



# Public Document Pack Housing and Community Overview and Scrutiny Agenda

*Scrutiny making a positive difference: Member led and independent, Overview & Scrutiny Committee promote service improvements, influence policy development & hold Executive to account for the benefit of the Community of Dacorum*

**Wednesday 6 November 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. BUDGET MONITORING Q2 (Pages 3 - 13)**

#### **7. HOUSING Q2 PERFORMANCE REPORT (Pages 14 - 94)**

#### **8. CHILDREN SERVICES AND COMMUNITY SAFETY PARTNERSHIP, CUSTOMER SERVICES, THE OLD TOWN HALL, COMMUNICATIONS AND COMMUNITY PARTNERSHIPS Q2 PERFORMANCE REPORT (Pages 95 - 99)**

#### **9. FLEXIBLE TENANCY UPDATE (Pages 100 - 113)**

#### **10. RENTS AND OTHER CHARGES (Pages 114 - 124)**



<b>Report for:</b>	<b>Housing and Community Overview and Scrutiny Committee</b>
<b>Date of meeting:</b>	<b>6 November 2019</b>
<b>PART:</b>	<b>1</b>
If Part II, reason:	

<b>Title of report:</b>	<b>Budget Monitoring Quarter 2 2019/20</b>
Contact:	Cllr Graeme Elliot, Portfolio Holder for Finance and Resources Nigel Howcutt, Assistant Director (Finance & Resources) Caroline Souto, Team Leader Financial Planning & Analysis
Purpose of report:	To provide details of the projected outturn for 2019/20 as at Quarter 2 for the: <ul style="list-style-type: none"> <li>• General Fund</li> <li>• Housing Revenue Account</li> <li>• Capital Programme</li> </ul>
Recommendations	That Committee note the financial position for the Council for 2019/20 as at Quarter 2.
Corporate objectives:	Delivering an efficient and modern council.
Implications:	<u>Financial</u> This report outlines the financial position for the Council for 2019/20 and so summarises the financial implications for service decisions expected to be made for the financial year.  <u>Value for Money</u> Regular budget monitoring and reporting supports the effective use of the financial resources available to the Council.
Risk Implications	This reports outlines the financial position for the Council for 2019/20 and in so doing quantifies the financial risk associated with service decisions expected to be made for the financial year.
Community Impact Assessment	The content of this report does not require a Community Impact Assessment to be undertaken.
Health And Safety Implications	There are no Health and Safety implications arising from this report.
Consultees	The position reported within this report has been reviewed and discussed with relevant Council Officers.

Glossary of acronyms and any other abbreviations used in this report:	GF – General Fund HRA – Housing Revenue Account MRP – Minimum Revenue Provision
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## 1. Introduction

1.1 The purpose of this report is to present the Council's forecast outturn for 2019/20 as at the 30 September 2019. The report covers the following budgets with associated appendices:

- General Fund - Appendix A. A pressure against budget of £126k is forecast.
- Housing Revenue Account (HRA) - Appendix B. A surplus of £433k is forecast.
- Capital Programme - Appendix C. Budget re-phasing to future years of £2.5m is forecast, which is 5% of the overall programme. £2.3m is HRA and £0.2m is General Fund.

## 2. General Fund Revenue Account

1.2 The General Fund revenue account records the income and expenditure associated with all Council functions, except the management of the Council's own housing stock, which is accounted for within the Housing Revenue Account (HRA).

1.3 Appendix A provides an overview of the General Fund forecast outturn position. The forecast position includes areas of both under and overspend. There is a net overall pressure of £126k, less than 1% of the net cost of services budget.

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

<b>Table 1</b>	<b>Key Financial Pressure</b>	<b>Description</b>
<b>Scrutiny Committee</b>		
Housing and Community	£195k	Garage Income
Strategic Planning and Environment	£130k	Fleet vehicle Maintenance
Strategic Planning and Environment	£105k	Planning
Strategic Planning and Environment	£90k	Commercial Waste Income

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

<b>Table 2</b>	<b>Current Budget £000</b>	<b>Forecast Outturn £000</b>	<b>Variance</b>	
			<b>£000</b>	<b>%</b>
Finance & Resources	16,382	16,394	<b>12</b>	<b>(0.1%)</b>

Strategic Planning and Environment	8,467	8,979	<b>512</b>	6.0%
Housing & Community	537	549	<b>12</b>	2.2%
<b>Total</b>	<b>25,386</b>	<b>25,922</b>	<b>536</b>	2.1%
Investment Property	(4,317)	(4,357)	<b>(40)</b>	0.9%
Core Funding	(21,070)	(21,440)	<b>(370)</b>	1.8%
<b>Contribution (to)/ from General Fund Working Balance</b>	<b>(1)</b>	<b>125</b>	<b>126</b>	

## 2.4 Core Funding - £370k additional funding / reduction in expenditure

There is a combination of additional government grant income and a reduction in expenditure forecast to yield a benefit of £370k against core funding budgets. These include:

- Increased new burdens funding of £155k, including £100k relating to the Revenues and Benefits service. This funding is not ring-fenced for a specific use and has therefore been treated as core funding. In addition £35k of Brexit funding has been received in order to prepare for withdrawal from the European Union.
- The Minimum Revenue Provision (MRP) is a minimum amount which a Council must charge against its revenue budget each year for the financing of capital expenditure which has been initially funded by borrowing. The MRP is £165k lower than budgeted for 2019/20, resulting from below-budget capital expenditure in 2018/19.
- Investment Income is forecast to exceed budget by £80k as balances of cash reserves are higher than had been anticipated due to lower than budgeted capital expenditure.
- Additional income from the HRA of £50k. This arises from work on void garden clearances previously carried out by Osborne and now undertaken by Clean, Safe and Green. As such, there is no resulting additional cost to the HRA.
- Insurance recharges to the HRA will be reduced by £80k due to additional income from Leaseholders' charges.

2.5 The following sections provide an analysis of the projected outturn and major budget variances shown by Scrutiny area.

## 3. Housing and Community

Table 3 Housing and Community	Current Budget	Forecast Outturn	Variance
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	£000	£000	£000	%
Employees	3,920	3,899	(21)	(0.5%)
Premises	886	665	(221)	(24.9%)
Transport	18	18	0	0.0%
Supplies & Services	1,389	1,361	(28)	(2.0%)
Transfer Payments	55	5	(50)	(90.9%)
Income	(5,575)	(5,183)	392	(7.0%)
Earmarked Reserves	(156)	(216)	(60)	38.5%
<b>Total</b>	<b>537</b>	<b>549</b>	<b>12</b>	<b>2.2%</b>

### 3.1 Premises - £221k underspend against budget

The forecast underspend relates to the ongoing upkeep and maintenance costs for the Garages service. A full stock condition survey has been commissioned to determine the current state of the garage stock, and the results of this are expected later this calendar year.

### 3.2 Income - £392k pressure against budget

The forecast pressure relates to the Garage service income not being achieved and is a continuation of 2018/19 position. Void rates continue at around 30%. An ongoing garage strategy will be developed once the stock condition survey has been completed.

### 3.3 Supplementary budgets requested

A specialist project manager has been commissioned to lead on improvements to the garage letting process. A drawdown of £30k from the Invest to Save reserve will be requested in the Quarter 2 Cabinet report to fund this expenditure.

## 4. Housing Revenue Account (HRA)

3.4 The HRA is a ring-fenced account relating to the Council's Landlord functions. A guiding principle of the HRA is that revenue raised from rents and service charges must be sufficient to fund expenditure incurred. The forecast outturn position for the HRA is shown at Appendix B.

3.5 The projected HRA balance at the end of 2019/20 is a surplus of £433k. A balanced outturn position for the HRA can be achieved by either increasing (in the case of an overall surplus) or decreasing (in the case of an overall deficit) the final revenue contribution to capital for the HRA. This will be a decision for Members to take once the final outturn position for 2019/20 is confirmed early in 2020/21.

### 3.6 Dwelling rents - £234k overachievement of income

The forecast overachievement of income includes the following:

- Additional income is being recovered through Housing Benefit of £140k. This relates to Housing Benefit subsidy for tenants in supported housing.

- £82k overachievement of rental income due to budget expectations on new build sites being set prudently in advance of allocations and rent levels being agreed.
- £30k surplus due to re-let properties moving to the correct rent level (known as Formula Rent).

### 3.7 Tenants' Charges - £85k underachievement on budget

A review of tenants and leaseholder service charges has led to a forecasted deficit of £85k related to a reduction in tenants' service charges. Budgets will be realigned in the next budget setting round.

### 3.8 Supervision and Management - £369k underspend against budget

The forecast underspend against budget includes:

- £270k relating to vacancies across the service. Recruitment to these vacancies is currently underway.
- £80k reduction in the recharge to the HRA relating to Insurance. This relates to income from Insurance charges payable by Leaseholders.

## 5. Capital Programme

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

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

The current budget is the original budget approved by Cabinet in February 2019, plus approved amendments.

The 'rephasing' column refers to projects where expenditure is still expected to be incurred, but will now be in 2020/21 rather than 2019/20 ('slippage'), or conversely, where expenditure planned initially for 2020/21 has been incurred in 2019/20 ('accelerated spend').

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

Table 4	Current Budget £000	Rephasing £000	Revised Budget £000	Forecast Outturn £000	Variance £000 %	
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Housing & Community	6,184	(198)	5,986	5,986	0	0.0%
<b>GF Total</b>	<b>6,184</b>	<b>(198)</b>	<b>5,986</b>	<b>5,986</b>	<b>0</b>	<b>0.0%</b>
<b>HRA Total</b>	<b>43,050</b>	<b>(2,308)</b>	<b>40,742</b>	<b>40,742</b>	<b>0</b>	<b>0.0%</b>
<b>Grand Total</b>	<b>49,234</b>	<b>(2,506)</b>	<b>46,728</b>	<b>46,728</b>	<b>0</b>	<b>0.0%</b>

### 3.10 General Fund Major Variances

There is projected rephasing of £0.2m into 2020/21 on the General Fund and a balanced outturn position.

- Line 157: slippage of £0.2m on Temporary Accommodation Development. Completion is now expected slightly later which will push the expenditure into 2020/21.

### 3.11 Housing Revenue Account Major Variances

There is projected rephasing on HRA of £2.3m and a forecast balanced outturn position.

- Line 207 and 217: these lines offset each other, as the budget for land acquisition of Eastwick Row is built in to the New Build General line. Once the land has been acquired, virements will be requested to transfer the appropriate portion of the budget to the correct scheme.
- Line 208: slippage of £1.3m on Martindale. The site is progressing well and is still expected to complete mid 2020/21, however a greater part of the costs will now be in 2020/21. A proportion of the contingency is also not expected to be required, however this will be confirmed when the project is nearer to completion.
- Line 209: Strategic Acquisitions – Housing. £161k of expenditure is required in order to buy back a leasehold property which had been sold under the Right to Buy scheme. The tenants expressed a desire to sell the property back to the Council and there is high demand for similar properties in the area. A supplementary budget will be requested in the Quarter 2 Cabinet report.
- Line 211: underspend of £0.5m on Stationers Place with slippage of £0.9m. The scheme is due to complete in Q1 of 2020/21.
- Line 213 and 214: overspend of £0.7m on Swing Gate Lane, due to a number of factors including planning requirements, some contamination on site, archaeological issues and client changes.
- Line 216: accelerated spend of £0.35m on Coniston Road. The land purchase had been budgeted in 2020/21 but is now expected to take place in 2019/20.

- Line 218: slippage of £0.4m on St. Margaret's Way. The scheme was put on hold for a number of months whilst options for the site were reviewed. This has led to slippage into 2020/21.

## **6. Conclusions and recommendations**

- 3.12** As at Quarter 2 2019/20, there is a forecast pressure of £126k against General Fund budgets and a forecast surplus of £433k against Housing Revenue Account budgets.
- 3.13** As at Quarter 2 2019/20, against General Fund capital there is forecast budget rephasing of £0.2m and a balanced outturn position. Against Housing Revenue Account capital schemes, budget rephasing of £2.3m is forecast and outturn is expected to be on budget.
- 3.14** Members are asked to note the financial position for the Council for 2019/20 as at Quarter 2.



**Dacorum Borough Council**  
**Revenue Budget Monitoring Report for September 2019 (Cost of Services Analysis By Scrutiny Committee)**

	Month			Year-to-Date			Full Year		
	Budget £000	Actuals £000	Variance £000	Budget £000	Actuals £000	Variance £000	Budget £000	Forecast Outturn £000	Variance £000
<b>Cost of Services</b>									
Finance and Resources	608	930	322	6,672	5,192	(1,480)	16,382	16,394	12
Housing and Community	23	(37)	(60)	463	(259)	(722)	537	549	12
Strategic Planning and Environment	403	1,172	769	4,517	4,761	244	8,467	8,979	512
<b>Operational Costs</b>	<b>1,034</b>	<b>2,065</b>	<b>1,031</b>	<b>11,652</b>	<b>9,694</b>	<b>(1,958)</b>	<b>25,386</b>	<b>25,922</b>	<b>536</b>
<b>Other Items</b>									
Investment Property	(34)	(90)	(56)	(3,163)	(3,063)	100	(4,317)	(4,357)	(40)
Investment Income	(16)	(135)	(119)	(94)	(269)	(175)	(188)	(268)	(80)
Interest Payments and MRP	81	0	(81)	485	237	(248)	970	805	(165)
Parish Precept Payments	0	0	0	816	816	0	816	816	0
Government Grants	(182)	(186)	(4)	(1,089)	(2,306)	(1,217)	(2,179)	(2,334)	(155)
Taxation (Council Tax and Business Rates)	(1,356)	23,481	24,837	(8,138)	(26,003)	(17,865)	(16,276)	(16,276)	0
<b>Surplus / Deficit on Provision of Services</b>	<b>(1,507)</b>	<b>23,070</b>	<b>24,577</b>	<b>(11,183)</b>	<b>(30,588)</b>	<b>(19,405)</b>	<b>(21,174)</b>	<b>(21,614)</b>	<b>(440)</b>
<b>Transfers between Reserves / Funds</b>									
Net Recharge to the HRA	(351)	(68)	283	(2,107)	(28)	2,079	(4,213)	(4,183)	30
<b>Net Movement on General Fund Working Balance</b>	<b>(460)</b>	<b>25,067</b>	<b>25,527</b>	<b>544</b>	<b>(20,922)</b>	<b>(21,466)</b>	<b>(1)</b>	<b>125</b>	<b>126</b>

 <b>Housing Revenue Account</b> <b>2019/20 Outturn Revenue Budget Monitoring Report</b>				
	<b>Adjusted Budget £000</b>	<b>Outturn £000</b>	<b>Variance</b>	
			<b>£000</b>	<b>%</b>
<b>Income:</b>				
Dwelling Rents	(52,536)	(52,770)	(234)	0.4%
Non-Dwelling Rents	(102)	(102)	0	0.0%
Tenants Charges	(1,626)	(1,476)	150	-9.2%
Leaseholder Charges	(487)	(552)	(65)	13.3%
Interest and Investment Income	(435)	(435)	0	0.0%
Contribution towards Expenditure	(645)	(620)	25	-3.9%
<b>Total Income</b>	<b>(55,831)</b>	<b>(55,955)</b>	<b>(124)</b>	<b>0.2%</b>
<b>Expenditure:</b>				
Repairs & Maintenance	12,068	12,068	0	0.0%
Supervision & Management	12,783	12,414	(369)	-2.9%
Rent, Rates, Taxes & Other Charges	35	95	60	171.4%
Interest Payable	11,558	11,558	0	0.0%
Provision for Bad Debts	975	975	0	0.0%
Depreciation	12,625	12,625	0	0.0%
HRA Democratic Recharges	307	307	0	0.0%
Revenue Contribution to Capital	5,480	5,480	0	0.0%
<b>Total Expenditure</b>	<b>55,831</b>	<b>55,522</b>	<b>(309)</b>	<b>-0.6%</b>
Transfer to / (from) Housing Reserves	0	0	0	0.0%
<b>HRA Deficit / (Surplus)</b>	<b>0</b>	<b>(433)</b>	<b>(433)</b>	<b>0.0%</b>
<b>Housing Revenue Account Balance:</b>				
Opening Balance at 1 April 2019	(2,892)	(2,892)	0	0.0%
Deficit / (Surplus) for year	0	(433)	(433)	0.0%
Proposed Contributions to Reserves	0	0	0	
<b>Closing Balance at 31 March 2020</b>	<b>(2,892)</b>	<b>(3,325)</b>	<b>(433)</b>	

CAPITAL PROGRAMME MONITORING BY SCRUTINY COMMITTEE FOR SEPTEMBER 2019

Scheme	Budget Holder	Original Budget	Prior Year Slippage	Adj's, Supps, Virements	Adjustments (Slip. C/F)	In-Year Adjustments	Current Budget	YTD Spend	Projected Outturn	Forecast Slippage	Projected Over / (Under)
<b>General Fund</b>											
<b>Housing and Community</b>											
<b>Procurement and Contracted Services</b>											
144 Rolling Programme - CCTV Cameras	Ben Hosier	25,000	0	0	0	0	25,000	21,265	25,000	0	0
145 Alarm Receiving Centre	Ben Hosier	0	33,627	0	0	0	33,627	0	33,627	0	0
146 CCTV Equipment Refresh	Ben Hosier	490,000	0	0	(245,000)	(245,000)	245,000	0	245,000	0	0
		<b>515,000</b>	<b>33,627</b>	<b>0</b>	<b>(245,000)</b>	<b>(245,000)</b>	<b>303,627</b>	<b>21,265</b>	<b>303,627</b>	<b>0</b>	<b>0</b>
<b>People</b>											
150 Verge Hardening Programme	Matt Rawdon	350,000	(106,063)	0	0	0	243,937	14,382	243,937	0	0
151 Storage Facility at Grovehill Adventure Playground	Matt Rawdon	0	25,000	0	0	0	25,000	0	25,000	0	0
152 Capital Grants - Community Groups	Matt Rawdon	20,000	0	0	0	0	20,000	3,000	20,000	0	0
		<b>370,000</b>	<b>(81,063)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>288,937</b>	<b>17,382</b>	<b>288,937</b>	<b>0</b>	<b>0</b>
<b>Strategic Housing</b>											
156 Affordable Housing Development Fund	David Barrett	1,629,000	2,062,567	0	0	0	3,691,567	2,594,424	3,691,567	0	0
157 Northend & Westerdale (Garage Development)	David Barrett	370,000	1,407,359	0	0	0	1,777,359	515,430	1,579,159	(198,200)	0
159 Wood House - Office Space Fit Out	David Barrett	0	0	0	0	0	0	17,668	0	0	0
160 Temporary Accommodation - creation of new units	David Barrett	90,000	32,711	0	0	0	122,711	87,257	122,711	0	0
		<b>2,089,000</b>	<b>3,502,637</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,591,637</b>	<b>3,214,779</b>	<b>5,393,437</b>	<b>(198,200)</b>	<b>0</b>
Totals - Fund: General Fund		<b>2,974,000</b>	<b>3,455,201</b>	<b>0</b>	<b>(245,000)</b>	<b>(245,000)</b>	<b>6,184,201</b>	<b>3,253,427</b>	<b>5,986,001</b>	<b>(198,200)</b>	<b>0</b>

