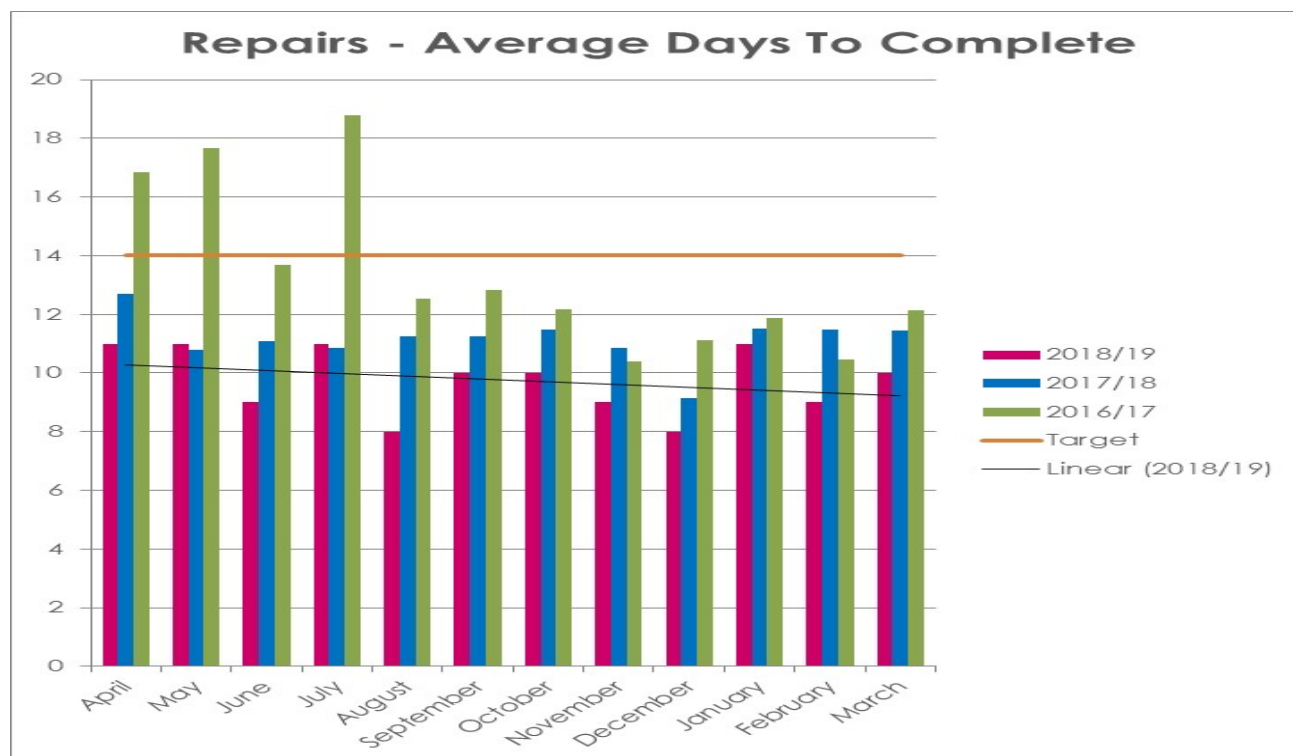
10.4 Osborne has completed 346 zero day jobs since the start of the contract. These are jobs when the key is given to them, works carried out, and the key returned on same day. The aim is to identify the work required during a pre-void inspection, which is carried out in the notice to quit period and enables the team to also reinforce the tenant responsibilities in respect of the condition that they are expected to leave their home. The volumes achieved in each of the four years are detailed below:

Year	Number of Zero days
14/15	38
15/16	69
16/17	108
17/18	59
18/19	72

10.5 There were only 2 months in 2018-19 whereby the average time to complete repairs did not exceed 8 days and the trend across the year was an increase.

## 11.0 Repairs & Maintenance

11.1 During 2018-19 the overall performance in responsive repairs has improved further. The table below shows the average number of days to complete a repair, which shows a further reduction as a trend in the year overall (linear tracking). This continues the trend with a reduction in the average days from 13.36 in 16/17 to 11.16 in 17/18 and down to 8.83 in 2018/19



## 12.0 Planned Works

12.1 The programmes in 2018-19 were generated using the stock condition information from the Council's asset database, supplemented by information obtained from the surveys undertaken by surveyors at Osborne and the repairs data.

12.2 The table below outlines the volumetric completed by work stream.

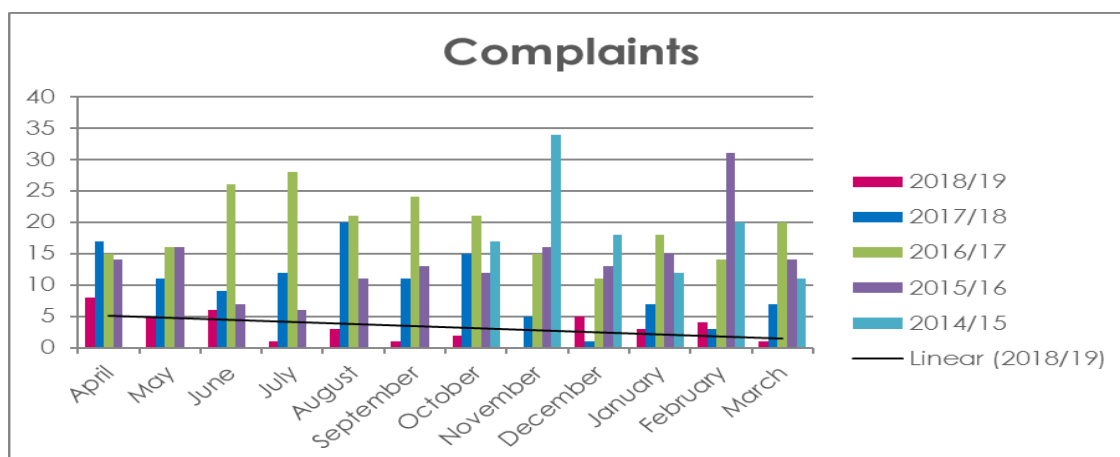
Work Stream	April 18 - March 2019
Kitchens	551
Bathrooms	277
Rewire Upgrades	292
External Doors	408
Roofs (including Blocks)	101
Aids and Adaptations	515
Window Replacement	96
<b>Total</b>	<b>2240</b>

### 13.0 Customer Satisfaction, Complaints and Compliments

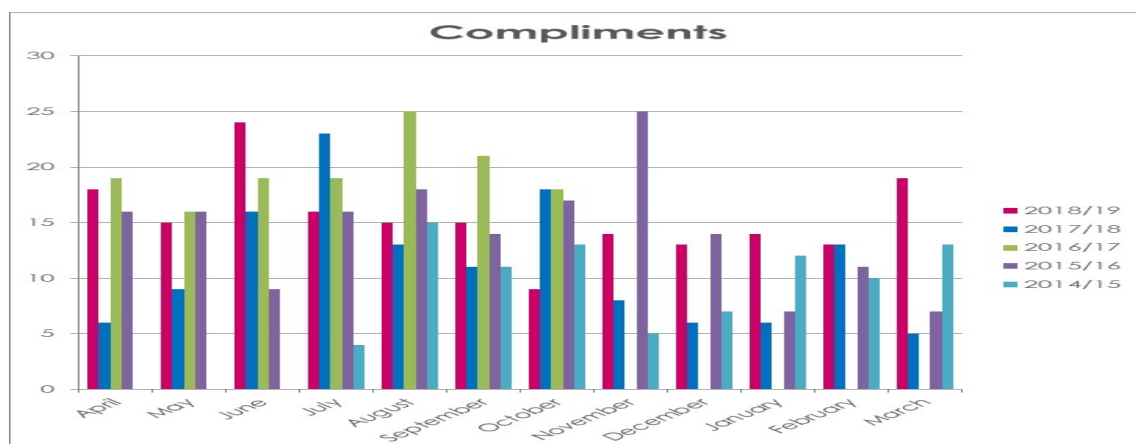
13.1 The customer satisfaction levels, in the graph below, show a continued high level of satisfaction with planned work throughout the year, with three minor dips in October, January and March. None of which were under the target of 98%. The repairs satisfaction fluctuated throughout the year however, this also never dropped below 98%.



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



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





## 14.0 Community Investment

- 14.1 During 2018-19 Osborne has supported or delivered 70 initiatives, which resulted in engagement with over 2624 local people. The staff team at Osborne's helped improve 11 community facilities and gave over 1552 hours back to the community through staff volunteering, which does not include their Community Investment Manager's contracted hours.
- 14.3 Employability and Skills remained a priority for Osborne's Community Investment and during the year hosted 6 work experience placements for local people, delivering employability skills workshops to schools, colleges and local job clubs, engaged the resident inspectors in the development and continuous improvement of service offering as well as raising money for local charities.