CAPITAL PROGRAMME MONITORING BY SCRUTINY COMMITTEE FOR SEPTEMBER 2019

Scheme	Budget Holder	Original Budget	Prior Year Slippage	Adj's, Supps, Virements	Adjustments (Slip. C/F)	In-Year Adjustments	Current Budget	YTD Spend	Projected Outturn	Forecast Slippage	Projected Over / (Under)
<b>Housing Revenue Account</b>											
<b>Housing and Community</b>											
<b>Property &amp; Place</b>											
198	Planned Fixed Expenditure	Alan Mortimer	12,000,000	0	0	0	12,000,000	4,183,384	12,000,000	0	0
199	Pain/Gain Share (Planned Fixed Expenditure)	Alan Mortimer	0	0	0	0	0	101,568	0	0	0
200	M&E Contracted Works	Alan Mortimer	700,000	0	0	0	700,000	386,584	700,000	0	0
201	Communal Gas & Heating	Alan Mortimer	3,000,000	0	0	0	3,000,000	1,178,971	3,000,000	0	0
202	DBC Commissioned Capital Works	Alan Mortimer	(439,505)	3,420,524	0	0	2,981,019	639,366	2,981,019	0	0
203	Special Projects	Alan Mortimer	146,000	767,853	0	0	913,853	0	862,000	(51,853)	0
			<b>15,406,495</b>	<b>4,188,377</b>	<b>0</b>	<b>0</b>	<b>19,594,872</b>	<b>6,489,873</b>	<b>19,543,019</b>	<b>(51,853)</b>	<b>0</b>
<b>Strategic Housing</b>											
207	New Build - General Expenditure	David Barrett	(326,953)	5,750,715	0	0	5,423,762	5,775	4,098,421	0	(1,325,341)
208	Martindale	David Barrett	8,221,449	2,021,510	0	184,516	10,427,475	3,427,869	9,167,959	(1,259,516)	0
209	Strategic Acquisitions - Housing	David Barrett	0	0	0	0	0	272	160,660	0	160,660
210	Kylina Court (Previously known as Wood House)	David Barrett	0	0	0	0	0	(15,990)	50,230	0	50,230
211	Stationers Place / Apsley Paper Mill	David Barrett	3,895,519	2,193,192	0	0	6,088,711	1,139,761	4,663,001	(930,000)	(495,710)
212	Able House	David Barrett	0	0	0	0	0	31,748	17,700	0	17,700
213	Swing Gate Lane	David Barrett	0	0	0	0	0	109,168	391,100	0	391,100
214	Swing Gate Lane Conversion	David Barrett	0	0	0	0	0	172,620	312,600	0	312,600
215	Bulbourne	David Barrett	800,000	34,656	0	(748,937)	85,719	0	69,956	(15,763)	0
216	Coniston Road	David Barrett	60,000	39,200	0	(15,557)	83,643	27,620	435,000	351,357	0
217	Eastwick Row	David Barrett	120,000	11,529	0	0	131,529	79,424	1,135,429	103,900	900,000
218	St Margaret's Way	David Barrett	400,000	41,148	0	0	441,148	0	20,148	(421,000)	0
219	Paradise Fields	David Barrett	150,000	5,739	0	(34,071)	121,668	35,536	144,500	34,071	(11,239)
220	Gaddesden Row	David Barrett	100,000	(7,668)	0	339,168	431,500	324,056	383,002	(48,498)	0
221	Randalls Ride	David Barrett	120,000	0	0	(60,000)	60,000	0	40,000	(20,000)	0
222	Garage Sites - New Build Developments	David Barrett	500,000	0	0	(400,000)	100,000	0	100,000	0	0
223	Wilstone	David Barrett	120,000	0	0	(60,000)	60,000	7,582	9,600	(50,400)	0
			<b>14,160,015</b>	<b>10,090,021</b>	<b>0</b>	<b>(794,881)</b>	<b>23,455,155</b>	<b>5,345,442</b>	<b>21,199,306</b>	<b>(2,255,849)</b>	<b>0</b>
<b>Totals: Housing and Community</b>			<b>29,566,510</b>	<b>14,278,398</b>	<b>0</b>	<b>(794,881)</b>	<b>43,050,027</b>	<b>11,835,315</b>	<b>40,742,325</b>	<b>(2,307,702)</b>	<b>0</b>
<b>Totals - Fund: Housing Revenue Account</b>			<b>29,566,510</b>	<b>14,278,398</b>	<b>0</b>	<b>(794,881)</b>	<b>43,050,027</b>	<b>11,835,315</b>	<b>40,742,325</b>	<b>(2,307,702)</b>	<b>0</b>
<b>Totals</b>			<b>32,540,510</b>	<b>17,733,599</b>	<b>0</b>	<b>(1,039,881)</b>	<b>49,234,228</b>	<b>15,088,742</b>	<b>46,728,326</b>	<b>(2,505,902)</b>	<b>0</b>

# Agenda Item 7



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

<b>Title of report:</b>	<b>2018/19 Quarter 2 Performance Report, Service Plan Update &amp; Operational Risk Register – Housing</b>
Contact:	Councillor Margaret Griffiths, Portfolio Holder for Housing  Author/Responsible Officer – Fiona Williamson – Assistant Director - Housing
Purpose of report:	1. To update the Committee on the Performance of the Housing Service - Quarter 2 2019/20  2. To inform the Committee on the progress of the 2019/20 Housing Service Plan and Operational Risk Register
Recommendations	That the Committee note the Performance Report, Service Plan and Operational Risk Register
Corporate objectives:	Affordable Housing – the provision of good quality affordable homes, by investing in existing stock and developing new.
Implications:	<u>Financial</u>  All areas of the service are subject to Monthly Budget Monitoring Meetings with the HRA Financial Accountant. Budget Reporting is quarterly to Housing and Communities Overview and Scrutiny Committee.
‘Value For Money Implications’	<u>Value for Money</u>  The Housing Service & its costs are reviewed annually through a national benchmarking organisation (Housemark)

Risk Implications	Housing Operational Risk Register details the risks associated with the management of the housing service.
Equalities Implications	Community Impact Assessments are developed whenever there is a requirement to change or create a new policy or procedure or significant change to service delivery.
Health And Safety Implications	Health & Safety is an identified key risk for the Housing Service.
Consultees:	Mark Gaynor – Corporate Director, Housing and Regeneration Alan Mortimer – Group Manager Property and Place Natasha Beresford – Group Manager Strategic Housing Layna Warden – Group Manager Tenants and Leaseholders David Barrett – Group Manager, Housing Development
Background papers:	n/a
Historical background <i>(please give a brief background to this report to enable it to be considered in the right context).</i>	In consultation with staff and members of the Tenants & Leaseholder Committee, a set of performance indicators are agreed, approved by the Portfolio Holder for Housing. These indicators are monitored monthly and reported to the HCOSC quarterly. In addition, there are suites of contractual performance indicators used to monitor the performance of the contractors delivering the services and these are linked to their profit.
Glossary of acronyms and any other abbreviations used in this report and appendices:	TLC – Tenants & Leaseholder Committee SIE – Strategy, Improvement and Engagement Team CMT – Corporate Management Team TAM – Total Asset Management IT – Introductory tenancy UC – Universal Credit CA – Citizens Advice DWP – Department for Work and Pensions CPN – Community Protection Notice HRA – Housing Revenue Account TAM – Total Asset Management ASB – Anti-Social Behaviour HMO – Houses in Multiple Occupation

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## **1.0 Introduction**

- 1.0.1 This report details the performance of the Housing Service during the second quarter of 2019/20, against the performance indicators. Performance indicators are extracted from Rocket, the performance-reporting tool, and contained in Appendix A
- 1.0.2 The report also details the Housing Service Plan and Operational Risk Register. The Service Plan and Risk Register are reviewed quarterly reviews and updated to reflect the progress against the various milestones and establish if there have been any changes to the risk rating or likelihood of occurrence. In order to reduce the potential of the risk occurring, various mitigations are in place to reduce the likelihood or severity of occurrence. The Service Plan and Risk Register are contained at Appendix B.

## **2.0 Housing Performance Report – Q1 2019/20**

- 2.0.1 Appendix A shows performance against the 'Service Critical' performance indicators for the 2nd Quarter of 2019/20.
- 2.0.2 **Performance Highlights:** Repairs and improvement programmes are being delivered with high levels of customer satisfaction, quality levels and within target timescales. All emergencies were attended within the 4 hour time limit.
- 2.0.3 The average key to key time for general needs and sheltered properties has been within target in quarter two, which is very positive and reflective of the additional work that has been undertaken to address the empty homes performance. The empty homes process will be mapped as part of one of the new normal projects, to determine if further improvements can be achieved.
- 2.0.4 The licencing of HMO's continues to increase with both the number which are licenced, 167 and applications for licencing, 13 rising since last year. The team have provided support and guidance to a number of landlords to ensure the standard of accommodation provided meets the appropriate legislative requirements and been working pro-actively with the fire service and registered providers to improve the safety of a number of blocks within the borough.
- 2.0.5 The performance of the lifeline call service has continued to improve, with 98.18% of calls being answered within 60 seconds compared to 97.66% in the last quarter. This is very positive and a result of the improvement notice served by Dacorum on Tunstall and intensive work that they subsequently invested in ensuring performance issues were adequately addressed.
- 2.0.6 The number of housing advice cases increased from 391 in quarter 1 to 467 in quarter 2 and the service continues to have more complex cases approaching. The most common being single applicants with severe mental health problems, with drug and alcohol as the main issues. The teams are working with various partners to provide support to these individuals and ensure their cases are managed appropriately whilst they are in temporary accommodation.

- 2.0.7 **Performance challenges:** The rent collection was down slightly and continues to be impacted by the increasing number of tenants who are on Universal Credit, but the commissioning of a new software tool is being rolled out which will assist with targeting tenants before arrears build up.
- 2.0.8 The increasing numbers of people presenting homeless and the complex circumstances leading to their presentation, continues to prove a challenge with ongoing levels of enhanced support often being required. There has been an increase in the length of time people are in temporary accommodation and the resource required to manage some of the complex cases has also been increasing.
- 2.0.9 The average time to re-let adapted properties was above target, but this was dramatically impacted by a single property, which due to a complex set of circumstances has been empty for a total of 598 days.
- 2.1.0 The average time to re-let general needs and sheltered properties have both experience problems and not been within target, in part due to resourcing problems within the team and partly arising from tenant refusals. The recruitment for four officers is currently underway, which will enable the team to operate more effectively and reduce the letting time.
- 2.1.1 The separation of each category of empty home for reporting, has enabled further analysis of refusal reasons and also an assessment of the numbers who are actively bidding on properties, which still remains low.
- 2.1.2 The review of the empty homes process continues and changes to the management of the functions and creating more generic roles, will provide further resilience in the teams, so that key to key times are reduced.
- 2.1.3 The number of complaints received in the second quarter increased since the same quarter last year and eight of these were responded outside of the target. Of these two were a result of system errors and the remainder were due to delays in receiving information from suppliers. This has been addressed directly with those individuals and will be monitored to prevent any future issues.

### **3.0 Housing Service Plan & Operational Risk Register**

- 3.0.1 The 2019/20 Housing Service Plan and Operational Risk Register are contained in Appendix B and provide an update on progress during the 2<sup>nd</sup> quarter against the various service objectives and an update on the operational risks.

## OSC Report - Housing & Community - Housing Landlord Sep-2019

Indicator Name	Results Sep-2019	Last Quarters Results Jun-19	Last Years Results Sep-18	RAG 	Comments	Actions
Affordable Housing - Achieve good social housing						
TL55 - % of tenants paying for their house or garage rent by Direct debit	50.2% Target: 0	50.5% Target: 0	42% Info Only	0   0   0	Updater Comments: A reduction on Q1, this is due to non council garage terminations where NCT garages have to be paid for via DD.	No Info
SH36 - Number of illegal evictions prevented	0 People Info Only	2 People Info Only	0 People Info Only		Updater Comments: Officers have been looking of ways of recording these figures, currently we are joint working with the Homeless Prevention & Assessment team.	No Info
TL02 - Rent collected as a percentage of rent owed (excluding current arrears brought forward)	98.74% Target: 99	99.2% Target: 99	99.75% Target: 99	0   1   3	Updater Comments: Figure just below target and below Q1's figure. There was a slight improvement from August to September so hope to see better figures end Q3. Closer management of some officers and their accounts is now in place to improve rent collection.	No Info
PP12 - Percentage of non-urgent repairs completed within target	98% Target: 98	99% Target: 98	98% Target: 98	0   0   4	Updater Comments: Osborne report a quarterly performance of 98.4% with 5582 non-urgent repairs being completed within target in the period of Quarter 2.	No Info
PP13b - Percentage of responsive repairs completed right first time	90% Target: 78	90% Target: 78	88% Target: 78	0   0   4	Updater Comments: Osborne reported Quarter 2 averagely provided for 90.21 % of repairs being completed first time, which is 4% above target of 86%.	No Info
PP15 - Percentage of tenants satisfied with the service planned and responsive works	99% Target: 90	99.2% Target: 90	99% Target: 90	0   0   4	Updater Comments: Osborne inform us that a stable and positive Quarter 2 performance with 99.1% of the residents that responded to various methods of satisfaction surveys undertaken by Osborne, were satisfied with the repair and planned service works delivered to them.	No Info

Indicator Name	Results Sep-2019	Last Quarters Results Jun-19	Last Years Results Sep-18	RAG 	Comments	Actions
SH03a - Average time (working days ) to re-let general needs properties	30 Days 2124 / 61 Target: 30	35 Days 2151 / 59 Target: 30		0   1   1	Updater Comments: 61 general needs properties were let in this quarter and average working days to re-let =34.81 days which is out of target. The second quarter has highlighted that a number of properties are out of key to key target due to the length of time that keys are with the contractors overall. The work stream review is underway to look at innovative ways to reduce the length of time each property is void. From an allocations point of view, to minimise the impact that refusals and readvertising has on this figure we are also looking into adverting and viewing properties during notice periods.	No Info
SH03b - Average time (working days) to re-let adapted properties	207, Days 826 / 4 Target: 151	136, Days 1496 / 11 Target: 151		1   0   1	Updater Comments: 4 adapted properties have been let during quarter 2. 3 of these were within the target of 151 working days. 56 Masons Road has significantly affected the quarter result as was void for a total of 595 days as being considered for redevelopment prior to the decision to relet as an adapted property. The adaptations process and policy are to be reviewed to ensure that the process is efficient both for identification of possible properties and for how long work takes to complete.	Review of the process for disposals to be considered and prevent impact on empty homes figures.

Indicator Name	Results Sep-2019	Last Quarters Results Jun-19	Last Years Results Sep-18	RAG 	Comments	Actions
SH03c - Average time (working days) to re-let sheltered properties	43 Days 1972 / 46 Target: 43	38 Days 1725 / 45 Target: 43		0   0   2	<p>Updater Comments: The figure continues to be affected by the number of properties that have required multiple advertising cycles to identify an applicant. Different ways to promote and incentivise are being explored and further work is required to understand why applicants are not bidding for certain schemes.</p> <p>Approver Comments: It is hoped that changes being made in relation to the allocations policy amendments will have a positive impact on this figure.</p>	Further improvements to be considered under the work stream review.

Indicator Name	Results Sep-2019	Last Quarters Results Jun-19	Last Years Results Sep-18	RAG	Comments	Actions
SH04a - % of general needs properties let in target	55.74% 34 / 61 Target: 70	57.63% 34 / 59 Target: 70		2   0   0	<p>Updater Comments: The figure for quarter 2 remains low but work is ongoing to streamline process and analyse where delays are occurring. The work stream review is underway to look at innovative ways to reduce the length of time each property is void. From an empty homes point of view this will include looking at length of time each contractor has the keys and where delays can be reduced. Additional resource is in place for surveyors to ensure early identification of required works and resourcing is underway for allocations to ensure there is a consistent work output from this side of the service.</p> <p>Approver Comments: This figure has also been impacted by short term officer absence as a result of a bereavement, which has impacted resource and resilience within the service.</p>	Resilience within the Lettings team to be finalised through the Property & Place restructure. Housing Needs team currently also have 4x vacancies out to advert, these officers have direct responsibility for allocation of properties, recruitment to be co
SH04b - % of adapted properties let in target	75% 3 / 4 Target: 70	63.64% 7 / 11 Target: 70		0   1   1	<p>Updater Comments: The figure for quarter 2 is in target. 3 of the 4 properties let were within target. The property out of target had been void for a long period of time as being considered for redevelopment before being offered to applicants. Delays of this nature need to be minimised in the future to ensure that properties are not sitting vacant for prolonged periods.</p>	Further opportunity to improve on performance to be identified via the work stream review.

Indicator Name	Results Sep-2019	Last Quarters Results Jun-19	Last Years Results Sep-18	RAG 	Comments	Actions
SH04c - % of sheltered properties let in target	65.22% 30 / 46 Target: 70	62.22% 28 / 45 Target: 70		1   1   0	Updater Comments: A strong focus has been placed on improving the time it takes to advertise, shortlist and offer a property and the figures are moving in the right direction and the staff vacancy is now being covered by a temporary member of staff. A review of the Moving to a smaller home Policy is underway to determine whether older applicants are taking advantage of the scheme and opportunity to move into smaller accommodation.  No Comments	Recruitment of Housing Needs Officer is hoped to have a positive impact on performance in this area, in addition to the new role of Housing Needs Support officer starting in post on 4/11/2019
PP04 - Percentage of properties passing QA checks Repairs and voids	98% Target: 98	99% Target: 98	99% Target: 98	0   0   4	No Comments	No Info
PP05 - Percentage of properties passing QA checks Planned works	100% Target: 98	100% Target: 98	100% Target: 98	0   0   4	No Comments	No Info
PP13a - Percentage of responsive repairs completed within target	98.5% 6032 / 6124 Target: 97	98.88% 5904 / 5971 Target: 97	97.83% 6316 / 6456 Target: 97	0   0   4	No Comments	No Info
SH07a - Number of new housing advice cases received	467 Cases Info Only	391 Cases Info Only	476 Cases Info Only		Updater Comments: New approaches seem to have increased quite significantly compared to the last quarter. We continue to have more complex cases approaching. The most common being single applicants with severe mental health issues with drug and alcohol as the main issues. Working with various partners to address some of the issues, we are facing as a council especially those in temporary accommodation.	Meeting held with CGL to try and establish engagement and attendance to the Homeless Forum/Mental Health Working Group

Indicator Name	Results Sep-2019	Last Quarters Results Jun-19	Last Years Results Sep-18	RAG 	Comments	Actions
TST02 - % of Tenancy Sustainment cases where rent arrears were reduced	78% 7 / 9 Target: 70	71% 5 / 7 Target: 70	75% 12 / 16 Target: 70	0   0   4	Updater Comments: Tenants are continuing to demonstrate the ability to sustain their tenancies long after the intervention.	No Info
SH20e - Number of Applicants on Housing Register	6811 Applications Info Only	6944 Applications Info Only	No Data Info Only		Updater Comments: 5806 Active 1005 Suspended the quarterly figure has remained consistent	No Info
PP01 - Percentage of dwellings with a valid Gas Safety Certificate	99.97% Target: 100	99.98% Target: 100	99.99% Target: 100	0   2   2	Approver Comments: Majority of cases are serviced on first attempt - 78%, with 20% being completed no later than 3rd attempt. Remainder are hardcore element which requires up to 7 arranged attempts to complete	Process is working well, monitor to ensure that figures stay on track
PP10 - Percentage of emergency repairs completed within 4 hours	100% Target: 99	100% Target: 99	99% Target: 99	0   0   4	Updater Comments: Osborne supplied figures record an impressive total of 406 Emergency repairs were completed in the 2nd quarter of 2019, with all being attended within 4 hours.	No Info
Affordable Housing - Design and enable a more varied housing offer						
SH37 - Number of rough sleepers approaching	5 People Info Only	6 People Info Only	4 People Info Only		Updater Comments: We have had only 5 rough sleepers approach this quarter, however work with our partners confirm that there are about 22 rough sleepers in Dacorum. Hightown has now recruited a dedicated Outreach Worker, Drug & Alcohol Worker and a Housing First Specialist on behalf of the Council to tackle rough sleeping in Dacorum.	No Info
SH38 - Number of main duty applications	23 Applications Info Only	26 Applications Info Only	38 Applications Info Only		Updater Comments: Main duty applications gradually going down but not significantly. Officers working hard to relieve some cases at the relief stage through part 6 and support into the private sector with our Homeless Prevention fund.	No Info