## 15.0 Financial Performance

- 15.1 The Open Book audits have been undertaken by the cost consultants, JRP in conjunction with the Council's staff and involve reviewing the actual costs against the contractual target costs.
- 15.2 The audit included all elements of cost and through the Open Book methodology and all documents are available for review, including sub-contractors invoices, materials invoices, salaries and all overhead costs. Osborne provided their periodic statement and complete download from their costing system "COINS", which is interrogated to extract the relevant information to identify the target and actual costs.
- 15.3 The auditors, JRP, noted that Osborne have been co-operative throughout the audit and provided the necessary substantiations. The auditors have identified a number of recommendations to enable the future audits to be undertaken without the need to reference prior periods, which Osborne have committed to implement.
- 15.4 The financial outcome of our audit is detailed below with the gain share achieved in each of the various quarters. Overall there was a gain share of £1,042,066.34, which equates to 4.90% of the turnover. The 50% of the gain share was credited back to the Council for investment in works programmes.

Audit Period	Quarter	Total Gain	50% DBC Share
April 18-July 18	Q1	£114,174.00	£57,087.00
July 18-Sept 18	Q2	£366,391.77	£183,195.88
Sept 18- Jan 19	Q3	£299,475.89	£149,737.95
Jan 19 – March19	Q4	£262,024.68	£131,012.34
<b>TOTAL</b>		<b>£1,042,066.34</b>	<b>£521,033.17</b>

- 15.3 The volume of voids , although dropping to lowest figure in five year period, remained high with 685 completed in the period.

*Voids 14-15 - 713 completed*

*Voids 15-16 - 766 completed*

*Voids 16-17 - 745 completed*

*Voids 17-18 - 722 completed*

*Voids 18-19 – 685 Completed*

## 16.0 Contract Extension

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

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

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

## 17.0 Conclusion

- 17.1 The Total Asset Management Contract provides the main delivery model for the repairs and improvement works to the housing stock and it is essential that it is delivered to the required quality standard, within the prescribed timescales and available budget.
- 17.2 Overall the performance throughout the period, has been satisfactory, with further improvements in some areas, however but there have been elements of work that have been subject to delays, primarily the delivery of Empty Homes and some of the more complex estate based works. As a result, additional performance indicators have been introduced into the contract for 2018-19, and the Key deliverables are being revised as part of the five year review, so that these areas will be improved and be more closely monitored.
- 17.3 The majority of the indicators met or exceeded target throughout the period and for the purpose of passing KSI 1, which states that performance should be met for a minimum of 9 out of the 12-month period, all have passed.
- 17.4 Stock condition survey updates continue to be provided by Osbourne. These are assisting with scenario planning when considered with the repairs data that they already provide. The tangible benefits of value for money and the potential to reduce repairs volumes will start to be seen in future years.

# Agenda Item 8



<b>Report for:</b>	<b>Housing and Community Overview and Scrutiny Committee</b>
<b>Date of meeting:</b>	<b>9<sup>th</sup> October 2019</b>
<b>Part:</b>	<b>1</b>
If Part II, reason:	

<b>Title of report:</b>	<b>Supported Housing service: Update</b>
<b>Contact:</b>	Cllr Margaret Griffith, Portfolio Holder for Housing  Author: Oliver Jackson, Team Leader Supported Housing
<b>Purpose of report:</b>	To inform members of prominent areas of the key areas impacting the service and the response to these.
<b>Recommendations</b>	That members of the key areas impacting the service and the response to these.
<b>Period for post policy/project review</b>	12 months
<b>Corporate objectives:</b>	Affordable Housing Delivering an efficient and modern Council
<b>Implications:</b>	<u>Financial</u>  Identifying the demand and adapting the service to meet the needs of older tenants will ensure that Dacorum's Housing Service can maintain it's financial position and demonstrate a sound financial long-term plan for the Housing Revenue Account.  <u>Value for money</u>  Reviewing the quality of schemes and the charges for the Supported Housing Services will allow Dacorum to achieve better value for money from contracts and services we provide to our tenants.
<b>Risk implications</b>	We have a legal obligation to follow national guidance and these will be considered prior to decisions being made about the service to ensure these and best practice are upheld.
<b>Community Impact Assessment</b>	An assessment will be carried out prior to decisions being made that will impact the service

Health and safety Implications	Housing policies, procedures and contracts build in a requirement that all health and safety requirements are met and any higher risk matters are included in our risk register, which identifies specific mitigating actions.
Consultees:	Layna Warden – Group Manager, Tenants and Leaseholders Fiona Williamson – Assistant Director, Housing Mark Gaynor – Corporate Director, Housing and Regeneration
Background papers:	Older Person Strategy – Appendix 3
Glossary of acronyms and any other abbreviations used in this report:	DBC – Dacorum Borough Council PSTN - Public Switched Telephone Network SH – Supported Housing NPV – Net Present Value

## **1. Introduction and executive summary**

1.1 The supported housing service consists of 1915 properties, approximately 20% of the total housing stock owned and managed by Dacorum Borough Council.

1.2 There are 29 designated supported housing schemes, with a range of communal facilities, central community alarm system and a supported housing officer based at each location. Further to this there are 707 dispersed properties within the community that receive support from one of the supported housing officers.

1.3 In addition to the accommodation based support, provided to tenants, the service also provides the Lifeline and Telecare service (Appendix 1) to 720 individuals living in the private sector, owner occupiers and general needs council housing tenants.

1.4 The purpose of this report is to inform members of some of the current issues the service is experiencing and to provide a summary on the main areas of work the supported housing service is involved in at present.

## **2. Key issues**

### 2.1 Ageing population

2.1.1 National data illustrates that with longer life expectancy the proportion of the population over 65 is increasing. In 1991 15.8% of the population was aged 65+, this increased to 18% in 2016 and projections forecast that this will have increased to 26% in 2041. It is predicted that the fastest increase will be in those 85+. The local picture broadly mirrors the national projections

2.1.2 The ageing population presents challenges to the service. With it comes more tenants with lifelong medical conditions and increasing care needs. The reduction in an individual's mobility means they are more likely to suffer from falls and social isolation and be unable to remain involved in their local communities.

2.1.3 The ageing population in the borough is mirrored within the supported housing service. There is a proportion of tenants who are aged below 60 who are still very independent, often in full time employment and able to meet their own social needs. As stated earlier there are also a significant amount of tenants who are classed as 'very elderly' within the service. Many of the supported housing schemes have a communal element in it and this widening age range can at times present challenges to the service due to a clash of lifestyles – the age differences can be more than 30 years.

### 2.2 Complex needs

2.2.1 Like many areas of housing there has been an increase in the complexity of the support needs of tenants living in supported housing. The team have well established working relationships with Adult Care Services, safeguarding teams and a range of voluntary agencies. However the changing needs of tenants has meant the team have had to develop links with a range of other statutory and voluntary agencies.

2.2.2 The prevalence of mental health conditions amongst tenants is significant. There has been, and will continue to be, a growing number of tenants with Dementia which creates challenges to keep people safe within their homes. A lack of residential care spaces means that planned and coordinated 'move on's', at the appropriate time for the individual, are becoming increasingly difficult. However the service is also

supporting many people with mental health conditions other than Dementia and the need for the service to continue developing our relationship with community mental health services have never been higher.

2.2.3 Supported housing is allocated to applicants on an age based eligibility and therefore the service is experienced in providing support to issues commonly faced by those over the age of 60. However there has been a significant increase in tenants having a secondary support need such as mental health, substance misuse, homelessness or offending backgrounds. The skills required to respond to these support needs must therefore be far broader than before and there is a continued need to develop links with a range of statutory and voluntary agencies.

### 2.3 Demand for supported housing

2.3.1 Despite the projected ageing population, there are times when there is a lack of demand for supported housing. Despite the best efforts of the housing allocation teams there are instances where bids from those over the eligibility age are not forthcoming. This creates concern for the wider housing team due to rental loss throughout these void periods.

2.3.2 This lack of demand has been attributed to a number of assumptions over time. The size of properties, the stigma associated with supported housing, the perceived reduction in tenant's independence on moving into the service and a lack of information have all been recognised as potential obstacles for letting properties. However there is a need to truly understand the situation, based on factual information and insight from potential and current tenants to ensure that an effective approach to resolving the issue

2.3.3 The service is designed to meet the needs of a range of individuals, yet in many cases moving to supported housing only becomes an option when an individual's circumstances change, be it following bereavement or declining health. In many cases this is too late for it to be a viable option due to the practicalities involved in moving such as registering on the housing register, bidding on properties and clearing belongings, particularly when that individual does not have a support network around them. The emotional impact of leaving what in many cases was the family home, should also not be underestimated, so too should the fact that those who have started to claim their state pension do not face the same financial impact of under occupying properties as those below this age.

### 2.4 Community alarm:

2.4.1 The supported housing service provides community alarm services to all those tenants living within supported housing and to the customers of its Lifeline service, which in total is approximately 3000 individuals. This amount of people using the service generates a significant amount of call volume with over 10,000 calls made to the monitoring and response centre over the last quarter. This total does not include all the calls made by tenants living within the schemes that are answered when staff are on site at the scheme.

2.4.2 Ensuring that each of these alarms is operational, are regularly tested and are replaced appropriately to ensure functionality is challenging. So too is the need to ensure that the response individuals receive once they press the alarm is timely, thorough and appropriate to the nature of the call. A significant amount of time is spent reviewing call response times and investigating individual calls when required

to ensure that the service is constantly improving the experience of our tenants and customers.

2.4.3 Both scheme and individual alarms work using analogue telephone lines. Telephone services in the UK have traditionally been provided using the Public Switched Telephone Network (PSTN). BT Open reach, have committed to switching from the PSTN to digital by December 2025 meaning that any telephone service that is not upgraded to a digital solution prior to the upgrade, will no longer be functional. There will need to be a significant focus on ensuring that all equipment is digitally ready by December 2025 to ensure that this critical service, that many vulnerable people rely upon, is not adversely impacted.

## 2.5 Properties

2.5.1 A significant proportion of all supported housing properties were built over 50 years ago. The design standards popular at this time are not necessarily what desirable for the generation of our tenants today, a prime example being limited resident car parking spaces.

2.5.2 Regular cyclical works and maintenance programmes are carried out to ensure that the fixtures and fittings of the properties are replaced and that communal areas of the buildings are maintained to a good standard. The carpet and communal furniture are also replaced on a rolling programme. However, there are a number of schemes that have poor access to all or part of the building and others where the properties are not suitable to be adapted for those with a specific physical need. With the ageing population mentioned earlier this is likely to become an increasingly prominent issue for the service

2.5.3 There are areas of the borough that have a high density of supported housing properties and others that have no provision at all. For example over a 1/3 of the total number of supported housing properties are located in Highfield and Adeyfield, conversely there are no supported housing properties in Woodhall Farm, owned by Dacorum Borough Council

## **3. What are we doing about it?**

One of the objectives included in the housing service plan is a review of supported housing. This review will see a number of teams across the service working together to review different elements of the service and to provide a strategic approach to providing housing and support to older people both now and in the future. Below is a summary of some of the key projects being undertaken:

### 3.1 Meeting need:

3.1.1 Pre tenancy assessments for supported housing applicants are being introduced. This will allow the team to identify needs at an earlier stage and also an opportunity to provide applicants with enhanced information that will assist them to make informed decisions about the type of property they would like to bid on.

3.1.2 The team have recently started using a new housing support IT system called In-Form. The system has a comprehensive needs assessment element embedded into it that provides the opportunity to link with the pre tenancy assessment and allow



the team to provide more targeted and proactive support to individuals. The system also uses the Outcome STAR to identify support goals and monitor progress against them, an effective tool when encouraging vulnerable people to retain their independence.

3.1.3 The reporting function of the system gives the team the opportunity to show the true value of the support they provide by utilising a suite of standard and tailor made reports on all data contained within the service. For example, in time, we will be able to demonstrate how many people feel more secure in their homes due to the support they have received or how many people have been able to maximise their income. The system will also allow us to monitor changing support needs and to effectively manage the workloads of officers.

3.1.4 In April 2019 the supported housing team launched its own Telecare service. As Appendix 1 shows Telecare is a range of sensors that can be programmed to a central unit to raise an alarm in certain circumstances such as someone falling or leaving a property should they be prone to wandering. While Telecare is not a new development it is the first time that Dacorum Borough Council have provided its own service. This is of significant benefit to tenants and residents of the borough as other provides were becoming increasingly expensive and the standard of service was not to the standard required for equipment that provides such a critical service.

## **3.2 Property:**

3.2.1 As stated earlier much of the current supported housing stock is over 50 years old and as such there are doubts over the long term suitability for housing for older people. To respond to this there are several work streams being carried out to gain a view as to how suitable the stock is.

3.2.2 A comprehensive review of our dispersed supported housing stock has been undertaken which considered location, provision of local amenities, opportunity to adapt the property and, having reviewed bidding sequences over the past 12 months, demand for the properties. The aim of this was to take a planned approach to re-designating some unfit dispersed supported housing properties. It is currently being proposed that 30 properties should be changed from supported housing for older people to alternate use.

3.2.3 To gain a view as to the long term viability of the supported housing schemes we have been working with a team of consultants to carry out a review of each scheme. This review has considered the 5 and 30 year Net Present Value (NPV) of each building to understand which buildings can continue operating as business as usual and which schemes may require intervention in the longer term. The review has also considered issues such as location, access to and within the buildings, proximity to local services and nearby transport links. Having received the data a team of officers and managers are currently working through the data to add any more 'localised' knowledge to the findings with the aim of informing the organisation's long term view of the schemes.

3.2.4 Some of the schemes are on large sites, which have the potential for extending or consolidation of some schemes, which would free up land for potential development. It is acknowledged that any project of this nature would need to be financially viable and that in order for any scheme to be decommissioned a long lead in time would need to be carefully planned and managed, so as to reduce disruption for the residents.

### **3.3 Demand:**

3.3.1 Using the data available from a range of systems we intend to look in more detail at the demand for supported housing properties. Currently there are a number of assumptions as to why particular properties are not being let within the target 'key to key' times and the review of the data will challenge those assumptions. A small scale project has already been undertaken that has produced some potential themes and the intention is to conduct a more comprehensive, service wide interrogation of the data available.

3.3.2 There are currently in excess of 400 people on the housing register over the age of 60 who are not actively bidding on supported housing properties and understanding the reasons behind this inactivity should point towards some of the issues impacting on the demand for the service. The outcome of this will supplement the review of schemes to provide a more comprehensive view of the buildings long term viability.

3.3.3 A series of open days at schemes were carried out in Spring of this year which were well attended by members of the public, suggesting that there is interest in the service from potential applicants. However this approach to marketing the service is resource heavy and the long lasting impact upon demand are limited. We are therefore currently working with the Strategy, Improvement and Engagement Team to develop a communication plan that will allow us to more effectively promote the services. Initial ideas include testimonials from tenants and officers with the aim of removing some the stigma referred to earlier within this report.

### **3.4 Community alarm equipment**

3.4.1 A programme is underway to replace the existing community alarm systems within the supported housing schemes, with 11 of the 29 schemes having already been upgraded. The new systems are digitally ready for the switch from analogue to digital and offer enhanced security and fire safety capabilities. They are also fully telecare compatible and can support a range of sensors being programmed directly into the call system.

3.4.2 The development of technology offers providers of community alarms a number of opportunities. Examples include alarms that use SIM card to place calls and enhanced sensors that are less reactive and can identify concerns at an earlier stage. The team are working with Hertfordshire County Council to trial some assistive technology devices and are staying abreast of technology that can help people retain their independence, however these options must remain affordable and therefore the need to balance the benefits against existing budgets is constantly being reviewed.

## **4. Next steps**

4.1 Appendix 2 is a project plan that details the steps that are being taken to respond to the challenges summarised in this report.

4.2 A submission has been made to the Local Government Association for funding. If successful the funding will be used to work with consultants to collate data relating to local need and engage with older people in the area. This project will bring specialised knowledge and will supplement our existing focus.

4.3. The Council are represented on the Hertfordshire Supported Housing Accommodation board to influence decisions made at a county level and to stay abreast of developments in the supported housing sector.

4.4. The Council will continue to play a key role in the Dacorum Accommodation Board which brings together a number of key teams from local agencies and is used as the vehicle to progress local priorities.

## **5. Conclusion**

5.1 It is recommended to return to update members once the various work streams progress further. Comments and suggestions from members are welcomed.



# Lifeline and Telecare Service

Thank you for your enquiry about our Lifeline service.  
We are pleased to provide this information, which we hope you will find useful.

## This leaflet tells you about:

- What a Lifeline is
- What Telecare is
- How the system works
- Costs
- How to get a Lifeline or find out more

## What is Lifeline?

Lifeline is an emergency alarm service that gives you the confidence to live independently in your own home. If you have a fall or other emergency you can contact the Control Centre quickly and easily, even when you can't speak or reach the phone. It operates 24 hours a day, every day and night of the year so you know that help would always be on its way if you needed it.