Indicator Name	Results Sep-2019	Last Quarters Results Jun-19	Last Years Results Sep-18	RAG 	Comments	Actions
SH39 - Number of cases where prevention has been successful	31 People Info Only	25 People Info Only	20 People Info Only		Updater Comments: Successful prevention has gone up slightly. Officers have done this through supporting applicants to privately rent with a deposit from the Homeless Prevention Fund and sometimes through part 6. Occasionally they have been able to negotiate with excluders to keep applicants where they approach from.	No Info
SH40 - Number of cases where relief has been successful	27 People Info Only	16 People Info Only	16 People Info Only		Updater Comments: Successful relief cases has almost doubled compared to the last quarter. The team have been successful in securing some private sector properties and in line with the Homeless Reduction Act relieving homelessness into them rather than finding applicants intentionally homeless.	No Info
Building Community Capacity - Empower local community action and delivery						
SH32 - Total number of times the service has engaged with tenants (not social media)	318 People Info Only	328 People Info Only	341 People Info Only		No Comments	No Info
SH33 - Overall spend on engagement activity per property	£18 Info Only	£10 Info Only	£0 Info Only		Updater Comments: Figure in pounds. Spend on engagement per property does not include the following overheads: Management Time Finance Time Payments Printing Payments Website and BD	No Info
Dacorum Delivers - Performance excellence						
TL13a - Percentage of Community Alarm calls answered within 1 min	98.18% Target: 97.5	97.66% Target: 97.5	97.66% Target: 97.5	1   1   2	Updater Comments: Exceeded contractual KPI for the quarter.	Monitor

Indicator Name	Results Sep-2019	Last Quarters Results Jun-19	Last Years Results Sep-18	RAG 	Comments	Actions
Dacorum Delivers - Reputation and profile delivery						
HL05a - Stage 1 Complaints responded to within target for Housing	75.76% 25 / 33 Target: 85	94.44% 17 / 18 Target: 85	100% 23 / 23 Target: 85	2   0   2	No Comments	No Info
Safe and Clean Environment - Maintain a clean and safe environment						
SH34 - Total number of Houses in Multiple Occupation (HMO's) with a license	167 Dwellings Info Only	144 Dwellings Info Only	126 Dwellings Info Only		Updater Comments: The team have been working on the backlog of applications. As each application involves an officer to obtain all supporting documents, then a 2-officer visit, a 21-day objection period, this process takes up to 3 months to complete. The last quarters figures were of 50, several licences have expired over the last quarter, 62 is an increase, a steady flow has been found with officers completing licences. 13 Applications received in the quarter and increase of 12.	No Info
SH35 - Number of licence applications	13 Dwellings Info Only	12 Dwellings Info Only	13 Dwellings Info Only		No Comments	No Info
TL15 - Satisfaction with the outcome of medium level ASB cases	73% 8 / 11 Target: 75	83% 10 / 12 Target: 75	70% 19 / 27 Target: 75	0   2   1	Updater Comments: It would appear that there has been difficulty contacting the tenants involved to ascertain their full feedback. The Satisfaction feedback is relatively low in comparison to the amount of cases closed each month. The quarterly figures reflect only a small fraction of the cases closed each month.	Tenant expectations need to be managed closely. Staff need to encourage more tenants to provide feedback.
					No Comments	

# CMT Review & Sign-off of Service Plan

Required Consultations ('X' for all that apply)

Required Consultations (must be completed before CMT submission)		
Area	Date of Review	Any Issues / Comments/Concerns from Consultee/areas of shared objectives
Planning, Development & Regeneration		Shared objectives: New Build programme, Growth and Infrastructure
Housing		
ICT & People		
Finance		
Legal & Democratic Services		
Environmental, Resident & Regulatory Services		Shared Objectives: ASB and Enforcement activities
Finance, Commercial Assets & Property Development, Revenues Benefits and Fraud, Procurement & Compliance		Shared Objectives: Garage strategy & Investment planning



# Housing

## Service Plan

Period of the Plan	2019/20
<b>Services: Housing</b>	<ul style="list-style-type: none"><li>• Strategic Housing</li><li>• Property &amp; Place</li><li>• Tenants &amp; Leaseholders</li><li>• Housing Development</li></ul>

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# Strategic Priorities

## Council Strategic Priorities & Service Objectives

Priorities	Service objectives (outcome focused)	Barriers to overcome
<b>Ensuring economic growth and prosperity</b>	<p>Where possible work with local based suppliers to deliver works to the Housing Service contained within the TAM 5 year benchmarking review</p> <p>Branching Out Initiative to support tenants back into work to reduce dependence of benefits</p>	<p>OJEU procurement regulations need to ensure fair treatment of suppliers from all areas within the EU and care taken not to introduce any bias.</p> <p>Often circumstances behind work options are complex and input from external agencies is required to support positive outcomes</p>
<b>Affordable Housing</b>	<p>Essentially the focus of the whole service is aimed at improving the quality and availability of affordable homes with a specific focus on those in greatest housing need.</p> <p>Whole service Supported housing Project to assess the ongoing viability and use of the sheltered units in line with the allocations policy, feedback from open days, demand, supply, external funding, specialist use,, layout, size of units, desirability and net present value in order to consider possible re-designation or re-provision.</p>	<p>Requirement to obtain demographic data externally to supplement the internal sources of demand and supply data. Consideration of the impact of external support funding or grants</p> <p>Conclude the review of the new Strategic Tenancy Strategy in line with the Localism Act and gain formal approval prior to implementation.</p>

	<p>Strategic Tenancy Strategy to obtain formal approval and implement</p> <p>Continue to work with partner agencies, HCC and other districts to target intervention in the approach to street homeless maximising the benefits of the grant funding</p> <p>Undertake the 5 year benchmarking review of the Total Asset Management Contract in line with the contract provisions to ensure the contract remains fit for purpose and is delivering the strategic and operational objectives</p> <p>Improve the scope and range of services available through frameworks to provide resilience in the event of contractor collapse and to enable market testing of various works elements</p> <p>Work with Strategic Planning and Development Control on the Local Plan to maximise opportunities for social housing development and delivery on larger sites.</p>	<p>Increasing numbers of street homeless and complex cases at presentation, with limited support from Community Mental Health teams or Adult care services</p> <p>SWOT analysis undertaken and delivery on a set of key objectives to be resolved in advance of the year 5 review as the decision on the year 4 contract extension has been deferred, subject to satisfactory completion of defined objectives.</p> <p>Ongoing high levels of demand across the sector for all compliance related functions especially fire safety engineers, fire risk assessors, and specialist contractors who are able to complete works. Also issues with material testing have created problems with the specification of internal fire doors.</p>
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<p><b>A clean, safe &amp; enjoyable environment</b></p>	<p>Compliance &amp; Health &amp; Safety cross cutting project to embed the approach to safety within the housing portfolio in respect of the physical assets and the occupiers.</p> <p>Window cleaning and cleaning service to continue to review of the delivery model and market test window cleaning options for the service.</p> <p>Conclude the amendments to the corporate approach ASB case management obtain approval and embed within the service.</p> <p>Analysis of pre-tenancy engagement and during the early stages of tenancy, to assess effectiveness in sustaining tenancies.</p>	<p>Changes in testing of materials and increased legislative requirements are ongoing and will require an agile approach to ensure that any actions undertaken are appropriate.</p> <p>Improved systems and data in order to effectively manage the compliance are essential.</p> <p>Some changes to the delivery model already implemented, but additional monitoring required to maintain quality. Align frequency of cleans with service charges apportionment method.</p> <p>Involvement of external agencies, including the police, CMHT, voluntary sector and Herts mediation service therefore important to maintain and develop strong working relationships</p> <p>Limited data currently available. Ongoing action.</p>
<p><b>Delivering an efficient and modern council</b></p>	<p>Tender the contract to procure new management arrangements for the Elms</p>	<p>Consideration of the impact on voluntary sector partners in respect of a potential change in provider and any impact on the strategic objectives</p>

	<p>Increase the use of evidence led decision-making and support the service to embed improvement recommendations.</p> <p>Civica, Inform and Orchard to be used to improve reporting on key areas of service. Use of new customer portals to reduce telephone demand to be promoted</p> <p>Review approach to Leaseholder management and service charges, including incorporating recommendations from the work stream review. Consult and implement charging structure arrangements for 19/20 and produce a policy to clarify approach</p> <p>Trial suitable Off Site &amp; Modern Methods of Construction and continue to work with neighbouring districts and registered providers to ensure any economies of scale and knowledge sharing are realised.</p>	<p>Review the fitness for purpose of the various systems in use and the need for training to use the information effectively.</p> <p>Work with Corporate Transformation team to ensure projects are delivered in line with any corporate ICT development work.</p> <p>Leasehold work stream review findings presented to the engaged leaseholders and action agreed.</p>
<p><b>Building strong and vibrant communities</b></p>	<p>Extend the scope of the PRS Service, in line with Fitness for Human Habitation Act legislation and the Private Rented Housing Strategy</p>	<p>Ongoing engagement with external support from the Fire Service and private sector landlords and registered providers, has been beneficial in progressing improvement works without the need for formal enforcement action.</p>



## Service Objectives into Action

### All service areas

<b>Service Objectives:</b>					
<ul style="list-style-type: none"> <li>Review of Supported housing provision to determine future use, investment and re-development options.</li> </ul>					
<b>Key Actions</b>	<b>By When</b>	<b>Who is Responsible for Delivery</b>	<b>Impact on MTFS</b>	<b>What will be different once this is done?</b>	<b>Quarter 2 Update</b>
<ul style="list-style-type: none"> <li>Analyse the information obtained at the Open Days and system data on demand and supply for each scheme including any preferences for either category of sheltered property.</li> </ul>	<ul style="list-style-type: none"> <li>July 2019</li> </ul>	<ul style="list-style-type: none"> <li>Supported Housing Team Leader</li> </ul>	<ul style="list-style-type: none"> <li>Impact unknown until review concluded and options identified</li> </ul>	<ul style="list-style-type: none"> <li>The information will be used to identify any schemes for re-designation, improvement, remodelling and to target investment to meet the demand</li> </ul>	<ul style="list-style-type: none"> <li>Service wide report from Orchard has been provided and data is currently being analysed. This is being cross referenced with Civica to identify themes.</li> <li>Regular discussion with stakeholders is being undertaken to gain a qualitative view.</li> <li>Communications plan has been developed with SIE team to promote the service effectively</li> </ul>
<ul style="list-style-type: none"> <li>Review of the allocations policy to include financial thresholds for</li> </ul>	<ul style="list-style-type: none"> <li>September 2019</li> </ul>	<ul style="list-style-type: none"> <li>Strategic Housing Group Manager &amp; Housing</li> </ul>	<ul style="list-style-type: none"> <li>Potential for an increase rental income</li> </ul>	<ul style="list-style-type: none"> <li>A reduction in void periods and increased revenue, plus more people</li> </ul>	<ul style="list-style-type: none"> <li>Pre-tenancy project has started, project plan has been developed and tasks</li> </ul>

<p>capital savings, consideration of the option for a 10% increase above target rent and the incentives to move to a smaller home.</p>		<p>representatives (Supported Housing, Tenancy &amp; Independent Reviewing Officer)</p>	<p>to be generated</p>	<p>moving to a smaller more suitable property for their housing need</p>	<p>assigned, project plan includes Allocations Policy amendments signed off by Portfolio Holder. Capital Growth bid has been submitted for Civica system upgrade. Project to be managed alongside Empty Homes Work Stream Review.</p> <ul style="list-style-type: none"> <li>• In principal amendment to capital saving cap has been agreed at £250k.</li> <li>• Rent levels across the service are being analysed.</li> </ul>
<ul style="list-style-type: none"> <li>• Conclude the assessment of the Cat 2 sheltered schemes and develop options to improve the use and fitness for purpose of the schemes</li> </ul>	<ul style="list-style-type: none"> <li>• June 2019</li> </ul>	<ul style="list-style-type: none"> <li>• Group Manager Property &amp; Place, Group Manager Development, Team Leader Supported Housing</li> </ul>	<ul style="list-style-type: none"> <li>• Investment will be profiled to align with available budgets</li> </ul>	<ul style="list-style-type: none"> <li>• Investment targeted on those schemes with highest viability.</li> </ul>	<ul style="list-style-type: none"> <li>• NB – cross team project – Next steps with Supported housing, Graduate to work on project</li> <li>• Reports from FFT are being reviewed to include local knowledge of schemes. Reports provide a good base level to interrogate further.</li> </ul>

					<ul style="list-style-type: none"> <li>Findings will be presented in November 2019.</li> </ul>
<ul style="list-style-type: none"> <li>Assess the viability of a new sheltered scheme on the Leverstock Green site</li> </ul>	<ul style="list-style-type: none"> <li>May 2019</li> </ul>	<ul style="list-style-type: none"> <li>Team Leader supported Housing, Group Manager Development</li> </ul>	<ul style="list-style-type: none"> <li>Viability will be assessed based on development budgets</li> </ul>	<ul style="list-style-type: none"> <li>New build unit numbers may increase on the site, dependant on the outcome of the viability assessment.</li> </ul>	<ul style="list-style-type: none"> <li>Discussions regarding development with HCC are continuing to identify development / redevelopment opportunities.</li> <li>Research being undertaken to identify need within specific locations.</li> <li>Concluded preliminary work and agreed site more suitable for general needs housing.</li> </ul>

## All service areas

<b>Service Objectives:</b> <ul style="list-style-type: none"> <li>• <b>Compliance and Health and Safety Project</b> -. Overall risk management approach towards the allocation, use and decommissioning or disposal of housing stock</li> </ul>					
Key Actions	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?	Quarter 2 Update
<ul style="list-style-type: none"> <li>• Review of allocations policy to include considerations around the appropriateness of accommodation for tenants with vulnerabilities</li> </ul>	<ul style="list-style-type: none"> <li>• September 2019</li> </ul>	<ul style="list-style-type: none"> <li>• Pre-tenancy Team Leader Strategic Housing&amp; Housing representatives (Homelessness, Supported Housing, Tenancy Sustainment &amp; Tenancy)</li> </ul>	<ul style="list-style-type: none"> <li>• No impact identified</li> </ul>	<ul style="list-style-type: none"> <li>• A risk-based approach will be undertaken to consider the appropriateness of allocations.</li> </ul>	<ul style="list-style-type: none"> <li>• Being led by Independent Reviewing &amp; Project Officer. Pre-tenancy project has started, project plan has been developed and tasks assigned, project plan includes Allocations Policy amendments signed off by Portfolio Holder. Capital Growth bid has been submitted for Civica system upgrade. Project to be managed alongside Empty Homes Work Stream Review. Meeting to be held in November to discuss information sharing about vulnerable and complex needs clients.</li> </ul>
<ul style="list-style-type: none"> <li>• Stock Condition information and compliance data reconciliation,</li> </ul>	<ul style="list-style-type: none"> <li>• September 2019</li> </ul>	<ul style="list-style-type: none"> <li>• Team Leader Compliance</li> </ul>	<ul style="list-style-type: none"> <li>• Costs contained within existing budgets</li> </ul>	<ul style="list-style-type: none"> <li>• Improved awareness and access to information upon</li> </ul>	<ul style="list-style-type: none"> <li>• An Initial meeting with one suitable Software provider had taken place, further to be confirmed.</li> </ul>

including surveys for communal areas, to be migrated onto appropriate system to enable improved accessibility of information to all staff				which to manage H&S within the stock and liaise with the Fire Service on matters such as Personal emergency evacuation plans where appropriate.	Early indications are promising , will be cost dependant Additionally, Proof of concept project scheduled to commence for Empty homes and mobile working taking place and their outcomes will influence this project
<ul style="list-style-type: none"> <li>Enhance training for all staff within the service to improve understanding of their responsibilities in respect of H&amp;S</li> </ul>	<ul style="list-style-type: none"> <li>July 2019</li> </ul>	<ul style="list-style-type: none"> <li>Team Leader Compliance</li> </ul>	<ul style="list-style-type: none"> <li>Training budget allocated</li> </ul>	<ul style="list-style-type: none"> <li>Staff understanding of their role and the management of risks in relation to the housing service</li> </ul>	<ul style="list-style-type: none"> <li>Further compliance training being lined up for delivery including</li> <li>Fire Risk Awareness</li> <li>Electrical safety &amp; Inspections</li> <li>Both extended to wider DBC compliance areas to ensure group wide consistent knowledge and approach</li> </ul>
<ul style="list-style-type: none"> <li>Assess all new build developments for construction risks, ongoing maintenance and liaise with housing management to understand any design elements to avoid, reduce</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>Team Leader Development, Team Leaders for planned works, Team Leader for repairs and Team Leader Tenants and Leaseholders</li> </ul>	<ul style="list-style-type: none"> <li>No additional impact</li> </ul>	<ul style="list-style-type: none"> <li>Collaboration on future designs will improve the ongoing management of tenancies once occupied.</li> </ul>	<ul style="list-style-type: none"> <li>Housing Development Design Guide and Employers Requirements have been reviewed and updated by the Housing Development Team and are currently being reviewed by Property and Place</li> <li>Housing Development Design Guide and Employers Requirements</li> </ul>

<p>ASB or neighbour disputes on higher density sites.</p>					<p>have been reviewed and updated by the Housing Development Team and are reviewed by Property and Place</p> <ul style="list-style-type: none"> <li>• Project Workshop meetings held by Dev. Team with input from relevant departments</li> <li>• Regular progress meetings on existing schemes on site adding to cross exchange of information and lessons learned</li> <li>• Members of the T&amp;L group have attended all gearing up meeting and new checklist being introduced to ensure consistency for all sites</li> </ul>
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## All service areas

<b>Service Objectives:</b> <ul style="list-style-type: none"> <li>HRA Empty homes Project to reduce key to key times and improve rental income</li> </ul>					
Key Actions	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?	Quarter 2 Update
<ul style="list-style-type: none"> <li>Review of the end-to end process to reduce the key to key timescale</li> </ul>	<ul style="list-style-type: none"> <li>June 2019</li> </ul>	<ul style="list-style-type: none"> <li>Group Manager Property and Place &amp; Pre Tenancy Team Leader Strategic Housing</li> </ul>	<ul style="list-style-type: none"> <li>Reduction in void rent loss – minimal impact on MTFS</li> </ul>	<ul style="list-style-type: none"> <li>Reduction in key to key times</li> </ul>	<ul style="list-style-type: none"> <li>Empty Homes work stream review has commenced, key staff members to also attend the New Normal project meetings linked to this work stream. Review of service performance being undertaken by Team Leaders in Property &amp; Place/Housing Needs.</li> <li>Monthly meetings with P&amp;P GM/Team Leaders to agree commentary for KPI reporting in progress Pre-Tenancy work stream review to commence in September 2019.</li> <li>Project delayed to coincide with proof of concept project set to start in December and subsequent changes to contract delivery</li> </ul>