## What is Telecare?

Telecare is additional equipment that works with your lifeline and connects automatically to the monitoring centre with no need to press a pendant. The extra equipment you could have includes a falls pendant and smoke detectors.

## How does it work?

When you apply for the Lifeline service you give us details of trusted neighbours, family members or friends living nearby who would come round if you need emergency help.

When our trained staff fit your Lifeline, they give you a lightweight pendant that you should wear or keep in close reach at all times in your home. It's splash proof so you can even wear it in the shower.

If you have an emergency, then pressing the button on the main unit or pendant will automatically dial the Control Centre. The operator can identify you as soon as the call is connected and can immediately contact the best person or service to help you. If you can speak then you can tell the operator about the problem. The base unit can pick up sounds

from many feet away, so the operator will be able to hear your voice even if you are not in the same room.

The pendant works when you are outside, close to your home (for example in your garden) but not if you are further away (for example visiting a neighbour).

## **If I want it, what happens next?**

If you decide to use our service, please complete the Lifeline application form inside this pack and return it to The Forum. The lifeline officer will then contact you to arrange to install the lifeline or complete an assessment if you would like telecare sensors. At this meeting the Lifeline installer can connect your lifeline and demonstrates how it works.

## **Lifeline Charges**

### **Council Tenants:**

Council tenants pay just £3.50 per week over 48 weeks of each year.

Your rent will be recalculated with effect from the Monday following the installation and the charge will be included in your rent amount.

### **Privately rented and owner occupiers:**

Private tenants and other applicants make four equal payments of £41.99 by Direct Debit in April, July, October and January.

### **Telecare:**

If you decide to have extra telecare sensors, you may pay up to an extra £1 per week for the service. You will be told how much it will cost at your assessment with the Lifeline installer and we won't install any equipment until you have agreed to the costs.

**There is no installation charge.**

For more information about the Lifeline service, please contact the Supported Housing team by email: [Lifeline@dacorum.gov.uk](mailto:Lifeline@dacorum.gov.uk) take a look at our website [www.dacorum.gov.uk/lifeline](http://www.dacorum.gov.uk/lifeline) or telephone **01442 228000** and ask for **Lifeline**.

Updated February 2019



Supported Housing Action Plan

Objective	Actions	Responsible Officer(s)	Involved Officers	Financial Resources	Timeframes	Progress
Review Formula rent for sheltered schemes	Carry out current valuation of schemes Work out the 1999 value and formula rent Amend and adjust Orchard and rent model	LW	AM to organise valuation of schemes LW and Lucy Tash to work out formula & adjust once figures are back	Valuation of all schemes approx. £	End of October 2019	Advice given by Housing Finance Associates regarding rent levels.
Review £100,000 savings limit	Consider appropriate level Consult with tenants and get formal approval of new amounts	SH	SH team NB and strategic housing representative SIE team	Internal resources only	End of September 2019	Identified as part of pre tenancy work stream
Review support charge levels	Benchmark against peers Consult with tenants Consider options like needs based scale	SH	LW SH team SIE team Lucy Tash	Internal resources only	End of January 2020	Benchmarking exercise carried out with stock holding authorities.  Meeting held with SIE team regarding different consultation opportunities.

## Supported Housing Action Plan

						<b>Tenants Forum discussion 24.9.19</b>
<b>Review allocation approach to supported housing</b>	<b>Consider help to get on register and assisted bidding</b>	<b>SH</b>	<b>SH team NB and Strategic housing</b>	<b>Possible additional resource</b>	<b>End of December 2019</b>	<b>Identified as part of pre tenancy work stream</b>
<b>Marketing and promoting schemes</b>	<b>Identify and implement methods for promoting schemes</b>	<b>SH</b>	<b>SH team</b>	<b>£5000 – currently available budget</b>	<b>End of November 2019</b>	<b>Meeting held with SIE team, action plan been developed to consider different marketing and promotional opportunities.</b>
<b>Consider affordable rents for a renovated or new scheme</b>	<b>Policy and cabinet approval Find out rent levels for new build at bovingdon Get clarification on options from finance/legal</b>	<b>LW</b>	<b>Lucy Tash, MG, FW</b>		<b>End of September 2019</b>	<b>Advice sought on rent restructuring restrictions. Currently awaiting further market evidence and delivery options.</b>
<b>Review ratings from FFT</b>	<b>Contact FFT to get spreadsheet (FW doing ) Create weighting based on DBC properties Conduct a meeting to go through all schemes and give new priority</b>	<b>AM</b>	<b>FW, Ricky Lang, OJ and SH team</b>		<b>End of September 2019</b>	<b>Data collated by FFT is being analysed at present, will include ‘local’ knowledge of schemes. Developed</b>



**Supported Housing Action Plan**

	<b>Bring outcome and report to HSMT for approval</b>					<b>approach to understand demand of different schemes and areas.</b>
<b>Consider viability of new SH schemes</b>	<b>Identify areas where new schemes would have high demand St Margaret's/ Woodhall farm</b>	<b>LW</b>	<b>OJ and SH team, Dacorum strategic housing board</b>		<b>To be completed after above action</b>	<b>Regular meeting of Dacorum strategic housing board continues</b>
<b>Identify any additional funding streams</b>	<b>Look into Homes England</b>	<b>FW</b>			<b>End of September 2019</b>	<b>LGA funding identified</b>
<b>Complete recommendations from dispersed report</b>	<b>Identify methods to record on system homes to be transferred Panel report to be prepared for all high risk cases recommending medium priority and S&amp;W points Others to be re-designated at point of void</b>	<b>SH</b>	<b>Strategic Housing Officers</b>		<b>End of October 2019</b>	<b>Markers placed on housing management system.  Properties identified, discussion with tenants affected.</b>



# Older Persons Housing Strategy

2018 - 2022

## Introduction

Dacorum Borough Council is committed to delivering a great service for older people across the borough. This strategy sets out the housing services offer for older people not only living in council owned homes but in all tenures. We know, as people get older their housing needs change. We also understand everyone has different aspirations when it comes to living 'independently'.

Throughout this strategy we will outline how the service will empower older people accessing the service to take ownership for the care and support they receive in order to achieve independence. We will also include how technology will develop our service offer.

We consider an older person to be anyone who is aged 60+.

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I am pleased to introduce Dacorum Borough Council's Older Persons Strategy for 2018-2022. The Council understands the need to provide a range of housing options that meet the demands and requirements for older people living in our borough.

**Councillor Margaret Griffiths**

## The Housing Vision for Older People in Dacorum

To deliver a great housing service our vision is for *“older people to feel independent, maintain a sense of belonging, and have access to good quality housing and support that meets their current and future needs.”*

This strategy supports the councils corporate vision of *‘...working in partnership to create a borough that enables Dacorum’s communities to thrive and prosper’.*

Through an effective older person’s service, we can enable older people to live in safe and clean environments and build strong and vibrant communities. This also supports our commitment to continuing to provide good quality and affordable homes, particularly to those most in need. We also recognize the contributions older people make to the economic growth and prosperity of our borough through employment and volunteering. As a landlord we will also work with our tenants to achieve efficient and modern services.



## The National Context

Over the next 10 – 15 years, the number of older people living in England will continue to increase. By 2025 as many as one in five of our population will be 65+. This is roughly 22% of the whole population.

As people get older, their health can deteriorate, they are less able to travel and their housing needs change. This create challenges for local authorities and other public service and with more people the ability to keep providing these services will only get harder. Older people are also lonelier. Simple issues like being able to move around easily, often mean that older people stay at home and have no contact with others for days or weeks at a time. We also know that loneliness can also mean older people are using services like the local doctors to make contact with other people.

Changes in legislation have pushed local authorities and public services to recognise the importance of a 'person centred approach'. This stops services taking a one size fits all stance and recognise each and every person will have their own needs and aspirations. It is then up to the service to adapt to fit this person. An example of this is The Care Act (2014) which introduced statutory responsibilities to promote wellbeing and keep adults at risk safe. This is achieved through the principles of 'making safeguarding personal'.

Nationally services now understand the impact being lonely and isolated can have on older people and are working to tackle this. To help people keep their independence, grow their support networks and stay well we must shape our housing offer to overcome these national and growing issues. There are however risks to our ability to provide these services.



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## Continued...

Proposed changes to how supported housing is currently funded mean areas with two-tier councils would stop funding being paid directly to the local authorities for short term or refuge accommodation. This means local authorities would be required to evidence need to receive the right amount of grant funding.