<ul style="list-style-type: none"> <li>• Ensure benchmarking data is consistent with reporting methodologies adopted in other organisations</li> </ul>	<ul style="list-style-type: none"> <li>• April 2019</li> </ul>	<ul style="list-style-type: none"> <li>• Team Leader SIE</li> </ul>	<ul style="list-style-type: none"> <li>• No impact</li> </ul>	<ul style="list-style-type: none"> <li>• Consistent reporting structure</li> </ul>	<ul style="list-style-type: none"> <li>• Finalising review of Housemark benchmarking data. Engaging with Osborne in relation to collation of their satisfaction data. Awaiting information from corporate complaints to assist in reviewing the Housing Service complaints data. Now ensuring that the service is collating equality and diversity data on key projects. Focus from SIE team leader on structured reporting and recording of data to inform service delivery and decisions made.</li> <li>• A&amp;A projects now starting to incorporate empty homes to streamline process and delivery and reduce project durations</li> <li>• Further changes possible after outcome of Empty homes proof of concept project</li> </ul>
<ul style="list-style-type: none"> <li>• Adapted properties – review of how best to use previously</li> </ul>	<ul style="list-style-type: none"> <li>• August 2019</li> </ul>	<ul style="list-style-type: none"> <li>• Team Leaders Planned Works and Strategic Housing</li> </ul>	<ul style="list-style-type: none"> <li>• No impact</li> </ul>	<ul style="list-style-type: none"> <li>• Improved use of adapted stock and more streamlined process for allocating</li> </ul>	<ul style="list-style-type: none"> <li>• Further review of the aids and adaptations scoring matrix to be undertaken.</li> <li>• A&amp;A decision matrix being applied , and resulting in</li> </ul>

<p>adapted properties and improve the process for allocation</p>					<p>more homes being suggested for transfer to suitable homes rather than adaptation of unsuitable property</p>
<ul style="list-style-type: none"> <li>Analysis of rechargeable works and properties returned in poor condition to inform decisions around cyclical tenancy management visits</li> </ul>	<ul style="list-style-type: none"> <li>March 2020</li> </ul>	<ul style="list-style-type: none"> <li>Lead Officer Empty Homes</li> </ul>	<ul style="list-style-type: none"> <li>No impact</li> </ul>	<ul style="list-style-type: none"> <li>Reduction in properties returned in very poor condition – improved times and opportunity to provide additional support to vulnerable tenants</li> </ul>	<ul style="list-style-type: none"> <li>Analysis work ongoing to inform policy and procedure changes</li> <li>Further changes possible after outcome of Empty homes proof of concept project</li> </ul>

**Strategic Housing**  
**Group Manager: Natasha Beresford**

Service Objective: Development of a Private Rented Housing Strategy and respond to legislative changes					
Key Actions	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?	Quarter 2 Update
<ul style="list-style-type: none"> <li>Develop a strategy that outlines the approach and management of the Private Sector Housing in the Borough</li> </ul>	<ul style="list-style-type: none"> <li>January 2020</li> </ul>	<ul style="list-style-type: none"> <li>Strategic Housing Group Manager and Private Rented Sector Team Leader , plus input from ASB, Community Safety, Property &amp; Place and Planning/Building control</li> </ul>	<ul style="list-style-type: none"> <li>Team Leader post created to manage the service and ensure strategy delivered.</li> </ul>	<ul style="list-style-type: none"> <li>The council will have a clear approach to improving the standards and accessibility within the PRS. Landlords and Tenants will have an increased awareness of their rights and responsibilities.</li> </ul>	<ul style="list-style-type: none"> <li>Strategy to be informed by outcomes of the stock condition survey, Portfolio Holder decision submitted to approve start of stock modelling. Stock modelling scoping document submitted to John Worts to review data sharing agreement.</li> </ul>
<ul style="list-style-type: none"> <li>Fitness for Human Habitation Act – training and develop appropriate processes to deal with cases in the PRS</li> </ul>	<ul style="list-style-type: none"> <li>August 2019</li> </ul>	<ul style="list-style-type: none"> <li>Strategic Housing Group Manager and Private Rented Sector Team Leader</li> </ul>	<ul style="list-style-type: none"> <li>May increase enforcement activity and fines</li> </ul>	<ul style="list-style-type: none"> <li>Improved understanding the impact of the legislative requirements and delivery of appropriate enforcement actions</li> </ul>	<ul style="list-style-type: none"> <li>Complete. Training and seminars completed and ongoing across the service to ensure staff are up to date. Enforcement Policy amended in July 2019 to reflect legislative change.</li> </ul>
<ul style="list-style-type: none"> <li>Continue to work to identify HMO's, using internal</li> </ul>	<ul style="list-style-type: none"> <li>April 2020</li> </ul>	<ul style="list-style-type: none"> <li>Private Sector Team Leader</li> </ul>	<ul style="list-style-type: none"> <li>Potential for increased</li> </ul>	<ul style="list-style-type: none"> <li>Increased awareness of the location of</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing work across the service to ensure HMO's are effectively licensed,</li> </ul>

information sharing protocols and raising public awareness			licence revenue	licenced and unlicensed HMO's within the Borough	completion of stock modelling will provide increase data of potential HMO's across the borough. Income collection for HMO licensing is on track.
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**Service Objectives:**

## Strategic Tenancy Strategy

Key Actions	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?	Quarter 2 Update
<ul style="list-style-type: none"> <li>Consolidate and conclude the Strategic Tenancy Strategy following engagement with registered providers</li> </ul>	<ul style="list-style-type: none"> <li>August 2019</li> </ul>	<ul style="list-style-type: none"> <li>Independent Reviewing Officer</li> </ul>	<ul style="list-style-type: none"> <li>The purpose of this policy is to streamline services for all residents of the Borough and has the potential to generate income from advertising and management revenue.</li> </ul>	<ul style="list-style-type: none"> <li>A consistent approach across all housing providers in the area will be encouraged</li> </ul>	<ul style="list-style-type: none"> <li>Completed and approved at Cabinet.</li> <li>Housing Needs Team Leader, continuing ongoing day to day engagement and monitoring of SLA in line with strategy.</li> </ul>

<b>Service Objectives:</b> Procure new Elms management contract					
<b>Key Actions</b>	<b>By When</b>	<b>Who is Responsible for Delivery</b>	<b>Impact on MTFS</b>	<b>What will be different once this is done?</b>	<b>Quarter 2 Update</b>
<ul style="list-style-type: none"> <li>Present options appraisal to members and undertake the procurement project in conjunction with legal and procurement colleagues</li> </ul>	<ul style="list-style-type: none"> <li>July 2019</li> </ul>	<ul style="list-style-type: none"> <li>Strategic Housing Group Manager &amp; Independent Reviewing Officer</li> </ul>	<ul style="list-style-type: none"> <li>The impact will be dependent upon the successful service provider</li> </ul>	<ul style="list-style-type: none"> <li>Clearly defined roles and responsibilities for the management of the asset and operational management of the hostel</li> </ul>	<ul style="list-style-type: none"> <li>HOSC report to members October 2019 outlining approach to re-tender of the Elms Contract.</li> <li>Project being led by Oli Jackson, Supported Housing Team Leader. New 1 year contract in preparation to be issued to DENS from April 2019. RE-tender to take place after soft market testing and PIN from August 2020.</li> </ul>
<ul style="list-style-type: none"> <li>Support the transfer arrangements, if appropriate and monitor the transition and ongoing performance</li> </ul>	<ul style="list-style-type: none"> <li>April 2020</li> </ul>	<ul style="list-style-type: none"> <li>Strategic Housing Group Manager &amp; Independent Reviewing Officer</li> </ul>	<ul style="list-style-type: none"> <li>No impact</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing monitoring of the performance and management of the arrangement</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing performance monitoring of contract undertaken on a quarterly basis through Core Group, no contract issues. New 1 year contract to be issued from April 2020 until 2021, re-tender from August 2020.</li> </ul>

<b>Service Objectives:</b> Increase the use of evidence led decision making and support the service to embed improvement recommendations					
<b>Key Actions</b>	<b>By When</b>	<b>Who is Responsible for Delivery</b>	<b>Impact on MTFS</b>	<b>What will be different once this is done?</b>	<b>Quarter 2 Update</b>
<ul style="list-style-type: none"> <li>Follow up actions arising from the work stream reviews to be completed</li> </ul>	<ul style="list-style-type: none"> <li>October 2019</li> </ul>	<ul style="list-style-type: none"> <li>Strategy Improvement and Engagement Team Leader, Policy, Projects and Improvement Lead Officer</li> </ul>	<ul style="list-style-type: none"> <li>Included in the budget</li> </ul>	<ul style="list-style-type: none"> <li>Improvements will be aligned with the outputs identified in the work stream reviews</li> </ul>	<ul style="list-style-type: none"> <li>New Work Stream Review model presented to HSMT October 2019 to enable more effective monitoring and tracking of WSR outcomes and actions.</li> <li>Monitoring of pending actions undertaken by Lead and managed across Housing Team Leaders, delays escalated to HSMT.</li> </ul>
<ul style="list-style-type: none"> <li>Increase the amount of correct information held by the service on tenants and leaseholders</li> </ul>	<ul style="list-style-type: none"> <li>March 2020</li> </ul>	<ul style="list-style-type: none"> <li>Strategy Improvement and Engagement Team Leader, Policy, Projects and Improvement Lead Officer</li> </ul>	<ul style="list-style-type: none"> <li>No impact</li> </ul>	<ul style="list-style-type: none"> <li>The purpose of this exercise is to improve the housing services ability to profile how tenants use the service. Additionally, improved ways of maintaining contact information will support the service to communicate with tenants.</li> </ul>	<ul style="list-style-type: none"> <li>The Biennial Tenant Satisfaction Survey taking place in quarter 4 will check and collect data on Tenants to increase the amount of information the service holds.</li> </ul>

<ul style="list-style-type: none"> <li>Utilise the audit programme to highlight recommendations</li> </ul>	<ul style="list-style-type: none"> <li>March 2020</li> </ul>	<ul style="list-style-type: none"> <li>Strategy Improvement and Engagement Team Leader, Policy, Projects and Improvement Lead Officer</li> </ul>	<ul style="list-style-type: none"> <li>No Impact</li> </ul>	<ul style="list-style-type: none"> <li>Using the internal audit programme, we can effectively identify where the teams resource needs to be targeted and inform the work stream reviews. This also allows us to monitor areas of high risk.</li> </ul>	<ul style="list-style-type: none"> <li>Internal audits have been reviewed and will be rolled out as Spotlight audits in Quarter 4. These audits will work alongside the WSR process, and enable focussed and concise audits on service areas</li> </ul>
<ul style="list-style-type: none"> <li>Support the service to embed STAR Survey findings</li> </ul>	<ul style="list-style-type: none"> <li>March 2019</li> </ul>	<ul style="list-style-type: none"> <li>Strategy Improvement and Engagement Team Leader, Policy, Projects and Improvement Lead Officer</li> </ul>	<ul style="list-style-type: none"> <li>No Impact</li> </ul>	<ul style="list-style-type: none"> <li>This will be used to form the basis of satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>Biennial Tenant Satisfaction Survey will be completed in Q4, it will include the core STAR questions to enable benchmarking. Outcomes of the survey will feed into the Spotlight audit and WSR programme.</li> </ul>

<b>Service Objectives:</b>					
Implementation of Homelessness Reduction Act and Rough Sleeper Initiative					
<b>Key Actions</b>	<b>By When</b>	<b>Who is Responsible for Delivery</b>	<b>Impact on MTFS</b>	<b>What will be different once this is done?</b>	<b>Quarter 2 Update</b>
<ul style="list-style-type: none"> <li>Agree the delivery mechanism with St Albans and the</li> </ul>	<ul style="list-style-type: none"> <li>June 2019</li> </ul>	<ul style="list-style-type: none"> <li>Homeless Prevention &amp; Assessment Team Leader</li> </ul>	<ul style="list-style-type: none"> <li>Ensure effective management of existing</li> </ul>	<ul style="list-style-type: none"> <li>Joint working with St Albans and increased resource to</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Holder decision completed and call in process ended. Recruitment for new posts with Hightown</li> </ul>

<p>role and scope of any outreach</p>		<p>Group Manager Strategic Housing, Independent Reviewing Officer and(input from Procurement in relation to OJEU process)</p>	<p>resources and grant funding</p>	<p>address street homeless</p>	<p>Housing being finalised, 1 outreach worker now in post.</p>
<ul style="list-style-type: none"> <li>Carry out a financial assessment to determine the impact of the Homeless Reduction Act on the service</li> </ul>	<ul style="list-style-type: none"> <li>October 2019</li> </ul>	<ul style="list-style-type: none"> <li>Strategic Housing Group Manager &amp; Homeless Prevention &amp; Assessment Team Leader</li> </ul>	<ul style="list-style-type: none"> <li>Effective management of resources and grant funding and to inform budget setting</li> </ul>	<ul style="list-style-type: none"> <li>Appropriate planning for service and ensuring service demands are met.</li> </ul>	<ul style="list-style-type: none"> <li>Report to be presented to HSMT 4/11/2019.</li> </ul>

## Property & Place

Group Manager: Alan Mortimer

<b>Service Objectives:</b>					
Complete the 5-Year benchmarking review of the Total Asset Management Contract with Osborne to ensure the contract remains fit for purpose and is delivering the strategic and operational objectives					
<b>Key Actions</b>	<b>By When</b>	<b>Who is Responsible for Delivery</b>	<b>Impact on MTFS</b>	<b>What will be different once this is done?</b>	<b>Quarter 2 Update</b>
<ul style="list-style-type: none"> <li>Undertake the five year benchmarking review of the whole contract including the financial model and rates</li> </ul>	<ul style="list-style-type: none"> <li>June 2019</li> </ul>	<ul style="list-style-type: none"> <li>Group Manager Property and Place</li> </ul>	<ul style="list-style-type: none"> <li>Minimal as the improvement programmes are tailored to match the available budget.</li> </ul>	<ul style="list-style-type: none"> <li>Agreement on the base costs for the remainder of the contract including the option of implementing a simplified cost mechanism for leaseholder recharge on Section 20 works</li> </ul>	<ul style="list-style-type: none"> <li>Review completed</li> <li>Presented to Scrutiny and Cabinet</li> <li>Due for presentation to Cabinet in November</li> <li>Contract revisions being developed and agreed prior to legal amendments</li> </ul>
<ul style="list-style-type: none"> <li>Undertake a SWOT analysis of the key deliverables to assess if these still align with Corporate objectives</li> </ul>	<ul style="list-style-type: none"> <li>June 2019</li> </ul>	<ul style="list-style-type: none"> <li>Group Manager Property and Place</li> </ul>	<ul style="list-style-type: none"> <li>No impact</li> </ul>	<ul style="list-style-type: none"> <li>Focused investment in areas to align with Corporate objectives and priorities – possible removal or reduction of some TAM activities</li> </ul>	<ul style="list-style-type: none"> <li>Undertaken as part of benchmarking review – <b>completed</b></li> <li>Presented to Scrutiny and Cabinet</li> <li>Comments and observations being incorporated into discussions and proposed contract amendments</li> </ul>

				undertaken by Osborne	<ul style="list-style-type: none"> <li>Climate change agenda item to be assimilated into changes</li> </ul>
<ul style="list-style-type: none"> <li>Realign structure of Property and Place to maximise the contract management of Osborne and all contractors working on behalf of the Council – include skills analysis and retention of qualified staff</li> </ul>	<ul style="list-style-type: none"> <li>September 2019</li> </ul>	<ul style="list-style-type: none"> <li>Group Manager Property and Place</li> </ul>	<ul style="list-style-type: none"> <li>No Impact</li> </ul>	<ul style="list-style-type: none"> <li>Improved understanding of roles and responsibilities and reduction in duplication.</li> </ul>	<ul style="list-style-type: none"> <li>Informal restructure implemented and in operation, working well</li> <li>Final revision proposal developed ahead of formal restructure consultation</li> <li>Formal consultation implementation delayed,</li> <li>Currently awaiting outcome of structure changes/growth bid proposal for 2020/21</li> <li>Depending on outcome as to whether further structure changes and delivery model required</li> </ul>

<b>Service Objectives:</b>					
Embed the new Compliance & Health & Safety Strategies & Management Plans within the service					
<b>Key Actions</b>	<b>By When</b>	<b>Who is Responsible for Delivery</b>	<b>Impact on MTFS</b>	<b>What will be different once this is done?</b>	<b>Quarter 2 Update</b>
<ul style="list-style-type: none"> <li>Training to all areas of the service to increase overall knowledge and awareness of the procedures that are required</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing but to ensure recording of training is undertaken on the new HR</li> </ul>	<ul style="list-style-type: none"> <li>Team Leader Compliance and M&amp;E contracts</li> </ul>	<ul style="list-style-type: none"> <li>Contained within budget</li> </ul>	<ul style="list-style-type: none"> <li>Improved management and knowledge of the Health and Safety risks</li> </ul>	<ul style="list-style-type: none"> <li>New HR system and on-line training records are live, so H&amp;S training records can be included once fully commissioned</li> </ul>

under the Fire Strategy, Legionella strategy and Asbestos Management Plan	management system				
<ul style="list-style-type: none"> <li>Ensure all Health and Safety documentation relating to tenants are provided in the sign up packs or available through links to the website.</li> </ul>	<ul style="list-style-type: none"> <li>November 2019</li> </ul>	<ul style="list-style-type: none"> <li>Team Leader Compliance and M&amp;E contracts/ Lead officer SIE</li> </ul>	<ul style="list-style-type: none"> <li>Contained within budget</li> </ul>	<ul style="list-style-type: none"> <li>Increased awareness of individual and corporate responsibilities in relation to the management of H&amp;S</li> </ul>	<ul style="list-style-type: none"> <li>New HR system and on-line training records are live, so H&amp;S training records can be included once fully commissioned</li> <li>Further compliance training being lined up for delivery including <ul style="list-style-type: none"> <li>Fire Risk Awareness</li> <li>Electrical safety &amp; Inspections</li> <li>Both extended to wider DBC compliance areas to ensure group wide consistent knowledge and approach</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>Consolidate all H&amp;S information onto the management systems to enable better management information reporting.</li> </ul>	<ul style="list-style-type: none"> <li>January 2020</li> </ul>	<ul style="list-style-type: none"> <li>Team Leader Compliance and M&amp;E contracts</li> </ul>	<ul style="list-style-type: none"> <li>Contained within budget</li> </ul>	<ul style="list-style-type: none"> <li>Improved Management Information reporting</li> </ul>	<p>An Initial meeting with one suitable Software provider had taken place, further to be confirmed. Early indications are promising , will be cost dependant</p> <ul style="list-style-type: none"> <li>System proposals to be presented to DBC H&amp;S FLAG meeting to consider if suitable for</li> </ul>