There is also a growing number of older people becoming homeless. The Homelessness Reduction Act (2017) means local authorities must prevent or relieve people who are homeless or at risk of homelessness through housing advice and identifying suitable housing options. For many older people the experience of temporary accommodation could be unsettling. Also their needs for properties with adaptations could mean they are waiting longer for a more permanent home. If moving into supported housing, we also recognise homelessness can impact people negatively and lead to poor mental health, substance abuse or self-neglect.

## The Local Context

There are roughly 25,000 older people aged 65+ living in the borough. Dacorum Borough Council has 32 supported housing schemes which are home to around 2000 of these older people. We also work closely with other organisations working to support and house older people and provide a community alarm service. The average life expectancy for a male is 80 years old and for a female it is 84.

We know there are some wards where the life expectancy is significantly less and this is a result of living in deprivation or limited access to services. 11% of older people in Dacorum are living in deprivation. Although this is better than the average for Hertfordshire and England we recognise the impact of this on those older people and are committed to tackling this.



# Delivering a Great Service

## Equality and Diversity

As a Housing Service, we will treat everyone regardless of their; age, disability, gender, race, religion or belief and sexual orientation (Equality Act 2010) fairly and with respect. We will also ensure our services are accessible to all.

## Value for Money

Delivering value for money is about ensuring older people accessing our service feel they are getting worthwhile support. Treating people as an individual and involving them in decisions around their support means, we can tailor our offer to their specific needs. It is also about creating environments that older people want to live in.

This ranges from maintaining their home, investing in communal areas or creating opportunities to socialize and feel a part of the community. To support the wider housing service with its commitment to value for money we will also look at how we can make our supported housing a desirable place to live. This will encourage older people in council homes to move into supported housing allowing others to use homes and reduce the number of adaptations.



## Continued...

### **Partnership working**

Partnership working is about having the right people around the table so that every older person accessing our housing service can live a good quality life and feel safe.

We know that housing, adult social care and the health service are key to making this happen. Our communities, local transport providers, businesses and voluntary organizations also have a part to play. So that we can deliver a well-rounded support offer for older people, we will continue to invest in these relationships.

### **Safeguarding**

As a Housing Service we maintain a strong commitment to safeguarding vulnerable adults and protecting them from abuse.

Our Staff are key to this and we regularly invest in training and develop robust policies and procedures to supported them. We work proactively with a range of partners such as the police, social services and the voluntary and community sector to promote ways our tenants and the wider population of older people can stay safe.





## The Commitments

We value the thoughts of others when developing our services. To write this strategy and set the direction for our service over the next four years we spoke to tenants, staff, voluntary organizations and statutory service providers.

We have also achieved an outstanding service award through the Centre for Housing Support (CHS). This required us to demonstrate a high level of service across lots of areas. Although we received outstanding and were commended for the staff who work in our supported housing and the level of involvement we have from our tenants, we know we can be even better. Using recommendations from the CHS and the thoughts we gained through consultation, we have five commitments that we will deliver through this strategy. These are:

**Commitment 1:** Older people's housing allows them to achieve their aspirations for independence

**Commitment 2:** Older people are in control of their housing and make decisions that support their needs

**Commitment 3:** Our supported housing is somewhere older people want to live

**Commitment 4:** We take a 'channel shift' not 'channel shove' approach to using technology in our older person's service offer

**Commitment 5:** We give older people a voice in the future of Dacorum's housing and communities



## Commitment 1: Older people's housing allows them to achieve independence

We recognize housing plays a big part in enabling people to live independently. Often medical or mobility issues affect older people's independence meaning their housing needs also come with a need for extra support.

We recognize the importance of empowering older people to take control of the care they receive so it meets their needs in the best way possible. It is also important that the structure of their home does not reduce their ability to feel independent.

To achieve this, we will:

- Encourage older people to move into supported housing before their needs increase so they can live independently for longer
- Work with older people, carers' and families in council owned homes to tailor support plans and get the right support in place
- Improve relationships with local hospitals so older people have better housing options when they are discharged from hospital
- Develop housing options that are dementia friendly and enable older people living with dementia to feel safe and secure in their home
- Develop our use of technology to help older people with daily tasks e.g. taking medication

## Commitment 2: Older people are in control of their housing and support

The issues created by poor or unsuitable housing for older people. Finding accommodation that is suitable for older people is essential to delivering this commitment. Dacorum Borough Councils supported housing is designed to meet the needs of older people including those with complex needs.

We also recognize that not everyone wants to live in supported housing meaning we must also commit to helping people to stay safe in other types of housing. We also understand that managing a home can affect a person's quality of life, staying warm and keeping properties weather tight is key to delivering this.

To achieve this, we will:

- Be honest with older people when their housing is not suitable and offer alternatives such as living in a supported housing scheme
- Tackle fuel poverty by carrying out inspections and working with partner charities to help older people make their homes more energy efficient
- Invest in our approach to tackling hoarding in older people's homes
- Where possible, carry out adaptations to a council owned home to help make moving around the home easier
- When giving housing advice and allocating properties consider the persons needs and mobility
- Be proactive in helping older people to stay safe in their home and share information on how to reduce risk to themselves

## Commitment 3: Our supported housing is somewhere older people want to live

The decision to move into supported housing can be daunting. For many it can mean leaving a home they have lived in for a long time, additionally it might be a down size in the property.

Supported housing has many benefits including reassurance, support, more opportunities to socialize, repairs and maintenance and a safe and secure environment. Promoting these benefits will help to ensure our supported housing is somewhere people want to live.

To achieve this, we will:

- Ensure our repairs and maintenance service are easy to access and consider specific needs of older people when reporting or carrying out repairs
- Invest in communal areas so they are places older people enjoy
- Be proactive in encouraging older people to move to supported housing before reaching crisis point
- Continue to offer a high quality support service by investing in our Supported Housing Officers
- Create inclusive communities and raise awareness of different cultures within our scheme so everyone feels at home regardless of their race, gender or religion

## Commitment 4: We take a 'channel shift' not 'channel shove' approach to using technology

'Channel shift' is a term used to explain how interactions with older people can be made more effective and efficient through technology.

Technology offers many opportunities for older people to tackle issues that affect them. From shopping on the internet to chatting to friends and accessing services, getting online has become a big part of daily life. However not everyone wants to go digital. Technology has also advanced the type of support we can offer.

To achieve this, we will:

- Develop a range of communication channels for older people to use that still recognizes the value of face to face contact
- Ensure services and support can be accessed by those who are not digitally active
- Invest in our use of telecare and telehealth to improve our support offer
- Empower older people who do want to get online by continuing our Digital Skills program through Tenant Academy
- Make the services that are online easy to use so older people can self-serve and resolve problems independently

## Commitment 5: We give older people a voice in the future of the housing service

As a council that we are passionate about giving our tenants a voice and empowering them to feel part of the wider community. We know that loneliness is a growing problem for many older people. This can be a result of lost confidence or physical limitations such as mobility.

We are committed to a robust approach to engagement, developing relationships with partners in the voluntary and community sector and investing in activities.

To achieve this, we will:

- Continue to engage with tenants on a daily basis and consult with them to shape our services
- Develop a program of activities and engagement opportunities based on the needs of individual schemes
- Work with voluntary partners to identify opportunities for older people in the community such as volunteering to create wider social networks
- Encourage older people to engage with young people by working with schools and youth groups to develop intergenerational projects

## Conclusion

Within this strategy we have set out how Dacorum Borough Council housing service will work with key stakeholders, partners and older residents to ensure that we continue to meet the housing needs of our ageing population.

We will ensure that tenants have access to the right information, in the right format and at right time to be able to make informed choices on the housing options and support available to them in the Borough. We will continue to provide tailored and co-ordinated support within our Supported housing schemes and to our general needs tenants.

Throughout this strategy we have outlined the importance of partnership working and will continue to keep this at the core of our service delivery to support and improve the health and wellbeing of our older residents.

By providing the right information and support and empowering older people to have a voice we aim to ensure that our residents feel safe, supported and connected.

This strategy will be monitored by the Tenant and Leaseholder Committee, Supported Housing Forum and the Housing and Communities Overview and Scrutiny Committee will receive an annual update.