					<p>needs of organisation as a whole to improve record keeping &amp; consistency</p> <ul style="list-style-type: none"><li>• Additionally, Proof of concept project scheduled to commence for Empty homes and mobile working taking place and their outcomes will influence this project</li></ul>
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<b>Service Objectives:</b> Establish and procure a supply chain framework to provide resilience in the event of contractor collapse and to enable market testing of various works elements					
<b>Key Actions</b>	<b>By When</b>	<b>Who is Responsible for Delivery</b>	<b>Impact on MTFS</b>	<b>What will be different once this is done?</b>	<b>Quarter 2 Update</b>
<ul style="list-style-type: none"> <li>Identify suitable contractors that are able to satisfy the pre-qualification criteria for DBC and establish an approved list so that procurement can be undertaken in a timely manner.</li> </ul>	<ul style="list-style-type: none"> <li>June 2019</li> </ul>	<ul style="list-style-type: none"> <li>Group Manager Property and Place &amp; Team Leader Contracts</li> </ul>	<ul style="list-style-type: none"> <li>Minimal</li> </ul>	<ul style="list-style-type: none"> <li>It will provide the opportunity for alternative contractors to be used in the event of contractor failure or collapse.</li> </ul>	<ul style="list-style-type: none"> <li><b>Completed in Qtr. 1</b></li> </ul>
<ul style="list-style-type: none"> <li>Obtain Portfolio Holder approval for direct awards through established frameworks so that there is additional resilience in the event of the failure any of the main contractors.</li> </ul>	<ul style="list-style-type: none"> <li>June 2019</li> </ul>	<ul style="list-style-type: none"> <li>Team Leader Contracts and Team Leader Compliance and M&amp;E</li> </ul>	<ul style="list-style-type: none"> <li>Minimal</li> </ul>	<ul style="list-style-type: none"> <li>Additional resilience will be established and it will enable work to be market tested periodically to ensure value for money is being achieved.</li> </ul>	<ul style="list-style-type: none"> <li><b>Completed in Qtr. 1</b></li> <li>Approval obtained for specialist and additional projects in compliance areas</li> <li>Frameworks call off approved and initial projects instructed</li> <li>Can be extended to further projects/awards if required</li> </ul>

<b>Service Objectives:</b> Review the structure of the Cleaning Service to improve the delivery model and provide additional resilience					
<b>Key Actions</b>	<b>By When</b>	<b>Who is Responsible for Delivery</b>	<b>Impact on MTFS</b>	<b>What will be different once this is done?</b>	<b>Quarter 2 Update</b>
<ul style="list-style-type: none"> <li>Window cleaning service market test to establish delivery model</li> </ul>	<ul style="list-style-type: none"> <li>September 2019</li> </ul>	<ul style="list-style-type: none"> <li>Team Leader Assets</li> </ul>	<ul style="list-style-type: none"> <li>None</li> </ul>	<ul style="list-style-type: none"> <li>Dependent upon outcome of market test the window cleaning will improve</li> </ul>	<ul style="list-style-type: none"> <li>Window cleaning project in progress</li> <li>Feedback to date very positive</li> <li>Services Piloting extended to trial gutter clearances and external building fabric &amp; panel systems cleaning</li> <li>Additional scope proving successful</li> </ul>
<ul style="list-style-type: none"> <li>Provide detailed information to model the impact on service charges to the tenants and leaseholders.</li> </ul>	<ul style="list-style-type: none"> <li>July 2019</li> </ul>	<ul style="list-style-type: none"> <li>Team Leader Assets</li> </ul>	<ul style="list-style-type: none"> <li>None</li> </ul>	<ul style="list-style-type: none"> <li>More accurate identification of costs associated with delivering the service so that the service charges can reflect the actual costs</li> </ul>	<ul style="list-style-type: none"> <li><b>Completed for cleaning and electric lighting in Qtr. 1</b></li> <li>These now both de-pooled</li> <li>Electric billing costs now based on accurate data from meter reads/Npower show a 113% increase and cleaning a 48% increase in actual costs eligible for recovery</li> <li>Further survey scoped to capture all other services that are chargeable</li> </ul>
<ul style="list-style-type: none"> <li>Ensure there are adequate resource levels to manage the additional units</li> </ul>	<ul style="list-style-type: none"> <li>October 2019</li> </ul>	<ul style="list-style-type: none"> <li>Team Leader Assets</li> </ul>	<ul style="list-style-type: none"> <li>Minimal any impact to be included within budget</li> </ul>	<ul style="list-style-type: none"> <li>New blocks would be identified earlier in the</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing liaison with the development team. Successful handover of</li> </ul>

created through the development programme.				development cycle so that necessary provision for cleaning can be addressed.	Swingate lane scheme in Qtr. 2
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### Group 3 – Tenants & Leaseholders

Group Manager: Layna Warden

<b>Service Objectives:</b>					
Conclude the development of the Corporate ASB policy and case management					
<b>Key Actions</b>	<b>By When</b>	<b>Who is Responsible for Delivery</b>	<b>Impact on MTFS</b>	<b>What will be different once this is done?</b>	<b>Quarter 2 Update</b>
<ul style="list-style-type: none"> <li>Complete the actions identified to provide a joined up service model for the management of ASB across all tenures</li> </ul>	<ul style="list-style-type: none"> <li>December 2019</li> </ul>	<ul style="list-style-type: none"> <li>Group Manager Tenants and Leaseholders Team Leader</li> </ul>	No Impact	<ul style="list-style-type: none"> <li>Tenants will have contributed to our understanding of the effectiveness of case management.</li> <li>We know which areas to focus on to improve our approach</li> </ul>	<ul style="list-style-type: none"> <li>Good process from all teams on action plan with few final areas to be completed by end of November 2019</li> </ul>
<ul style="list-style-type: none"> <li>All procedures, templates and guidance will be reviewed and updated and rolled out</li> </ul>	<ul style="list-style-type: none"> <li>December 2019</li> </ul>	<ul style="list-style-type: none"> <li>Tenants and Leaseholders Team Leader</li> </ul>	No Impact	<ul style="list-style-type: none"> <li>Documents will support our approach and give detailed guidance for Officers and tenants</li> </ul>	<ul style="list-style-type: none"> <li>Policy completed and rolled out. Training session for Housing Officers booked for mid-November and procedures to be finalised following learning from session.</li> </ul>

<ul style="list-style-type: none"> <li>Organise training for officers on new process</li> </ul>	<ul style="list-style-type: none"> <li>November 2019</li> </ul>	<ul style="list-style-type: none"> <li>Tenants and Leaseholders Team Leader</li> </ul>	No Impact	<ul style="list-style-type: none"> <li>Officers will be confident on how to address ASB and able to support victims.</li> <li>Overall a more victim led approach will be embedded across the service. A reduction in complaints about ASB and higher satisfaction in how we deal with these cases.</li> </ul>	<ul style="list-style-type: none"> <li>Booked in for mid-November</li> </ul>
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<b>Service Objectives:</b>					
Orchard Health Check to determine best use of the system to be integrate across all variety of teams					
<b>Key Actions</b>	<b>By When</b>	<b>Who is Responsible for Delivery</b>	<b>Impact on MTFS</b>	<b>What will be different once this is done?</b>	<b>Quarter 2 Update</b>
<ul style="list-style-type: none"> <li>Data cleansing (Red Olive) to be costed for undertaken</li> </ul>	<ul style="list-style-type: none"> <li>February 2019</li> </ul>	<ul style="list-style-type: none"> <li>Group Manager Tenancy and Leasehold</li> </ul>	<ul style="list-style-type: none"> <li>No Impact</li> </ul>	<ul style="list-style-type: none"> <li>More accurate information on the Housing Management system</li> </ul>	<ul style="list-style-type: none"> <li>Meeting to be arranged with new account manager at Orchard to identify if they can provide data cleansing and understand long</li> </ul>

to make sure the system has accurate information					term plans for system upgrades. This will be in conjunction with any New Normal activities.
<ul style="list-style-type: none"> <li>Commission Income Analytics to identify a more targeted approach to rent income and roll out training to the income team</li> </ul>	<ul style="list-style-type: none"> <li>December 2019</li> </ul>	<ul style="list-style-type: none"> <li>Rent and Income Team Leader</li> </ul>	<ul style="list-style-type: none"> <li>Already included in the budget</li> </ul>	<ul style="list-style-type: none"> <li>Ability to target income collection and reduce the time taken interrogating records.</li> </ul>	<ul style="list-style-type: none"> <li>Work ongoing to implement Income Analytics, training days arranged for 18<sup>th</sup> and 19<sup>th</sup> November. However, these days are dependent on ICT building the servers to accommodate system. Potential risk for this to be delayed and not mean</li> </ul>
<ul style="list-style-type: none"> <li>Review of current modules and those in development to migrate as many staff onto Orchard Classic</li> </ul>	<ul style="list-style-type: none"> <li>June 2019</li> </ul>	<ul style="list-style-type: none"> <li>Group Manager Tenancy and Leasehold</li> </ul>	<ul style="list-style-type: none"> <li>Already included in the budget</li> </ul>	<ul style="list-style-type: none"> <li>Improved resilience and functionality of the system</li> </ul>	<ul style="list-style-type: none"> <li>First tranche rolled out and DBC to be part of second or third. Alan Parry currently gathering details to draw up timescales</li> </ul>

<b>Service Objectives:</b> Review approach to service charges, implement arrangements for 19/20 and produce a policy to clarify approach					
<b>Key Actions</b>	<b>By When</b>	<b>Who is Responsible for Delivery</b>	<b>Impact on MTFS</b>	<b>What will be different once this is done?</b>	<b>Quarter 2 Update</b>
<ul style="list-style-type: none"> <li>Use best practice from guidance and other organisations to identify appropriate method for calculating service charges across leasehold and tenanted properties</li> </ul>	<ul style="list-style-type: none"> <li>September 2019</li> </ul>	<ul style="list-style-type: none"> <li>Income Team Leader</li> </ul>		<ul style="list-style-type: none"> <li>Tenants and Officers will understand the method for calculating service charges leading to fewer complaints, more consistency in charges and quicker ability to set charges in future years</li> </ul>	<ul style="list-style-type: none"> <li>Work ongoing with Finance to set service charges for 2019/20. Also looking at in-house training to improve confidence in all teams dealing with service charges.</li> <li>All M&amp;E services at new builds are now effectively charged to tenants. Additionally CCTV has been rolled out to all sheltered schemes and are identifying any other charges that can be applied</li> </ul>
<ul style="list-style-type: none"> <li>Work with finance to finalise the apportionment of any service charges that can be charged back to leaseholders to ensure there is a</li> </ul>	<ul style="list-style-type: none"> <li>September 2019</li> </ul>	<ul style="list-style-type: none"> <li>Group Manager Tenants and Leaseholders and Group Manager Property and Place</li> </ul>	Possible increase in leaseholder service charge recovery	<ul style="list-style-type: none"> <li>Consistent approach which can be automated to capture costs as far as possible.</li> </ul>	<ul style="list-style-type: none"> <li>Completed. Additional income from Leaseholders has been identified in 2019/20.</li> </ul>

consistent approach across all tenures					
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**Service Objectives:**

- To develop a Pro-active offer to young and more vulnerable tenants and support those on Universal Credit

Key Actions	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?	Quarter 2 Update
<ul style="list-style-type: none"> <li>• Develop and implement a project to support those who are under 25, focussing on outcomes and regular evaluation</li> </ul>	<ul style="list-style-type: none"> <li>• November 2019</li> </ul>	<ul style="list-style-type: none"> <li>• Team Leader Tenancy Sustainment</li> </ul>	No Impact	<ul style="list-style-type: none"> <li>• Improved sustainment of tenancies especially for those younger tenants or care leavers reducing eviction costs and rent arrears</li> </ul>	<ul style="list-style-type: none"> <li>• First draft of report completed and due to be presented with recommendations over next couple of weeks.</li> </ul>
<ul style="list-style-type: none"> <li>• Streamline Pre-tenancy processes and improve information provided to new tenants</li> </ul>	<ul style="list-style-type: none"> <li>• December 2019</li> </ul>	<ul style="list-style-type: none"> <li>• Group Manager Tenants and Leaseholders, Team Leader Tenancy Sustainment and Team Leader Pre-tenancy</li> </ul>	Minimal through lower void rates	<ul style="list-style-type: none"> <li>• High-risk applicants will be better prepared for tenancies and improve chances of the tenancies being sustained.</li> </ul>	<ul style="list-style-type: none"> <li>• Action plan drawn up following initial working group meeting. Supported Housing pre-tenancy visits to be introduced over coming weeks</li> </ul>

<ul style="list-style-type: none"> <li>Improve the offer for Introductory tenants to tailor our services based on needs</li> </ul>	<ul style="list-style-type: none"> <li>October 2019</li> </ul>	<ul style="list-style-type: none"> <li>Group Manager Tenants and Leaseholders</li> </ul>	No Impact	<ul style="list-style-type: none"> <li>Improved information and training sessions tailored to High risk groups</li> </ul>	<ul style="list-style-type: none"> <li>8 month inspection introduced. Other potential changes to be implemented as part of recommendations from Branching out report</li> </ul>
<ul style="list-style-type: none"> <li>Ensure impact of UC is minimised</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>Income officer for UC</li> </ul>	Sustained income rates	<ul style="list-style-type: none"> <li>New service to support the role out of UC</li> </ul>	<ul style="list-style-type: none"> <li>UC officer continues to support tenants claiming UC. Regular meetings held with Job Centre to discuss current issues or difficult cases. Will be attending TSI sessions to discuss UC with Housing Applicants. UC officer Monitors emails from Lettings team to ensure any new tenants claiming UC are contacted for early intervention and support</li> </ul>

<b>Service Objectives:</b>					
Analysis of early stages of tenancy and review approach to sustainment					
<b>Key Actions</b>	<b>By When</b>	<b>Who is Responsible for Delivery</b>	<b>Impact on MTFS</b>	<b>What will be different once this is done?</b>	<b>Quarter 2 Update</b>
<ul style="list-style-type: none"> <li>Complete review of reasons for tenancy</li> </ul>	<ul style="list-style-type: none"> <li>March 2020</li> </ul>	<ul style="list-style-type: none"> <li>Tenancy Sustainment Team Leader</li> </ul>		<ul style="list-style-type: none"> <li>Better understanding of reasons for</li> </ul>	<ul style="list-style-type: none"> <li>This has been delayed due to recruitment of the TS Lead Officer and</li> </ul>

<p>failure following work stream review outputs</p>				<p>tenancy failures</p>	<p>should be started mid-November</p>
<ul style="list-style-type: none"> <li>Identify and complete an action plan to focus on pre-tenancy activities to improve sustainment of Introductory tenants</li> </ul>	<ul style="list-style-type: none"> <li>December 2019</li> </ul>	<ul style="list-style-type: none"> <li>Tenancy Sustainment Team Leader and Pre Tenancy Team Leader</li> </ul>		<ul style="list-style-type: none"> <li>A greater success in sustainment of introductory tenancies through</li> </ul>	<ul style="list-style-type: none"> <li>Pre-tenancy training session will be mandatory for all new tenants and will have added focus on UC.</li> </ul>

## Group 4 – Housing Development

Group Manager: David Barrett

<b>Service Objectives:</b>					
<ul style="list-style-type: none"> <li>Investigate Off Site &amp; Modern Methods of Construction</li> </ul>					
<b>Key Actions</b>	<b>By When</b>	<b>Who is Responsible for Delivery</b>	<b>Impact on MTFS</b>	<b>What will be different once this is done?</b>	<b>Quarter 2 Update</b>
<ul style="list-style-type: none"> <li>Visit suppliers</li> <li>Consider some level of adoption possible site identification</li> <li>Consortium approach for delivery if small scale trial option preferred</li> </ul>	<ul style="list-style-type: none"> <li>September 2019</li> </ul>	<ul style="list-style-type: none"> <li>Development Team Leader</li> </ul>	<ul style="list-style-type: none"> <li>Costs contained within budget</li> </ul>	<ul style="list-style-type: none"> <li>Potential to enhance delivery of new homes</li> </ul>	<ul style="list-style-type: none"> <li>Workshops held with 2 selected consortium partners.</li> <li>Site provisionally identified to receive MMC.</li> <li>Investigations commenced around approach to procurement</li> <li>Tendering for Architects</li> <li>Tracking WCHT Consortium</li> </ul>

<b>Service Objectives:</b>					
Review and rewrite current Housing Development Strategy to align with the Business Plan					
<b>Key Actions</b>	<b>By When</b>	<b>Who is Responsible for Delivery</b>	<b>Impact on MTFS</b>	<b>What will be different once this is done?</b>	<b>Quarter 2 Update</b>
<ul style="list-style-type: none"> <li>Model delivery numbers through the Business Plan tool to assess</li> </ul>	<ul style="list-style-type: none"> <li>August 2019</li> </ul>	<ul style="list-style-type: none"> <li>Group Manager Development</li> </ul>	<ul style="list-style-type: none"> <li>Changes to delivery programme will be contained within budget</li> </ul>	<ul style="list-style-type: none"> <li>A refresh of our Strategy for the delivery of new homes</li> </ul>	<ul style="list-style-type: none"> <li>Business Plan now approved. Oct 19</li> <li>Meetings scheduled to deliver Strategy by the end of the Year</li> </ul>

financial viability <ul style="list-style-type: none"> <li>• Consult and agree with AD and PH</li> <li>• Obtain approval for new programme and rewrite strategy to align with revised programme</li> </ul>					
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<b>Service Objectives:</b>					
Mobilise revised New Build Programme following formal approval					
<b>Key Actions</b>	<b>By When</b>	<b>Who is Responsible for Delivery</b>	<b>Impact on MTFS</b>	<b>What will be different once this is done?</b>	<b>Quarter 2 Update</b>
<ul style="list-style-type: none"> <li>• Obtain formal approval for new build programme</li> <li>• Prepare Briefs</li> <li>• Implement delivery within team</li> </ul>	<ul style="list-style-type: none"> <li>• September 2019</li> </ul>	<ul style="list-style-type: none"> <li>• Group Manager Development</li> </ul>	<ul style="list-style-type: none"> <li>• Increased rental income and HRA</li> </ul>	<ul style="list-style-type: none"> <li>• Clear direction for team regarding the next tranche of schemes</li> </ul>	<ul style="list-style-type: none"> <li>• Completed, Schemes are being developed through to Planning.</li> </ul>

## Service Improvement Plan

Action	Expected Improvement(s)	Planned Start Date	Lead
<b>Improving Communications &amp; Reducing Contact</b>			
Internally promote the work of the SIE team to co-ordinate communications and use of Team Site for staff update	Improved approach to managing communications with an aim to streamline involvement and ensure it is focused	May 2019	Strategy, Improvement and Engagement Team Leader
Continue to grow digital and online presence, developing a focused social media plan to support updates to tenants and leaseholders	Improved use of all media to improve communication	April 2019	Policy, Projects and Engagement Lead Officer
Undertake a full review of website content to make sure it is up to date and relevant and develop further opportunities for self-serve (garages and rents)	Reduction in administration and improved options for self-serve	April 2019	Strategy, Improvement and Engagement Team Leader/ Policy, Projects and Engagement Lead Officer



Action	Expected Improvement(s)	Planned Start Date	Lead
<b>Review, update and consolidate policies and procedures</b>			
Identify all Policies that are currently used by the Housing Service	All Policies and procedures updated and stored on team site, any actions from strategies updated	May 2019	Strategy, Improvement and Engagement Team Leader/ Policy, Projects and Improvement Lead Officer
<b>Data &amp; Evidence</b>			
Data cleansing of Orchard and collation of stock information to ensure the service is maximising data held: <ul style="list-style-type: none"> <li>• Building up profiling information on both stock and tenants</li> <li>• It is compliant with new GDPR regulations</li> </ul>	Improve management information on the use of the stock and the impact of flexible tenancies and the roll out of Universal Credit	June 2019	Group Manager Tenants and Leaseholders and Group Manager Property and Place
Sheltered accommodation supply and demand, analysis of feedback from Open Day events and bidding history on the various schemes.	Detail to be assessed for developing a medium to long-term strategy for the sheltered accommodation and the changing needs of the over 0's demographic	May 2019	Team Leader Supported Housing
Garages supply and demand data from Civica to assess the optimum number of garages the Council should retain for revenue income.	Investment will be targeted and decommissioning sites for alternative use or disposal	June 2019	Garage Officer