<b>Report for:</b>	<b>Housing and Communities Overview and Scrutiny Committee</b>
<b>Date of meeting:</b>	<b>9 October 2019</b>
<b>Part:</b>	<b>1</b>
If Part II, reason:	

<b>Title of report:</b>	<b>The Elms Contract</b>
<b>Contact:</b>	Cllr Margaret Griffiths, Portfolio Holder for Housing  Natasha Beresford, Strategic Housing Group Manager Oliver Jackson, Supported Housing Team Leader
<b>Purpose of report:</b>	1. To provide Members with an update on the developments
<b>Recommendations</b>	<ol style="list-style-type: none"> <li>1. For Members to note the Strategic Housing Service proposal to award a 1-year concessionary contract to DENS, to continue providing managing agent services whilst the soft market testing is undertaken.</li> <li>2. Members to offer feedback regarding the Strategic Housing Service proposal.</li> </ol>
<b>Period for post policy/project review</b>	Further report to be presented to Members early 2020 outlining the options appraisal process and key feedback.
<b>Corporate objectives:</b>	<p>The Strategic Housing Service's responsibilities and activity in relation to the Elms contract contributes to the following corporate objectives:</p> <ul style="list-style-type: none"> <li>• Clean Safe and enjoyable environment.</li> <li>• Providing good quality affordable homes, in particular for those most in need.</li> <li>• Building Strong and vibrant communities</li> </ul>
<b>Implications:</b>	<u>Financial</u>
<b>'Value for money' implications</b>	Failure to ensure that the council has sufficient services in place to meet the demands of single homeless clients in the borough, would have a direct impact on the ability to prevent prevention of homelessness and cause additional pressures on temporary accommodation provision. Furthermore, failure to

	<p>provide such provision would be in direct conflict with the requirements of the Homeless Reduction Act 2017 and the government commitment to eradicate rough sleeping by 2027.</p> <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 considers this service remit.
Community Impact Assessment	A community impact assessment will be undertaken in line with the tender process.
Health and safety Implications	Failure to ensure that the Elms contract is adequately managed, which includes the maintenance and compliance elements of the asset, would have direct Health, Safety and serious safeguarding issues for the council. By not having a robust contract in place to manage this asset, the council risks reputational impact.
Consultees:	<p>Fiona Williamson, Assistant Director Housing</p> <p>Mark Gaynor, Corporate Director Housing and Regeneration</p>
Background papers:	<p>Appendix 1 – Project Initiation Document (PID)</p> <p>Appendix 2 – Elms 4 year review</p>
Glossary of acronyms and any other abbreviations used in this report:	KPI – Key Performance Indicator

## 1. Introduction

1.1 The Elms is a purpose built facility providing 44 rooms of emergency accommodation and crash pad facilities for homeless people. The Elms supports the council's No Second Night out Policy to end rough sleeping in the borough and is a key facility in fulfilling the council's statutory responsibilities under the Homelessness Reduction Act 2017.

1.2 On the 18 December 2014 the contract for the delivery of The Elms was awarded to DENS with a formal contract commencement date of 1 May 2015. The contract was awarded for a 5-year period due to expire on 30 April 2020.

1.3 Throughout the tender process DENS demonstrated expertise in a wide range of areas including extensive experience of running DENS Night Shelter, Day Centre, Rent Aid, Foodbank and Equipped to Change program.

1.4 Overall responsibility for the contract sits with the Group Manager for Strategic Housing as the 'Contract Manager'. The contract is reviewed on a monthly basis by the Operational Manager (Independent Reviewing and Project Officer) and DENS Hostel Manager. Where there is underperformance or non-compliance, the Contract Manager will follow the Remediation Process set out in the terms and conditions of the Contract.

1.5 There are no major non-conformities or contract breaches, small change control arrangements have been implemented in relation to day-to-day processes and updating the Key Performance Indicators (KPI's) and targets associated with them. The service regularly meets and exceeds current contractual KPI's.

1.6 The purpose of this report is to provide members with an update on the current contractual position relating to The Elms.

## **2. Current situation**

2.1 Since the contract award there has been significant change in legislation and demand in Homelessness. The introduction of the Homelessness Reduction Act 2017 has placed greater duty on DBC to provide more in depth and tailored support to single homeless individuals who do not meet the criteria to be considered Priority Need for assistance. There is a significant push from central government to eradicate rough sleeping by 2027 and the complexity of the needs of individuals we are supporting has increased. Therefore, there is a need to have services that offer additional value, can meet the needs of a range of different people and that offer value for money.

2.2 The Strategic Housing Service has been undertaking preparatory work for the re-tender of this service with the current contract due to expire in May 2020. Initially it was proposed to go out to tender in August 2019, with a view to award a new 5 year contract early 2020 to the successful provider. Given the increase in demand, shift in service requirements and the current position from central government it is appropriate to understand what the market has to offer in relation to what the council needed by way of delivery from the new contract. The council's priority is in ensuring that it's asset is robustly managed in accordance with all legal requirements and that the council was able to not only fulfil its statutory requirements, but maximise the opportunity to deliver initiatives that would prevent homelessness. In order to achieve this it was felt that further soft market testing was required.

2.3 In addition, the council needed to consider all options available to ensure that it was making the most appropriate decision for the organisation including the financial position. In order to ensure that the council is able to fully consider the following options, it is proposed that a 1-year contract will be awarded to DENS from April 2020, to enable further scoping and proposals to be submitted to Cabinet.

2.4 In discussion with a range of departments across the organisation the four options for consideration when looking at the re-tender are as follows:

1. The Strategic Housing Service bid for the contract to be retained in house
2. Contract delivery with external provider, repairs to be undertaken by DBC
3. Contract delivery with external provider, responsive repairs to be undertaken by provider and compliance/cyclical repairs to be undertaken by DBC
4. Contract delivery with external provider, all repairs to be undertaken by provider

2.5 In order for the options appraisal to be carried out, there is a need to award a 1-year concessions contract to DENS. For this to be considered as a concessions contract, the following must happen:

- The value of the contract must not exceed £4,000,000.
- Should the income related to the contract reduce for any reason the Council will not be liable to financially support the provider.
- That there has been a change in the sector that would necessitate the further contract award.

2.6 The current annual value of The Elms contract is (amount here), broken down as below follows:

<b>Income:</b>	<b>Amount:</b>
Rental income	£643,165.82
Housing related support funding	£114,000
Laundry income	£1,155.11
Donations	£1000
<b>Total Income:</b>	<b>£759,320. 93</b>
<b>Value:</b>	
CCTV provision:	£16,610
HR support:	£500
Training:	£500
Provision of IT equipment	£700
Business rates per annum:	£9271.80
Office Rent:	£6516
Access to Tenant academy:	£2000
<b>Total:</b>	<b>£36, 097.80</b>
<b>Total value of contract:</b>	<b>£795, 418.73</b>

2.7 The current contract with DENS does not include any financial support for the provider should income be reduced either by withdrawal of funding or loss of rental income.

2.8 As mentioned earlier within this report there has been material change in homelessness sector with introduction of new legislation that has placed greater



emphasis on prevention and supporting those that may not have been traditionally classed as being in priority need.

2.9 The one-year contract period would offer benefits to both DENS and the Council. For DENS, this would be an additional year for them to be running the hostel and to continue the positive work they have been doing during the current contract.

2.10 For the Council the year contract award would provide time to carry out some soft market testing to engage with other providers. It would allow the council more time to understand what added value could be sought from the contract and it would allow time to develop a contract that bought value for money for those accessing the service and the organisation.

### **3. Conclusions**

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

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



Managing Projects Successfully



# Mini PID

## **The Elms Contract**

**Project Sponsor: Natasha Beresford**

**Project Manager: Oliver Jackson**

## Introduction

Prior to the completion of the Elms, Dacorum Borough had 14 bed spaces of night-shelter provision available in the borough to assist single homeless clients. With single homelessness and rough sleeping increasing, in addition to growing pressures on local charitable organisations as well as the Council, there was sufficient statistical information to evidence a need for an increase in provision. The brand new modern development, The Elms, built by the Council, includes residential space, IT suite, library and a communal garden in Redbourn Road, Hemel Hempstead. The emergency temporary accommodation has been developed through the Government's Places of Change Programme with £850,000 central government funding.

On the 18 December 2014, the contract for the delivery of The Elms was awarded to DENS. DENS were invited along with other charities to tender for management functions for The Elms and needed to demonstrate expertise in a wide range of areas to convince the panel at the Council who were looking for a high quality of service provision. The charity put together a tender team, which drew across the breadth of skills and knowledge within the senior management group. With their extensive experience of running DENS Night Shelter, Day Centre, Rent Aid, Foodbank and Equipped to Change programme, DENS had an understanding about working on the frontline to tackle homelessness and poverty by giving people the chance to build a better future. The formal contract was awarded to DENS with a formal contract commencement date of 1 May 2015.