Benchmarking and information returns e.g. Housemark LAHS, P1E	Compare our performance against peers and identify opportunities for service improvement	April 2019	Quality, Insight and Improvement Officer
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Sheltered accommodation supply and demand, analysis of feedback from Open Day events and bidding history on the various schemes.	Detail to be assessed for developing a medium to long-term strategy for the sheltered accommodation and the changing needs of the over 0's demographic	May 2019	Team Leader Supported Housing
Garages supply and demand data from Civica to assess the optimum number of garages the Council should retain for revenue income.	Investment will be targeted and decommissioning sites for alternative use or disposal	June 2019	Garage Officer

Benchmarking and information returns e.g. Housemark LAHS, P1E	Compare our performance against peers and identify opportunities for service improvement	April 2019	Quality, Insight and Improvement Officer
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Action	Expected Improvement(s)	Planned Start Date	Lead
<b>Systems and Assets</b>			
De-commissioning of Genesis and commissioning of new system Inform	A range of devices can be used to input the information and a fully mobile solution, which caches information when there is no internet available when working in the field.	March 2019	Supported Housing Team Leader
Pro-master migration of all historic data and commissioning to maximise the functionality of the system	Orchard-hosted system will allow the wider service and third parties as well as tenants to access information on assets  Officers across the service will have accurate asset information available through the Orchard System.	March 2019	Assets and Business Improvement Team Leader
Consultation on and continued rollout of New Orchard  This needs to be treated as a project within all teams using Orchard -	Utilising functions such as text messaging, the customer portal and improved functionality	April 2019	Assets and Business Improvement Team Leader and Group Manager Tenants and Leaseholders

## Risk Register 2019 – 2020

Housing Landlord - Fiona Williamson					
HL_F01 Failure to closely monitor operational and financial factors affecting the delivery of the HRA Business Plan					
Category: Financial	Corporate Priority: Affordable Housing		Risk Owner: Fiona Williamson	Portfolio Holder: Margaret Patricia Griffiths	Tolerance: Treating
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
2 Unlikely	4 Severe	8 Amber	1 Very Unlikely	2 Medium	2 Green
Consequences		Current Controls		Assurance	
Delivery of the Business Plan would not be achieved if income and financial control is not closely managed		Regular and then formal end of year review of Business Plan in partnership with Finance.  Business Plan updated to reflect statutory changes and service priorities Any policy changes or government announcements that may impact the plan or its assumptions are quickly analysed and reflected into the Business Plan This enables for long term financial viability to always be visible and if there are foreseen issues in certain years programmes can be altered as needed or issues taken to mitigate		HRA Business Plan in development in conjunction with finance  Sign off by Cabinet	
Sign Off and Comments					
Revisions to the Business plan have been undertaken for presentation to Cabinet in September					

**HL\_I03 Failure to adopt a service specific best practice approach to Health and Safety (Housing Landlord)**

<b>Category:</b> Infrastructure	<b>Corporate Priority:</b> Safe and Clean Environment		<b>Risk Owner:</b> Fiona Williamson	<b>Portfolio Holder:</b> Margaret Patricia Griffiths	<b>Tolerance:</b> Treating
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
3 Likely	4 Severe	12 Red	2 Unlikely	4 Severe	8 Amber
Consequences		Current Controls		Assurance	
Death or injury to staff; residents or contractors' staff; reputation; litigation and charges of corporate manslaughter.		Service specific H & S procedures applied to sheltered housing service covering service users and staff e.g. fire safety and lone working; clear landings policy and procedures; estate inspections schedule.. Corporate H&S policy under review. Ongoing training for staff in key areas. Increased resourcing to provide support and enhanced monitoring and administration of health and safety information. Directorate Health & Safety Committee Quarterly at DMT Standing Items on Team Meeting Agendas Quarterly Housing Fire Safety Group attended by Fire Service Ensuring that the service has appropriately qualified staff (though this is itself a risk as the Council finds it difficult to recruit surveyors on pay grounds)		All Risk Assessments / Notes of meetings available for review	
Sign Off and Comments					
Ongoing work to manage risks and migrate data onto assess and compliance software systems Q2 and Q3 audits of Asbestos and Legionella management plans are programmed					

Housing – Fiona Williamson					
Risk name: Failure to identify and manage Private sector Landlords and Houses in Multiple Occupation					
Category:	Corporate Priority:	Risk Owner:	Portfolio Holder:	Tolerance:	
Reputational	Safe and Clean Environment	Natasha Beresford	Margaret Patricia Griffiths	Treating	
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
3 Likely	4 Severe	12 Red	2 Unlikely	4 Severe	8 Amber
Consequences		Current Controls		Assurance	
Private sector tenants living in poor conditions that could be prejudicial to their health. Statutory function so reputational and financial risks for the Council.		Additional resources have been employed to assist with the anticipated increase in workload following changes to the legislation. Training for all staff in HHSRS and fire safety has been undertaken. New procedures have been developed to align with the changes in legislation. Volumes will be monitored to assess the level of demand upon the service.		-	
Sign Off and Comments					
Increased activity to assess potential HMO's ongoing, awareness raised with staff and members, to report potential HMO's.					

HL_F02 Failure to closely monitor operational and financial factors relating to the delivery of the Council's Homelessness Service					
<b>Category:</b> Financial	<b>Corporate Priority:</b> Affordable Housing		<b>Risk Owner:</b> Natasha Beresford	<b>Portfolio Holder:</b> Margaret Patricia Griffiths	<b>Tolerance:</b> Treating
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
3 Likely	4 Severe	12 Red	2 Unlikely	4 Severe	8 Amber
Consequences		Current Controls		Assurance	
<p>DBC Could be open to legal challenge if the service is not fit for purpose due to lack of resources for this statutory service. Health &amp; Safety risks for clients if not provided with TA and left to sleep rough. Increase in homeless presentations would have severe impact on budget.</p> <p>Reputational risk from street homeless and no second night out policy</p>		<p>Monthly financial monitoring with Group Manager and accountant, team leader monitors TA spend, and monthly reporting of stats including numbers of cases seeking Housing Advice and presentations as homeless.</p> <p>Use of grant funding to supplement the team with additional resources to process presentations through the various stages of the Homeless process</p> <p>Working closely with other agencies and the Homeless Forum</p>			
Sign Off and Comments					
Successfully secured Rough Sleeper Grant funding and working with St Albans and Hightown to deliver outreach workers					

Failure of the Total Asset Management Contractor to deliver the five strategic objectives and agreement on the year 5 benchmarking					
Category:	Corporate Priority:		Risk Owner:	Portfolio Holder:	Tolerance:
Financial	Affordable Housing		Alan Mortimer	Margaret Patricia Griffiths	Treating
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
3 Likely	4 Severe	12 Red	2 Unlikely	4 Severe	8 Amber
Consequences		Current Controls		Assurance	
<p>Inability of the contractor to secure contract extensions and associated costs of managing the collation and interrogation of repairs data and stock condition information. Reputational issues in respect of the anticipated benefits to stakeholders not being realised. Operational consequences if the gas servicing and installation contract secures contract extensions due to the co-location of the operational teams. Additional costs and time to procure a new contract.</p>		<p>Regular contract review through a matrix of operational, financial and strategic core group meetings, with early warning mechanisms and agreed actions to address any areas of poor performance.</p> <p>Monthly monitoring of key performance indicators to identify any trends which could impact upon the achievement of the key strategic indicators.</p> <p>SWOT analysis and benchmarking underway in preparation for the year 5 anniversary review</p>		<p>Strategic Core Group Minutes Key Performance Indicators On-going scrutiny by the Property and Place surveyors</p>	
Sign Off and Comments					
<p>Year 5 Benchmarking review underway and ongoing management of costs and quality through regular operational and Strategic meetings. Initial report to July Cabinet, with final report in November</p>					

HL_R01 Failure to identify the needs and risks of residents living in sheltered housing and ensure that they have access to support appropriate to their needs					
<b>Category:</b> Reputational	<b>Corporate Priority:</b> Affordable Housing		<b>Risk Owner:</b> Layna Warden	<b>Portfolio Holder:</b> Margaret Patricia Griffiths	<b>Tolerance:</b> Treating
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
3 Likely	4 Severe	12 Red	1 Very Unlikely	4 Severe	4 Green
Consequences		Current Controls		Assurance	
Appropriate Support to individuals living in sheltered accommodation and if not given there is risk to health and wellbeing of some of our most vulnerable residents		Supported Housing Operational Procedures.  Partnership working with other agencies. Ongoing programme of training for supported housing staff  Sheltered housing IT system replaced with Inform to enable more robust record keeping and management of visits and support plans  Line management structure within supported housing including performance management structure (1:1s and appraisals).		Supported Housing Officer Procedures	
Sign Off and Comments					
Review of the Supported Housing Assets underway, to assess the suitability of the assets for current and future use.					

HL_R03 Failure to Deliver the Council’s New Build Programme					
<b>Category:</b> Reputational	<b>Corporate Priority:</b> Affordable Housing		<b>Risk Owner:</b> David Barrett	<b>Portfolio Holder:</b> Margaret Patricia Griffiths	<b>Tolerance:</b> Treating
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
2 Unlikely	4 Severe	8 Amber	1 Very Unlikely	4 Severe	4 Green
Consequences		Current Controls		Assurance	
Reputational and financial impact with public and HCA regarding grant allocations and due to the high profile of the project and Corporate priorities		Monthly Financial meetings to monitor budgets, Fortnightly AD update, monthly project group, team concentrating solely on development and new post of Senior Project Manager created 1-4-1 meetings to assess the progress of expenditure against grant commitments Identified pipeline of sites to supplement those already progressing, so that any that do not progress to completion can be replaced.		All Schemes have project worksheets updated fortnightly	
Sign Off and Comments					
Ongoing monitoring of progress to assess delivery underway. Any projects that are identified as having risks of delays or do not progress are reviewed and a pipeline of alternative sites retained to provide resilience.					

## Housing – Fiona Williamson

**Risk name: Failure to recruit and retain appropriately skilled, experienced or professionally qualified members of staff.**

<b>Category:</b> Reputational	<b>Corporate Priority:</b> Modern and efficient Council	<b>Risk Owner:</b> Fiona Williamson	<b>Portfolio Holder:</b> Margaret Patricia Griffiths	<b>Tolerance:</b> Treating	
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
3 Likely	4 Severe	12 Red	2 Likely	4 Severe	8 Amber
Consequences		Current Controls		Assurance	
<p>Reliance on external consultants and agency staff and the additional cost implications and pressure if the budgets</p> <p>Risk of incorrect decisions being made by inadequately qualified or trained staff</p> <p>Risk of legal action increase in disrepair claims, Environmental Protection Act claims or personal injury claims.</p> <p>Any issues arising as a result of Statutory functions, risk of prosecution and the associated reputational and financial risks for the Council.</p>		<p>Identified all roles that have difficulties in terms of recruitment and retention by area to supplement the workforce planning review.</p> <p>Corporate project to improve the recruitment approach and graduate programme to supplement in house skills base</p> <p>Ongoing training for all staff in HHSRS and fire safety has been undertaken to supplement the knowledge and improve awareness.</p> <p>Use of Apprenticeship levy to support professional training and qualifications</p>		-	
Sign Off and Comments					
Apprentice posts created to provide pipeline of trained and skilled staff, to supplement skills levels.					

**Housing – Fiona Williamson**

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

<b>Category:</b> Reputational	<b>Corporate Priority:</b> Safe and Clean Environment		<b>Risk Owner:</b> Natasha Beresford	<b>Portfolio Holder:</b> Margaret Patricia Griffiths	<b>Tolerance:</b> Treating
<b>Inherent Probability</b>	<b>Inherent Impact</b>	<b>Inherent Risk Score</b>	<b>Residual Probability</b>	<b>Residual Impact</b>	<b>Residual Risk Score</b>
3 Likely	4 Severe	12 Red	2 Unlikely	4 Severe	8 Amber
<b>Consequences</b>		<b>Current Controls</b>		<b>Assurance</b>	
Private sector tenants living in poor conditions that could be prejudicial to their health. Reduction in projected income from licence fees and enforcement action Statutory function so reputational and financial risks for the Council.		Additional resources employed to assist with the anticipated increase in workload following changes to the legislation. Training for all staff in HHSRS and fire safety has been undertaken and updated to include Fitness for Human Habitation Act requirements. New procedures have been developed to align with the changes in legislation Volumes to be monitored to assess the level of demand upon the service.		-	
<b>Sign Off and Comments</b>					

# Funding

## Current Budgets - Gen Fund & HRA

### Gen Fund Housing

HOUSING & COMMUNITY COMMITTEE GENERAL FUND BUDGET DETAIL 2019/20				
	Original 2018/2019 £	Budgets 2019/2020 £	Variance 2018/19 - 2019/20 £ %	

<b>Housing &amp; Community</b>
<b>Housing Landlord (Fiona Williamson)</b>

Housing Standards - DFG management (Alan Mortimer)				
Employees	44,550	<b>45,340</b>	790	2%
Transport	0	<b>0</b>	0	
Income	<b>(33,610)</b>	<b>(34,420)</b>	(810)	(2%)
Recharges	12,841	<b>6,308</b>	<b>(6,533)</b>	<b>(51%)</b>
<b>Net Expenditure: Housing Standards</b>	<b>23,781</b>	<b>17,228</b>	<b>(6,553)</b>	<b>(28%)</b>
Garages (Alan Mortimer)				
Employees	40,310	<b>40,290</b>	(20)	(0%)
Premises	561,070	<b>573,970</b>	12,900	2%
Supplies & Services	0	<b>0</b>	0	
Capital Charges	753,320	<b>719,300</b>	<b>(34,020)</b>	<b>(5%)</b>
Income	<b>(3,770,650)</b>	<b>(3,770,370)</b>	280	0%
Recharges	432,443	<b>433,569</b>	1,126	0%
<b>Net Expenditure: Garages</b>	<b>(1,983,507)</b>	<b>(2,003,241)</b>	<b>(19,734)</b>	<b>(1%)</b>
Supporting People (Alan Mortimer)				
Recharges	7,500	<b>7,500</b>	0	0%
<b>Net Expenditure: Supporting People</b>	<b>7,500</b>	<b>7,500</b>	<b>0</b>	<b>0%</b>
Homelessness (Natasha Beresford)				
Employees	607,780	<b>818,130</b>	210,350	35%
Premises	120,560	<b>106,380</b>	<b>(14,180)</b>	<b>(12%)</b>
Transport	0	<b>0</b>	0	

Supplies & Services	131,300	<b>80,300</b>	<b>(51,000)</b>	<b>(39%)</b>
Capital Charges	86,270	<b>115,000</b>	28,730	33%
Transfer Payments	50,000	<b>50,000</b>	0	0%
Income	<b>(326,870)</b>	<b>(623,330)</b>	<b>(296,460)</b>	<b>(91%)</b>
Grants and Contributions	<b>(438,300)</b>	<b>(625,060)</b>	<b>(186,760)</b>	<b>(43%)</b>
Recharges	122,312	<b>128,590</b>	6,279	5%
<b>Net Expenditure: Homelessness</b>	<b>353,052</b>	<b>50,010</b>	<b>(303,042)</b>	<b>(86%)</b>
<b>Housing Advice (Natasha Beresford)</b>				
Employees	92,010	<b>95,000</b>	2,990	3%
Transport	0	<b>0</b>	0	
Supplies & Services	43,780	<b>44,550</b>	770	2%
Recharges	180,643	<b>195,211</b>	14,567	8%
<b>Net Expenditure: Housing Advice</b>	<b>316,433</b>	<b>334,761</b>	<b>18,327</b>	<b>6%</b>
<b>Housing Strategy (Natasha Beresford)</b>				
Employees	398,960	<b>419,810</b>	20,850	5%
Transport	2,610	<b>2,670</b>	60	2%
Supplies & Services	12,960	<b>62,990</b>	50,030	386%
Transfer Payments	5,000	<b>5,000</b>	0	0%
Income	0	<b>(30,000)</b>	<b>(30,000)</b>	
Recharges	80,091	<b>135,598</b>	55,507	69%
<b>Net Expenditure: Housing Strategy</b>	<b>499,621</b>	<b>596,068</b>	<b>96,447</b>	<b>19%</b>

**Net Expenditure: Housing Landlord**      **(783,120)**      **(997,674)**      **(214,554)**      **(27%)**

## HRA Summary

<b>HOUSING REVENUE ACCOUNT BUDGET 2019/20</b>			
<b>£000</b>	<b>Note</b>	<b>Growth / (Savings)</b>	<b>Budget</b>
<b>Income</b>			
Dwelling Rents	1	<b>500</b>	(52,536)
Non-Dwelling Rents		<b>0</b>	(102)
Tenant Service Charges	2	<b>(54)</b>	(1,626)
Leaseholder Charges		<b>0</b>	(487)
Interest and Investment Income	3	<b>(45)</b>	(435)
Contributions to Expenditure	4	<b>(110)</b>	(645)
<b>Total Income</b>		<b>291</b>	<b>(55,831)</b>
<b>Expenditure</b>			
Repairs and Maintenance	5	<b>(35)</b>	12,068
Revenue Contribution to Capital	6	<b>(1,324)</b>	5,480
Supervision & Management	7	<b>354</b>	12,783
Corporate and Democratic Core		<b>0</b>	307
Rent, Rates, Taxes & Other Charges		<b>0</b>	35
Provision for Bad Debts	8	<b>275</b>	975
Interest Payable	9	<b>(36)</b>	11,558
Depreciation	10	<b>475</b>	12,625
<b>Total Expenditure</b>		<b>(291)</b>	<b>55,831</b>
<b>HRA Deficit / (Surplus)</b>		<b>0</b>	<b>0</b>
<b>Housing Revenue Account Balance:</b>			
Opening Balance at 1 April			<b>(2,892)</b>
Deficit / (Surplus) for the year			0
<b>Closing Balance at 31 March</b>			<b>(2,892)</b>

## **SUMMARY OF MAJOR MOVEMENTS IN HOUSING REVENUE ACCOUNT BUDGET 2018/19 - 2019/20**

### **Note 1 - Dwelling Rents**

The budget for Dwelling Rents reflects the final year of the 1% reduction in social rents announced by the Government in July 2015. The average dwelling rent is proposed to reduce from £101.22 in 2018/19 to £100.08 in 2019/20.

### **Note 2 - Tenant Service Charges**

There is additional income of £54k on this line due to a grant from Herts County Council that was expected to have ceased. An additional £60k is also expected from service charge recovery on new properties.

### **Note 3 - Interest and Investment Income**

There is an increase to the draft budget for 2019/20 due to increase in interest rates.

### **Note 4 - Contributions to Expenditure**

The budget for Contributions to Expenditure has been increased by £70k to reflect an increase in income from minor capital receipts. In addition there is a budgeted increase of £40k from a new policy of charging leaseholders for alterations work. Income to be generated via a new post shown in Supervision and Management.

### **Note 5 - Repairs & Maintenance**

There is a minor amendment to the budget for Repairs and Maintenance budget through investment in a maintenance officer to address disrepair claims at an early stage, which will lead to savings in repairs costs. Savings to be generated via a new post shown in Supervision and Management.

### **Note 6 - Revenue Contribution to Capital**

The Revenue Contribution to Capital has reduced year on year, as a result of operational activities including reduced income from rents due to government policy and additional costs incurred maintaining the current asset portfolio. The capital programme is fully funded over the next 3 years through utilisation of capital receipts, capital grants and revenue contributions.

### **Note 7 - Supervision and Management**

The draft budget includes the following assumptions:

In line with estimates for the General Fund, salaries budgets include pay inflation of 2.4%. Utilities budgets also include inflation of 5%.

Growth of £75k for a specialist Universal Credit income officer and new income analysis technology to improve efficiency in rent collection.

Growth of 2 posts recovered in increased income and reduced repairs (as above).

Growth of £120k in the new build team to contribute to delivery of the revised capital programme.  
Increased recharge to the HRA from the General Fund to reflect updated share of central costs.

**Note 8 - Provision for Bad Debts**

The provision for bad debts has been increased by £300k in 2018/19 to allow for the part year effect of the implementation of Universal Credit. The new income analysis technology is expected to help reduce arrears and therefore have a positive impact on the level of bad debt.

**Note 9 - Interest Payable**

This line reflects the interest payment due on the HRA self-financing loan taken out in 2012.

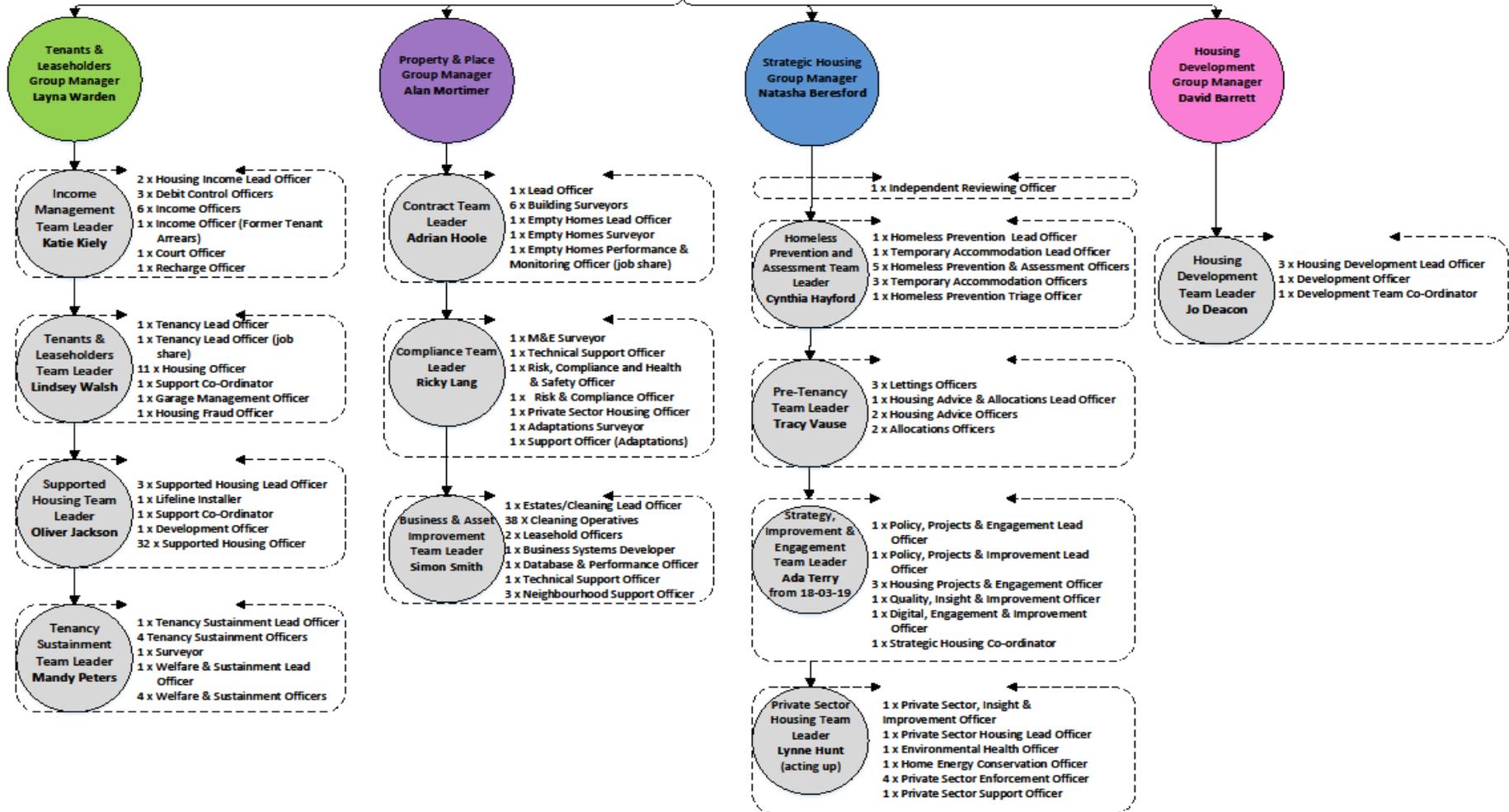
**Note 10 – Depreciation**

The budgets for depreciation have been increased to reflect an increase in capital assets as a result of the new build programme, combined with inflation in house prices.



**Housing Organisation Chart**  
Last Updated: February 2019

**Assistant Director**  
**Fiona Williamson**





# **Workforce Planning Report**

## **Group 1 – Strategic Housing**

<b>Staff turnover and risk</b>	
<b>Recruitment</b> <ul style="list-style-type: none"> <li>• Are there any skills that may prove difficult to recruit?</li> <li>• How are you making these roles more attractive?</li> </ul>	<p>Recruitment to technical roles across the council such as Surveyors and Environmental Health Officers is challenging, often leading to recruitment via temporary agencies, which is costly.</p> <p>SH have had regard to this in relation to the introduction of new Private Sector Enforcement roles and have sought to develop a job role that is effective to meet statutory requirements and support the single point of failure in 1 FTE EHO.</p>
<b>Skills development</b> <ul style="list-style-type: none"> <li>• What new skills do you need to deliver service objectives?</li> <li>• Could we develop these in-house?</li> <li>• How are you transferring or developing specialist skills?</li> </ul>	<p>Pre Tenancy Team will be undertaking cross training of staff within the team, as this has been identified as an area of risk with the high turnover of staff within the team.</p> <p>Additional skills and knowledge requirement to meet statutory demands of Private Sector management have been identified and a training plan has been undertaken, with regular refreshers required.</p>
<b>Single Points of Failure</b> <ul style="list-style-type: none"> <li>• Are there any single points of failure?</li> <li>• How are you dealing with them?</li> </ul>	<p>As mentioned in point 1, EHO is single point of failure and the development of the new PRS Enforcement Officer posts has mitigated against this to a point. Given the number of responsibilities, the service has, in order to ensure that the service is tackling all areas of responsibility, a further review of resource is ongoing, to enable the effective tackling of empty homes and enforcement activity.</p> <p>Strategic Housing Co-ordinator post, is vital role within the service gaps in this post can have a significant service impact. Working with other GM's to ensure consistency in management of these co-ordinators across to include cross training and awareness of different work areas.</p> <p>In the past year sickness and challenges in recruiting to the role of Housing Needs and Allocations Officer have had a significant impact on the service delivery and performance in empty homes/lettings. The service intends to make these roles generic in function to reduce single points of failure and build in resilience.</p>
<b>Leadership</b> <ul style="list-style-type: none"> <li>• How are you developing leadership in the team?</li> </ul>	<p>A number of new Lead Officer posts were introduced within Strategic Housing approximately 18 months ago, due to new burdens. This has enabled these officers to be involved in key team and service plan objectives or lead projects. Additionally there have been several acting up opportunities as a result of other staff challenges, which has provided a development opportunity at Team Leader and Group Manager level. Training has been made available for a number of staff across the service to develop management skills, such as ILMs.</p>

## Group 2 – Property & Place

<b>Staff turnover and risk</b>	
<b>Recruitment</b> <ul style="list-style-type: none"> <li>• Are there any skills that may prove difficult to recruit?</li> <li>• How are you making these roles more attractive?</li> </ul>	<p>All construction related and/or technical roles continue to be very difficult to recruit. Post Grenfell Health and Safety and compliance related qualifications are commanding an even greater premium in the marketplace.</p> <p>Consideration has to being given to what options are available to make the roles more attractive to attract and retain the correct candidates</p>
<b>Skills development</b> <ul style="list-style-type: none"> <li>• What new skills do you need to deliver service objectives?</li> <li>• Could we develop these in-house?</li> <li>• How are you transferring or developing specialist skills?</li> </ul>	<p>Quantity Surveying, Risk management, compliance related skills including gas, Fire Risk assessments, Legionella , asbestos and M&amp;E.</p> <p>Yes with additional training or qualifications</p> <p>Mentoring of staff and a number are undertaking degrees in Construction.</p> <p>Also have established a trainee empty homes surveyor role which will be covered by apprenticeship training levy.</p>
<b>Single Points of Failure</b> <ul style="list-style-type: none"> <li>• Are there any single points of failure?</li> <li>• How are you dealing with them?</li> </ul>	<p>Stock Database officer, Fire Risk Assessor, legionella , asbestos officer, surveyor.</p> <p>Additional staff are working with the Promaster software and further training will be undertaken to establish some super users of the system.</p> <p>Re-alignment of teams and roles to include cross team support and familiarity with specialist processes</p> <p>External specialist consultancy support is being used to increase capacity with Fire Risk assessments</p>
<b>Leadership</b> <ul style="list-style-type: none"> <li>• How are you developing leadership in the team?</li> </ul>	<p>Invited participation at Team Leaders meetings, mentoring and coaching techniques used to assist Team Leaders to develop.</p> <p>Re-alignment of teams and roles to include cross team support and familiarity with specialist processes</p> <p>External and internal management training , and supporting professional membership qualifications (chartered status)</p>

## Group 3 – Tenants & Leaseholders

<b>Staff turnover and risk</b>	
<b>Recruitment</b> <ul style="list-style-type: none"> <li>• Are there any skills that may prove difficult to recruit?</li> <li>• How are you making these roles more attractive?</li> </ul>	<p>There is a good level of demand for most full time roles within the Tenants and Leaseholder service. The levels of sickness and turn over in Housing Officer – Tenancy and Supported Housing Officers are high but mainly due to the numbers and that officers are keen to develop into new roles.</p>
<b>Skills development</b> <ul style="list-style-type: none"> <li>• What new skills do you need to deliver service objectives?</li> <li>• Could we develop these in-house?</li> <li>• How are you transferring or developing specialist skills?</li> </ul>	<p>A good knowledge of service charges is needed to implement this service objective. Responsibility, skills and knowledge will be developed within the Income team.</p> <p>Resilience is needed to continue to manage the work load in the Tenancy and Sustainment Teams. This could be achieved through training, regular 121's and employee assistance support.</p>
<b>Single Points of Failure</b> <ul style="list-style-type: none"> <li>• Are there any single points of failure?</li> <li>• How are you dealing with them?</li> </ul>	<p>All single points of failure have been addressed through realignment and reviewing responsibilities.</p>
<b>Leadership</b> <ul style="list-style-type: none"> <li>• How are you developing leadership in the team?</li> </ul>	<p>A joint team plan for the T&amp;L team will ensure that managers are aware of the strategic direction and how their teams contribute. It will ensure partnerships across the service.</p> <p>A number of Officers have attended the in-house Introduction to Management Course. This will help identify those who can be future managers. Additionally offering the opportunity to offer mentoring and coaching across teams can provide support and develop leadership.</p>

## Group 4 – Housing Development

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



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

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

## **1. Introduction**

1.1 This paper will provide an update on service performance over Q2 2019/2020 and also highlight key achievements over this same period.

## **2. Performance Reports 19/20 – Quarter 2**

2.1 Quarter 2 report - attached

3. **Quarter 2 Achievements** - The following achievements are a sample of the projects/work undertaken by this group of services during the quarter 2 in 2019/2020.

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

4.1 The Community Safety Team arranged two community safety partnership days. The days were arranged to allow the Community Safety Partnership to engage with residents of the borough to provide reassurance and update on what is undertaken to keep the communities of Dacorum safe. Partners attending included the Police, Fire and Rescue, Youth connexions, trading standards, everyone active plus others including several DBC departments. Free fire home safety checks were offered along with the opportunity to sign up to OWL (Online Watch Link). There was also an opportunity to register your home CCTV with the Neighbourhood Watch Team, so that they could map properties that have CCTV to assist Police in investigating crimes. Over the two days there were approximately 500 people who attended.

4.2 The project working alongside St Giles Trust has been very well received so far and referrals are being made by partner agencies. To date our SOS Officer has 8 referrals and is working to help and assist some of the most vulnerable young people within Dacorum, in relation to serious violence, organised crime and gang crime.

4.3 The national play days at the adventure playgrounds were successful with over 2000 people attending across the four sites over a three day period. We have 2 new youth sessions started on a Thursday evening at Chaulden Adventure Playground for children with special educational needs and their siblings in partnership with the Pupil premium Service.

## **5. The Old Town Hall**

5.1 Produced customer satisfaction for the quarter which showed the following: In terms of customers rating OTH events we achieved 92% positive rating; in terms of value for money we achieved 93% positive rating and for overall customer satisfaction we achieved 94%. Based on 26 respondents. July and August are the building maintenance months, so live events are significantly less.

5.2 September we launched the new season of live performances but also delivered two relaxed screenings for the ROAR and Gateway clubs (affiliated with Mencap) plus a sold out performance of Griff Rhy Jones.

## **6. Customer Services**

6.1 We successfully recruited a Customer Services Lead Officer and Apprentice.

6.3 Working with IT to ensure new payment kiosks are in place before March 2020 as current provider no longer supporting the existing payment machines.

6.4 Three members of the team are now First Aid trained which will assist with customer incidents.

6.5 Refurbished Berkhamsted Customer Services to make it more customer friendly.

## **7. Community Partnerships**

7.1 Four inflatable pop-ups events were held over this period where we had a total of 606 children attend/register.

7.2 Last Cohort of the Mask programme finished July 2019 – 7 young people attending and all passed their Arts Awards.

7.3 Summer Community grants round ended in July in which £25,000 of grants were awarded.

7.4 We held a Herts Year of Culture Dacorum Information and Networking Event - 16th September at The Old Town Hall. There were 61 attendees with presentations from Nick Denham (HYOC2020 Programme Board), The Marlowes Centre, Hemel Hempstead Library and Community Partnerships Team with performances by Dacorum Community Dance.

7.5 Your Town Hemel 5K - Local residents turned up on Sunday 22nd September to run the streets of Hemel Hempstead to support what matters locally. The 'Your Town' initiative aims to encourage people to live healthy lives, get more engaged in their local community and make them proud of where they live. For our first ever event we had 116 registered runners who together raised £810 for DENS and Sunnyside Rural Trust. We are now looking to start planning another event for next year.

7.6 Active Dacorum - on July 18th, the Active Dacorum brand was launched. Both Facebook, Twitter pages and logos were created in order for Dacorum residents to find out about local events, sessions, activities and ways to be active in Dacorum.

## **8. Communications**

8.1 Communications support for external campaigns and projects such as Dacorum's Den, Business Heroes Awards, Green Flags, Kings Langley Neighbourhood plan, PSPOs, Big Painting Challenge, Recycle Week, Your Town Run and new seating for Hemel Storm at Everyone Active Hemel Hempstead.

8.2 Communications support for internal communications projects such as the successful DBC/CCG staff networking event, alongside ongoing internal communication and staff engagement programmes.

8.3 Communications Team awarded brief to design the CCG Annual Report in August 2019.

8.4 Communications Team has been awarded silver for the "Outstanding In-house Public Relations Team" award for the CIPR PRIDE Awards in September 2019. The

Chartered Institute of Public Relations (CIPR) is the professional body for communications and PR professionals in the UK.

OSC Report - Housing & Community - Performance, People and Innovation Sep-2019

Indicator Name	Results Sep-2019	Last Quarters Results Jun-19	Last Years Results Sep-18	RAG	Comments	Actions
Building Community Capacity - Empower local community action and delivery						
CYP01a - Number of children attending Adventure Playgrounds	11274 Attendances Info Only	10155 Attendances Info Only	13899 Attendances Info Only		Approver Comments: Numbers are lower than last years qtr. National play days numbers were lower than the previous year. The introduction of the splash park could have led to this.	Will continue to try and improve the offer and promotion of playgrounds to attract more users
Dacorum Delivers - Performance excellence						
CSU10 - Call Handling: Average wait time	356.33 Second(s) Target: 300	314.33 Second(s) Target: 300	321 Second(s) Target: 210	0   4   0	Approver Comments: We are soon to have appointed to all of our vacancies and the new staff will be on an extensive training programme in order for them to be able to deal with multiple service queries. We have also introduced greater transparency of the KPIs to staff i.e. daily performance update. This appears to have helped with the September call waiting times.	No Info
CSU11 - Call Handling: Abandoned Call Rate	14.72% 4243 / 28819 Target: 20	12.52% 3528 / 28174 Target: 20	15.19% 4574 / 30121 Target: 20	0   0   4	Approver Comments: KPI achieved	No Info
CSU12 - Face to Face; Average Wait Time	303 Second(s) Target: 450	195 Second(s) Target: 450	282.33 Second(s) Target: 450	0   0   4	Approver Comments: KPI achieved	No Info
Dacorum Delivers - Reputation and profile delivery						
CSU06 - Percentage of customers satisfied with service received from the Customer Service unit	99.91% 1076 / 1077 Target: 80	99.76% 2530 / 2536 Target: 80	97.63% 412 / 422 Target: 80	0   0   4	Approver Comments: KPI achieved	No Info

# Agenda Item 9



<b>Report for:</b>	<b>Housing and Community Overview and Scrutiny Committee</b>
<b>Date of meeting:</b>	<b>6<sup>th</sup> November 2019</b>
<b>Part:</b>	1
If Part II, reason:	

Title of report:	Flexible Tenancy Review
Contact:	Cllr Margaret Griffith, Portfolio Holder for Housing  Authors: Vivienne Cunningham, Lead Officer (Fixed Term Tenancies Project Officer) Layna Warden, Group Manager (Tenants and Leaseholders)
Purpose of report:	<ol style="list-style-type: none"> <li>1. To update members on progress with the use of flexible tenancies</li> <li>2. To detail proposals with regard to continuing use of flexible tenancies</li> <li>3. To set out proposals for compulsory visits to all general needs tenants at five year intervals</li> </ol>
Recommendations	That members consider the report and comment as appropriate
Period for post policy/project review	12 months from date of report
Corporate objectives:	Affordable Housing Building Community Capacity Modern and efficient council
Implications:	<u>Financial</u>  There are additional costs associated with carrying out flexible tenancy reviews predominantly in officer time but also in reviewing decisions and hearings held by the Group Manager. If regular visits are introduced for all tenants a growth will be

	<p>required in the need for Housing Officers to carry out more inspections however this is expected to reduce void costs, unauthorised alterations and reduce tenancy fraud.</p> <p><u>Value for money</u></p> <p>There is little evidence so far that using flexible tenancies provides value for money. The proposals for regular tenancy visits will reduce void costs and are expected to provide greater benefits</p>
Risk implications	We have a legal obligation to follow national guidance and this has been considered to ensure legislation and best practice are upheld
Community Impact Assessment	Community Impact Assessment carried out and attached as Appendix A
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:	<p>Mark Gaynor – Director (Housing and Regeneration)</p> <p>Fiona Williamson - Assistant Director (Housing)</p> <p>Tenants and Leaseholders Committee</p> <p>Corporate Management Team</p> <p>Legal Team</p>
Background papers:	<b>Housing and Community Overview and Scrutiny committee report June 2018</b>
Glossary of acronyms and any other abbreviations used in this report:	<p>FTT – Fixed Term Tenancies (Flexible Tenancies)</p> <p>FT - Flexible Tenancy</p> <p>DBC – Dacorum Borough Council</p> <p>LA - Local Authority</p> <p>HA - Housing Association</p> <p>MEX – Mutual Exchange</p> <p>ASB – Anti-social behaviour</p>

## **1. Introduction and Executive Summary**

- 1.1. This report will explain the background with regard to Fixed Term Tenancies (FFT), their introduction and their use in Dacorum Borough Council (DBC). It will provide information on progress with flexible tenancies so far in DBC, and some of the difficulties that have been experienced using these type of tenancies.
- 1.2. The report also looks at research both locally and nationally on the effectiveness of meeting the original aims of the legislation, and what impact this has on tenants and social housing providers.
- 1.3. The report will aim to explain that should DBC cease to use flexible tenancies, what strategy would be put in place so that we continue to interact with our tenants on a regular basis.