The Strategic Housing Service has been undertaking preparatory work for the re-tender of this service with the current contract due to expire in April 2020. Initially it was proposed to go out to tender in August 2019, with a view to award a new 5 year contract early 2020 to the successful provider. At a DBC management meeting to discuss next steps on the 2 August 2019, the process was discussed and representatives from across the Council reached the determination, that given the increase demand, shift in service requirements and the current position from central government, that the most appropriate way to proceed, would be to undertake further soft market testing in relation to what the council needed by way of delivery from the new contract. All present at the meeting were agreed that the council's priority needed to be on ensuring that it's asset was robustly managed in accordance with all legal requirements and that the council was able to not only fulfil its statutory requirements, but maximise the opportunity to deliver initiatives that would prevent homelessness. In addition, the council needed to consider all options to ensure that it was making the most appropriate decision for the organisation including the financial position. In order to ensure that the council is able to fully consider the following options, it is proposed that a 1-year contract will be awarded to DENS from April 2020, to enable further scoping and proposals to be submitted to Cabinet.

Options for consideration include:

- The Strategic Housing Service bid for the contract to be retained in house
- Contract delivery with external provider, repairs to be undertaken by DBC
- Contract delivery with external provider, responsive repairs to be undertake by provider and compliance/cyclical repairs to be undertaken by DBC
- Contract delivery with external provider, all repairs to be undertaken by provider

It is proposed that an outline report will be submitted to members in October 2019, explaining the current position in relation to contract delivery and forthcoming steps in relation to the tender process. Thereafter soft market testing will be undertaken by the project team to assist the service in shaping the key priorities for delivery.

## Project Details

### Project objectives

- Scope the possible options available to the council in relation to the management of The Elms accommodation
- Consider the future delivery requirements for the Strategic Housing Service in relation to meeting the needs of single homeless clients
- Ensure asset management and compliance functions for The Elms are robust
- That management of The Elms supports delivery of service using a partnership approach
- Income maximisation

### How you will measure Project Success

- Improved management and contractual arrangements in place
- More effective delivery of statutory and good practice service requirements, to meet needs of client and reduce single homelessness/eradicate rough sleeping
- Robust asset management and compliance

### Key tasks

- Project plan and timescales
- Report to HOSC outlining current position
- Soft market testing/PIN
- Scoping of options available to the Council in respect of re-tender
- Research and scoping presented to Senior Management & Members for consideration
- Decision on DBC approach
- Tender process & Community Impact Assessment

## Project Resources and Time-Line

<b>Expected Project Length (months)</b>	<b>Expected Project Start Date</b>
<b>18 months</b>	<b>1/9/2019</b>

<b>Expected capital budget</b>	<b>£</b>
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<b>Expected revenue budget</b>	<b>£</b>
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## Core Project Team

List the key people that you expect to be involved

<b>Name</b>	<b>Title and Service Area</b>	<b>Expected Level of Involvement (Low, Medium or High)</b>
Natasha Beresford	Group Manager Strategic Housing	High
Oliver Jackson	Supported Housing Team Leader	High
Carly Thomas	Independent Reviewing & Project Lead Officer	High
Ricky Lang	Mechanical & Electrical Team Leader	Medium
Ben Hosier	Group Manager	Medium
Farida Hussain	Group Manager Legal Services	Medium
Alan Mortimer	Group Manager Property & Place	Low
Lorna Buckland	Human Resources	Low
Lucy Tash	Finance Accountant	Low
Chris Baker	Group Manager, Revenue & Benefits	Low

## Project Site

<b>Project Team Site</b>	
<b>Project Task List</b>	
<b>Project Risk Register</b>	

**Alignment to Corporate Plan ('X' for all that apply)**

Alignment to Corporate Plan (indicate all that apply)		Benefits (to Corporate Plan)
A clean, safe and enjoyable environment	X	
Building strong and vibrant communities		
Ensuring economic growth and prosperity		
Providing good quality affordable homes, in particular for those most in need	X	
Delivering an efficient and modern council		

**Expectation of project level ('X' in the project level)**

Operational	X
Strategic	

**Documents Completed**

Required Consultations (must be completed before CMT submission)		
Area	Date Completed	Any Issues / Comments
Community Impact Assessment		
Data Protection Impact Assessment		

**Required Consultations ('X' for all that apply)**

Required Consultations (must be completed before CMT submission)		
Area	Date Completed	Any Issues / Comments from Consultee
Corporate Project Management		
ICT		
Procurement	X	
Finance	X	
Legal	X	
HR	X	
Planning (if applicable)		
Building Control (if applicable)		

**Sign Off**

<b>Level</b>	<b>Date Completed</b>	<b>Name</b>
<b>Assistant Director</b>		
<b>CMT (If Strategic)</b>		



**The Elms**  
**Continual Improvement Review**  
**September 2019**

**1 Annual Equality Impact Assessment**

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

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

DENS will make adjustments to service provision and provide specialist individual support to uphold diversity and equality principles. The Elms have two accessible bedrooms, which have been used through the previous 12 months for residents with mobility issues or other specialist requirements. Specialist furniture had been provided by DBC for 2 clients who, due to weight issues could not safely use a standard bed or chair.

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

**2 Performance and Service Provision**

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

KPI's



Occupation Rate	99%
Percentage Of Rooms available within 24 hours	100%
Personal contribution arrears	11%
Positive Move on rate	58%
Percentage of support plans up to date	100%
Average Stay	113 Days

### Move Ons

Where residents move to:

DENS Move On	25%
Social Housing	38%
Private Rent	3%
Other	2%
Friends/Family	23%

Move On: DENS Move On Service supports clients for up to 18 months in DENS managed HMO's. Each resident has a key worker who will support them to maintain their tenancy, live more independently and take the next positive step in their lives. This may include support with budgeting, finding employment and accessing health and well-being services. Clients will initially meet with their key worker once a week, as less support is required this will reduce.

### Evictions

Reasons for Eviction

Drug & Alcohol	29%
Personal Contribution Arrears	39%
ASB	31%
Other	1%



Failure to pay personal contributions is now the most prevalent reason for eviction; this has increased by 18% since the previous year. We believe the introduction of Universal Credit has impacted on this.

Drug and alcohol (this would be having drug paraphernalia, drugs or alcohol either on their person or in their room) has increased by 12%. This may be due to more robust searching, including using a hand held metal detector when undertaking body searches, resulting in an increase in 'crack' pipes being found.

### Clients with Additional Support Needs

With the increase in clients who have more complex and higher support needs at the Elms, it was clear that a more specialised and intense support programme was needed to support these clients to be able to access Move On services.

For the past year a number of these clients, who previously would not have been suitable or able to manage in Move On due to their support needs, have been provided with intense support programme in the Move On service.

Initially this has involves daily visits from their key worker, as well as phone contact; along with help with shopping, cooking and basic household tasks. The key worker will also make contact with other community support programmes, such as Meals on Wheels. The support from the key worker will slowly reduce in line with the needs of the client, but can be reverted back to intense support if needed.

Not only does this support clients to take the next step in their lives and prepare them for when they move into social or council housing, it also frees up much needed temporary accommodation beds at the Elms.

### Resettlement Work

For Elms residents moving directly into either council or social housing, DENS Resettlement Team provides up to 6 months support to manage the transition from hostel living into more independent accommodation.

This service is fundamental to reducing the 'revolving door' syndrome that happen to so many clients who leave a hostel and move into social or council



housing with limited support. This will often result in person not being able to cope, losing their tenancy and ending up either back in the hostel or homeless.

DENS have just received notification that we have been awarded a 3 year grant from the Henry Smith Trust for additional staff hours and can now commit to providing an enhanced Resettlement Service, meaning we can support clients for up to 12 months.

In the previous year, the Resettlement Team has supported 47 clients who have moved into council or social housing. Of the 47, all have maintained their tenancy agreement.

### Crash-pad

The crash-pad at the Elms had previously only been available to those with a local connection for one night, whilst are waiting and/or sourcing alternative accommodation. With the increase in demand for all forms of temporary accommodation, this was reviewed and those with a local connection can now access the crash-pad until either a room at the Elms is available or an alternative form of accommodation has been identified.

The crash-pad is also available to rough sleepers and those without permanent accommodation who either by choice or due to eviction are not able/willing to access the Elms. Allowing this cohort to access the crash-pad not only means in the short term we are ensuring individuals are off the street, safe and fed; but they are engaging with DENS even in a limited way, and we can support them to access other services, in particular health services.

### SWEP

Year on year, there is an increase in the number of people accessing SWEP (Severe Weather Emergency Protocol). During the winter of 2018/19 SWEP averaged 7 people a night, with though on some occasions 13 people used the facility. People do not need a local connection or recourse to public funds to access SWEP, and we have had people from neighbouring Hertfordshire boroughs, as well as Luton and Essex access the service; as well as individuals with no recourse to public funds.



This put additional pressure on our resources, with extra staff and security being required to work so we can meet the needs of the cohort in a safe environment.

The cohort who access SWEP are often rough sleepers, who have complex issues and can display quite challenging behaviour.

### Cold Weather Provision

From January 2019-April 2019, DENS piloted the additional cold weather provision project. The project was funded by DBC and included:

- Extended Day Centre provision. The Day Centre opened three evenings a week, providing shelter, hot refreshments, warm clothes and advice. A taxi service was provided from the Day Centre to the Elms so attendees could access SWEP.
- Provision of clothes, sleeping bags and toiletries for those who did not want to access SWEP.
- Out-reach undertaken throughout the borough by Elms and Day Centre staff.
- Over a 3 month period 19 individuals used the service with 12 of these accessing SWEP.

### Training and Development for clients

All residents have a support plan that they develop and review with their key worker. The support plan includes training and development. Where possible Elms key workers will link residents into locally based training and support providers, such as Southill Centre.

### Work Experience

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

DENS is working in partnership with Oakmann Inns, who manage the Red Lion Restaurant and Bar in Water End. Elms residents who are interested in pursuing a career in hospitality have been offered two weeks work experience at the Red Lion. As a result of this, two residents have been offered full-time employment at the Red Lion.



### Social Enterprise

Over the past year, DENS have established 3 social enterprise programmes;

- Bike up-cycling project - repairing and selling second hand bikes
- Coffee cart - a mobile coffee cart, providing barrista style coffee made and served by our clients.
- House maintenance - providing basic house and garden maintenance; initially for DENS properties and moving forward to the community.

The overall aim of the social enterprise programme is short term to provide DENS clients as well as vulnerable adults in the community with a supportive environment to develop pre-employability and work skills; medium term to provide an additional income source for DENS, that can be used to further develop our social enterprise and training programme.

Whilst all three are still in their infancy, so far 28 service users have participated in the programme and the positive impact is already apparent.

As one client stated:

*'Helping to set up and maintain the coffee cart has helped me to keep busy and stay sober. They help me, and I help them.'*

### 3 Partnership Working

Partnership working is key to the success of DENS, not only at The Elms, but organisationally. This includes working in partnership with DBC, as well as other statutory and third sector organisations.

- DENS are active members of the Homelessness Forum and DENS CEO is the vice-chair
- DENS CEO chairs the Homelessness Mental Health Working Group, a sub-group of the Homelessness Forum
- A Senior Manager from DENS also attends JAG, and the PCC Rehabilitation of Offenders sub-group and Early Intervention sub-group.
- ELMs Manager is a member of HART

The Elms work closely with a number of third sector and public sector organisations, including Drug-link, Southill Centre, HYH, CGL, and Hightown Housing.



Alcoholics Anonymous, Narcotics Anonymous, Marijuana and Cocaine Anonymous all hold weekly meetings at the Elms.

#### 4 Customer Feedback

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

Most recent feedback included:

- *Key workers are worth their weight in gold and should be up there with doctors."*
- *DENS makes you feel a sense of relief, and worthy."*
- *"The Elms has been a Godsend to me. It's given me back my independence. My keyworker has taken away the stress of filling out forms."*

#### 5 Challenges

##### Universal Credit

For a number of the clients who access the Elms, budgeting and prioritising can be very challenging particularly for this with substance and/or alcohol misuse issues. Delays with Universal Credit payments and monthly rather than weekly or fortnightly payments results in clients being able to access large amounts of cash in one hit. The temptation can then be to spend it all quickly rather than make their personal contribution payment to the Elms. We have had a number of situations, when on receipt of a large back dated payment or their monthly payments clients have abandoned their accommodation, rather than make a payment to the Elms. This had led to an increase in evictions for personal contribution arrears.

Elms staff are working closely with the Job Centre and DWP to support clients in this situation. As well as supporting clients to access budgeting training support with Christians Against Poverty and supporting clients to stick to agreed payment plans.

##### Mental Health Support



The availability of mental health provision to meet the needs of people with complex issues, including dual diagnosis (mental a health and drug/alcohol misuse); has been an on-going issue. Wendy Lewington CEO of DENS chairs the Homelessness and Mental Health Working Group, which brings together key stakeholders to develop solutions to resolve this issue.

### Increase Demand

The demand for accommodation at The Elms is increasing. As previously stated, the crash-pad is being to accommodate people whilst they are waiting for a room to become available.

### **6 Planned Improvements for Year 5**

Additional Stage 2 Accommodation. DENS is currently identifying other forms of accommodation that could be used to support individuals ready to move from the Elms but still need additional support; including use of alternative forms of accommodation on the Elms site. This would provide clients with a greater level of independence, whilst still being able to access more intense support. A proposal will be presented to the Elms core meeting in October.

### Further Development of the Social Enterprise Programme

We knows that providing clients with structured activities in the day that not only help them develop work skills, but increase self-confidence and life skills, is key to reducing homelessness long term. DENS is committed to further development of the social Enterprise Programmes and we are currently in discussions with several funders to provide additional resources to extend this programme.

### Extension of the Resettlement Service

With the grant from Henry Smith Trust for 3 years, we can now extend the support being provide by the Resettlement Team. With more council and social housing being built in Dacorum, we believe the need for this service will increase and is fundamental to ensure that those moving on from The Elms can maintain a long term tenancy and be an active member of their community.



Wendy Lewington  
CEO DENS

Sean Fitzgerald  
ELMS and Move On Manager





# Agenda Item 10

Clerk: Corporate and Democratic Support

## 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
6 November 2019	23 October 2019	Budget Monitoring Report Q2	Assistant Director, Finance & Resources <a href="mailto:Nigel.howcutt@dacorum.gov.uk">Nigel.howcutt@dacorum.gov.uk</a>	To review and scrutinise quarterly performance
		Housing Q2 Performance Report	Assistant Director, Housing <a href="mailto:Fiona.williamson@dacorum.gov.uk">Fiona.williamson@dacorum.gov.uk</a>	To review and scrutinise quarterly performance
		Children Services and Community Safety Partnership, Customer Services, The Old Town Hall, Communications and Community Partnerships Q2 Performance Report	Assistant Director, People, Performance & Innovation <a href="mailto:Linda.roberts@dacorum.gov.uk">Linda.roberts@dacorum.gov.uk</a>	To review and scrutinise quarterly performance
		Flexible Tenancy Update	Assistant Director, Housing <a href="mailto:Fiona.williamson@dacorum.gov.uk">Fiona.williamson@dacorum.gov.uk</a>	Update on the review of flexible tenancies
		Rent and other charges	Layna Warden, Group Manager, Tenants and Leaseholders <a href="mailto:Layna.warden@dacorum.gov.uk">Layna.warden@dacorum.gov.uk</a>	Policy update on rent and other charges
		Help to move to a more suitable home	Assistant Director, Housing <a href="mailto:Fiona.williamson@dacorum.gov.uk">Fiona.williamson@dacorum.gov.uk</a>	Update on changes to assist tenants to move to a home more suitable for their needs.
		Joint Budget		**** Joint Budget **** **** 2020-2021 ****  ***** <b><i>Ideally no further items to be added</i></b>
8 January 2020	30 December 2019	Voids	Assistant Director, Housing <a href="mailto:Fiona.williamson@dacorum.gov.uk">Fiona.williamson@dacorum.gov.uk</a>	

		HRA Business Plan	Assistant Director, Housing <a href="mailto:Fiona.williamson@dacorum.gov.uk">Fiona.williamson@dacorum.gov.uk</a>	
<b>Joint Budget</b> <b>4 February 2020</b>		**** Joint Budget **** ****2020-2021****  *****  <b><i>Ideally no further items to be added</i></b>	Corporate Director, Finance and Operations <a href="mailto:James.deane@dacorum.gov.uk">James.deane@dacorum.gov.uk</a>	
<b>4 March 2020</b>	<b>19 February 2020</b>	Budget Monitoring Report Q3	Assistant Director, Finance & Resources <a href="mailto:Nigel.howcutt@dacorum.gov.uk">Nigel.howcutt@dacorum.gov.uk</a>	<i>To review and scrutinise quarterly performance</i>
		Housing Q3 Performance Report	Assistant Director, Housing <a href="mailto:Fiona.williamson@dacorum.gov.uk">Fiona.williamson@dacorum.gov.uk</a>	<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 <a href="mailto:Linda.roberts@dacorum.gov.uk">Linda.roberts@dacorum.gov.uk</a>	<i>To review and scrutinise quarterly performance</i>
		Private Sector Housing Strategy	Assistant Director, Housing <a href="mailto:Fiona.williamson@dacorum.gov.uk">Fiona.williamson@dacorum.gov.uk</a>	