## **2. Background**

- 2.1. Following the introduction of the Localism Act 2011, Dacorum Borough Council decided to adopt the use of flexible tenancies and these were introduced in April 2013 for all new DBC tenants offered a general needs tenancy. It was felt older tenants moving into sheltered accommodation were doing so for a number of reasons including stability and suitability and therefore those tenants moving into our supported sheltered housing continued to be offered secure tenancies.
- 2.2. The purpose behind promoting the move to flexible tenancies was to promote better use of resources, increase tenants mobility and to provide housing for those most in need. DBC settled on a term of five years for flexible tenancies following the one year introductory period, and the tenancy would be renewable at review for a further five years if the family's circumstances remained the same and/or they did not have in-excess of £16,000 in savings or earned over £60,000.
- 2.3. If the family needed to downsize then DBC would help them move to a more suitably sized property by the end of their flexible tenancy, and if they needed to upsize then the flexible tenancy at their current property would be renewed for a further five years whilst they awaited a transfer. Those tenants that did not qualify for housing due to their savings or income would not have their flexible tenancy renewed and they would need to find alternative accommodation in the private sector by the end of their flexible tenancy.
- 2.4. Over the last 18 months reviews have been conducted and the majority of tenancies were renewed for a further five years. The reviews need to take place at least 9 months prior to expiry to allow time for any notices to be served by the statutory minimum of 6 months before the flexible tenancy ends.

## **3. National and Local Situation**

- 3.1. Following the introduction of The Localism Act 2011, Fixed Term Tenancies were optional for all local authorities and housing associations to adopt.
- 3.2. The Housing and Planning Act 2016 intended to make it mandatory for all local authorities to use fixed term tenancies for all new tenants, however it was later

announced with publication of the social housing Green paper, that fixed term tenancies made tenants feel insecure and less willing to decorate and “make home” in their properties. It was also felt that it made communities less stable by increasing the transient nature of the residents.

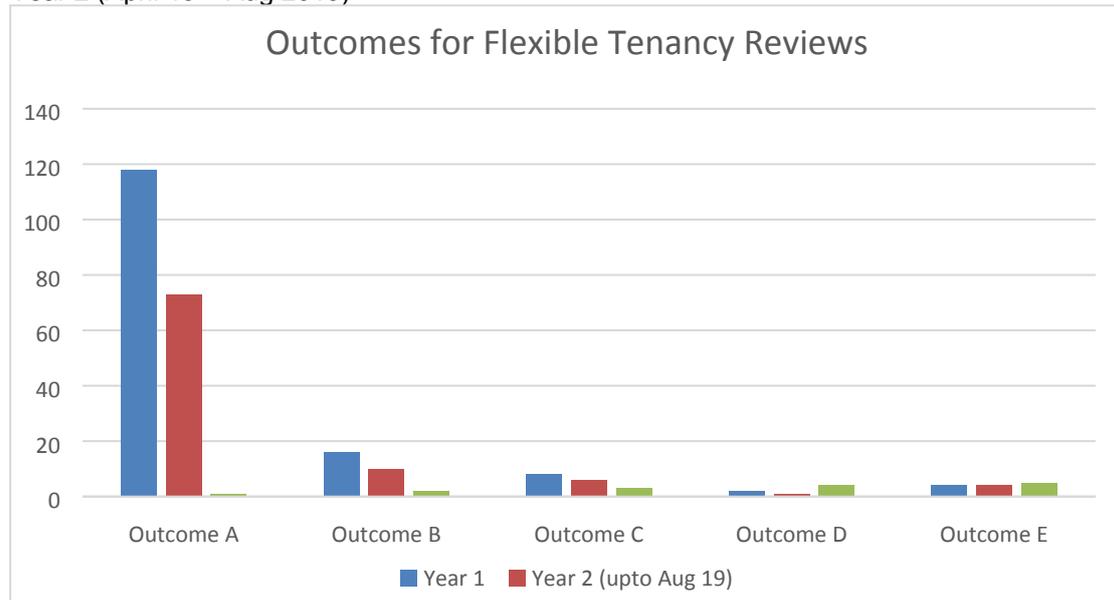
3.3. Locally, although a number of housing providers adopted fixed term/flexible tenancies at the outset they are now moving back to secure/assured tenancies. Hightown Housing Association, our largest housing association provider in Dacorum has already returned to lifetime tenancies, and St Albans District Council are currently reviewing their position with a view to returning to lifetime tenancies. Thrive Homes are continuing with theirs, although they offer them on a seven year tenure and have recently introduced yearly visits to their tenants.

3.4. There has been growing recognition of the importance of housing stability for those who rent, this was highlighted in the Green Paper 2018 following research from social housing providers and academics.

#### 4. Current position for the Housing Service

4.1. We have carried out 259 flexible tenancies so far, from July 2018 to August 2019 and 11 of those have resulted in appeals. The cost implication so far is detailed further in point 5.

The following graph shows the outcome broken down into Year 1 (July 2018 – Mar 2019) and Year 2 (April 19 – Aug 2019)



Outcome A = No change, tenancy renewed  
 Outcome B = Property too small, tenancy renewed  
 Outcome C = Property too big, tenancy not renewed  
 Outcome D = Savings over £16,000 and/or income over £60,000, tenancy not renewed.  
 Outcome E = Joint tenant no longer at property, not renewed. Sole tenant offered at expiry.

4.2 This shows the majority of tenancies were renewed due to no change in circumstances, those that were not resulted in an appeal by the tenant/s. Of the two cases where tenancies were not reviewed due to an income above £60,000, one decision was over-turned due to medical reasons and the other proceeded to complete a Right to Buy of the home.

## 5. Impact on Resources

5.1. On average, each review takes around an hour and a half to collate the paperwork and complete the visit. If the tenant/s appeal the outcome, the time increases considerably due to the need to prepare the relevant paperwork, arrange a hearing with a Team Leader and Group Manager who will be conducting the review. Additionally time is required from the Independent Reviewing Officer to assess cases when required.

5.2. The costs in officer time are shown below:

To carry out reviews	388.5 hrs	salary cost: £7855.47
To carry out appeals	44 hrs	salary cost: £889.68
Lead Officer approval	129.5 hrs	salary cost: £3170.16

5.3. While the reviews by the Housing Officers is not an issue as this allows us to build a relationship with our tenant and carry out an inspection of the home, the review process can be very distressing for tenants who are concerned about the future of their tenancy. Additionally considerable resource has been required from internal and external legal services. This is for situation including where one of the joint tenants has left the property, complications where one tenant wishes to leave (eg Domestic Abuse cases) and discussions around the correct paperwork and wording on documents needed to end a flexible tenancy.

## 6. Legal and current challenges

6.1. When joint tenants wish to end their flexible tenancy it is a requirement of the tenancy agreement that both tenants must sign. In cases where Domestic Abuse is involved this has proved to be especially difficult for the tenant wishing to flee. This can lead the tenant to continue to live in a possibly dangerous situation.

6.2. When a flexible tenancy is renewed and there are rent arrears in place at expiry, these arrears are then classed as a "former tenant arrear" and therefore can be more difficult to collect. This is due to a flexible tenancy being re-granted at expiry as it is not a continuation of the flexible tenancy. This scenario would also apply if there were any injunctions or court orders applied to the flexible tenancy. Essentially the slate is wiped clean for the tenant.

6.3. Many of our flexible tenants have entered into a mutual exchange (MEX) during the lifetime of their flexible tenancy, and some of these families have moved to a property with a "spare bedroom" as allowed in our MEX Policy. At their flexible tenancy review, we have to inform them that we will not be renewing their flexible tenancy at their new property as it is too large for them in accordance with our Allocations Policy and they have to move again. This has caused some dismay and distress to tenants; most of these tenants have lodged an appeal.

6.4. The current IT system (Orchard) does not have the capacity to help monitor the need for a FT review. We have to rely on reports from Orchard and use spreadsheets. This is both tiresome and open to human error, as the reports

do not include those tenants that have transferred or moved by way of a MEX – these have to collated and entered manually.

6.5. The time taken up with FT reviews has meant that less time is available to conduct the general audits we carry out on all general needs properties, which has meant those tenants with a secure tenancy are not being visited as often.

6.6. It is possible that following the expiry of a non-renewed FT the tenant/s refuse to move out. This has not happened so far, but we would need to take legal action for an eviction. This would incur time and considerable expense with no guarantee a Judge would rule in our favour.

## **7. Current Position**

7.1. We are currently consulting with tenants and prospective tenants for their views on flexible tenancies and we should have the results of this by the end of November. However, Tenancy Officers have reported that when visiting tenants, most have expressed some anxiety at the process of their tenancy renewal, and some were not even aware that their tenancy had an expiry date.

7.2. We feel sure that the over-riding response will be that tenants will welcome having a secure tenancy that will give them security and confidence in their home and help create more stable communities.

## **8. Proposals**

8.1. One of the benefits of conducting the FT reviews was that we were able to identify tenants that were struggling or having difficulties, poor maintenance of the property, suspected abandonment or sub-letting. This enabled us to offer support, signpost, refer to the Tenancy Sustainment Team or take tenancy action.

8.2. The requirement to visit should be incorporated into our tenancy agreement, making it a condition of tenancy. If DBC cease to use flexible tenancies, a mandatory visit to all our general needs tenants at least once every five years for an “MOT” of sorts – checking their welfare and identifying any support needs, checking the condition of the property and identifying any unauthorised alterations, and also offering practical advice if the tenant’s circumstances have changed.

8.3. Regular visits will be beneficial to tenancy management, helping to improve relations between tenant and landlord. In addition, when tenancies are terminated the properties will come back to us in a better condition and therefore save on void costs.

8.4. The Housing Service currently conduct a 6 week and a 9 month visit to all introductory tenants, so further visits will just be an extension of this practice into their secure tenancy.

## **9. Research**

9.1. Local research has been undertaken and both Hightown HA and St Albans District Council have cited the resources required to maintain the use of FTT far outweighs their benefits. Both organisations adopted the use of FTT for

better use of their stock, but like us have not found the outcomes to be what was anticipated.

9.2. Many LAs and HAs have now tried the FTT framework and found it has not best served their tenants and communities. They are now reverting back to lifetime tenancies, Many of the larger HAs (Clarion, Peabody, London Quadrant, Grand Union) have abandoned FTTs, and earlier this year Kensington and Chelsea Borough Council also announced they would no longer be using FTTs.

9.3. The key aims behind the Government's introduction of FTT were as follows:

- Make the best use of council stock
- Increase mobility
- Target social housing for those in genuine need
- Support tenants to take up work
- Support tenants into other housing options
- Support vulnerable/young people to develop skills to maintain tenancies
- Tackle ASB and other tenancy issues

The evidence to date suggests that flexible tenancies have had a very small impact on making the best use of stock and no impact on any of the other objectives.

9.4. Research carried out by Professor Suzanne Fitzpatrick and Dr Beth Watts from Heriot Watt University in May 2018, studied the effectiveness of flexible tenancies by carrying out phases of interviews with tenants who had fixed term tenancies. This research concluded that:

- Tenants only had a vague idea on the grounds their tenancies may be terminated
- The idea that tenancies could be terminated due to a rise in income was surprising to most tenants, an idea most disapproved of.
- There was little evidence that tenants adjusted their behaviour as a result of having a fixed term tenancy.
- Most tenants were only mildly or moderately anxious about their tenancy status – although these tenants had a least 2 more years on their tenancy. It was found that it was of considerable distress to a minority – especially older tenants, families with young children or those with a disability.
- There was very little support of the idea that tenancy renewal should be linked to job searching or volunteering – indeed some shock that this could even be a consideration.

9.5. The policy recommendations presented to the government by the researchers were that the FTT policy framework should be abandoned, that the government should not bring into force the relevant sections in the Housing & Planning Act 2016 that compel local authorities to only use FTT in all new lets, but if brought into force, amendments should be made to give exemptions to those with disabilities, older tenants and those with vulnerabilities, and that LAs should have the ability to offer FTTs of up to 10 years.

- 9.6. The government gave credence to such research and subsequently decided not to implement the changes outlined in the Housing and Planning Act 2016. There has been a significant shift since then with a growing recognition of the importance of housing stability for all those that rent. The events at Grenfell have also influenced the need in social housing for communities and tenants to be at the forefront of our decision making processes.
- 9.7. Figures from the Right to Buy within DBC have shown a sharp decrease in sales over the last two years fallen from 89 in year ending 2017 to 29 in the last financial year. This could indicate that those now in DBC properties do not have the finances to purchase, and those with a higher income that could privately rent are reluctant to do so due to the instability in this sector. The White Paper "Fixing our Broken Housing Market" states the loss of a private sector tenancy is now the most common cause of homelessness.

## **10. Conclusion**

- 10.1. The current allocation policy at DBC means that only those most in need are offered properties, and realistically the proportion of those tenants whose circumstances improve enough to purchase a property, or move into the private rented sector are low. Therefore, realistically, the only properties we are likely to get back are those that need to downsize.
- 10.2. DBC already have an incentive scheme in place to assist those tenants wishing to transfer to a smaller property, and the current benefit cap also encourages tenants who are in receipt of housing benefit to downsize when the needs arises.
- 10.3. Forcing tenants to downsize into a smaller property, when available properties are scarce causes alarm and distress, and increases tenant's anxiety they will be made homeless at the end of their tenancy.
- 10.4. DBC already have in place a Tenancy Sustainment Team to assist vulnerable tenants to maintain their tenancy, mutual exchanges and transfers are promoted to increase mobility and our anti-social behaviour(ASB) policies address any ASB issues.
- 10.5. Introducing five yearly visits to each general needs property, will meet the needs of the service to improve the condition of our stock. It will provide an improved service to all our general needs tenants and help us to get to know our tenants and the community, helping us to build stronger, safer communities.
- 10.6. If the decision to cease using flexible tenancies is taken, then consideration is required as to whether we leave the current FTs to roll into periodic tenancies at their individual expiry date, or we contact all the FT tenants to come in to sign a new agreement over a set time period.

# Dacorum BC Community Impact Assessment (CIA) Template

**Policy / service / decision**

Tenant & Leaseholder – Cease the use of Flexible Tenancies & revert to Secure Tenancies

## Description of what is being impact assessed

*What are the aims of the service, proposal, project? What outcomes do you want to achieve? What are the reasons for the proposal or change? Do you need to reference/consider any related projects?*

*Stakeholders; Who will be affected? Which protected characteristics is it most relevant to? Consider the public, service users, partners, staff, Members, etc*

*It is advisable to involve at least one colleague in the preparation of the assessment, dependent on likely level of impact*

To cease the use of flexible tenancies and revert back to secure periodic tenancies. This will effect current tenants who currently hold a flexible tenancy, those secure tenants who wish to make amendments to their tenancy and those wishing to become a DBC tenant.

If adopted, this could impact on staff, dependent on how the change would be implemented

As this proposal would affect a cross-section of society it is not particular to any specific characteristic, the change would encompass all characteristics.

## Evidence

### What data/information have you used to assess how this policy/service/decision might impact on protected groups?

*(include relevant national/local data, research, monitoring information, service user feedback, complaints, audits, consultations, CIAs from other projects or other local authorities, etc.). You should include such information in a proportionate manner to reflect the level of impact of the policy/service/decision.*

Information from national reports from MHCLG, articles from Inside Housing/shelter, initial results from tenants as part of a consultation being undertaken. The proposals will improve the tenure for tenants, which is viewed as a positive. It would benefit those tenants that have vulnerabilities or disabilities as it means they would hold a “lifetime” tenancy.

**Who have you consulted with to assess possible impact on protected groups?** *If you have not consulted other people, please explain why? You should include such information in a proportionate manner to reflect the level of impact of the policy/service/decision.*

Housing Income, Lettings, Tenancy, Strategy, Improvement & Engagement Teams, Housing Senior management team and Portfolio Holder Cllr Margaret Griffith. Additionally current tenants and those on the housing register to gather their views. Also other Social Housing Providers.

**Analysis of impact on protected groups (and others)**

The Public Sector Equality Duty requires Dacorum BC to eliminate discrimination, advance equality of opportunity and foster good relations with protected groups. Consider how this policy/service/decision will achieve these aims. Using the table below, detail what considerations and potential impacts against each of these using the evidence that you have collated and your own understanding. Based on this information, make an assessment of the likely outcome, **before** you have implemented any mitigation.

- *The PCs of Marriage and Civil Partnership and Pregnancy and Maternity should be added if their inclusion is relevant for impact assessment.*
- *Use “insert below” menu layout option to insert extra rows where relevant (e.g. extra rows for different impairments within Disability).*

	Summary of impact	Negative impact / outcome	Neutral impact / outcome	Positive impact / outcome
<b>Protected group</b>	<i>What do you know? What do people tell you? Summary of data and feedback about service users and the wider community/ public. Who uses / will use the service? Who doesn't / can't and why? Feedback/complaints?</i>			

<b>Age</b>	This proposed change will not effect those older tenants in sheltered housing as they are currently given secure tenancies. The proposed change is not detrimental to any age group	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Disability (physical, intellectual, mental)</b> <i>Refer to CIA Guidance Notes and Mental Illness &amp; Learning Disability Guide</i>	The proposed change will not be detrimental to anyone in this category. It could be seen as beneficial as vulnerable tenants will have long term security of tenure should this change be implemented.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Gender reassignment</b>	No known detrimental impact to this group.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Race and ethnicity</b>	No known detrimental impact to this group	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Religion or belief</b>	No known detrimental impact to this group	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Sex</b>	No known detrimental impact to this group	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Sexual orientation</b>	No known detrimental impact to this group	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

<p><b>Not protected characteristics but consider other factors, e.g. carers, veterans, homeless, low income, loneliness, rurality etc.</b></p>	<p>Refugees with limited leave to remain were considered, and it was felt there would have no detrimental effect on this group, but possible service changes may be required.</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
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**Negative impacts / outcomes action plan**

Where you have ascertained that there will potentially be negative impacts / outcomes, you are required to mitigate the impact of these. Please detail below the actions that you intend to take.

<p><b>Action taken/to be taken</b> <i>(copy &amp; paste the negative impact / outcome then detail action)</i></p>	<p><b>Date</b></p>	<p><b>Person responsible</b></p>	<p><b>Action complete</b></p>
	<p>Select date</p>		<input type="checkbox"/>
	<p>Select date</p>		<input type="checkbox"/>
	<p>Select date</p>		<input type="checkbox"/>
	<p>Select date</p>		<input type="checkbox"/>
	<p>Select date</p>		<input type="checkbox"/>

	Select date		<input type="checkbox"/>
	Select date		<input type="checkbox"/>
	Select date		<input type="checkbox"/>
<b>If negative impacts / outcomes remain, please provide an explanation below.</b>			
<b>Completed by (all involved in CIA)</b>	<b>Vivienne Cunningham, Sue Birrell, Paula Parkins, Gemma Baker, Dwain Daniel.</b>		
<b>Date</b>	<b>29/10/19</b>		
<b>Signed off by (AD from different Directorate if being presented to CMT / Cabinet)</b>	<b>Layna Warden, GM – Tenants and Leaseholders</b>		
<b>Date</b>	<b>30/10/2019</b>		
<b>Entered onto CIA database - date</b>			

<b>To be reviewed by (officer name)</b>	
<b>Review date</b>	

# Agenda Item 10



<b>Report for:</b>	<b>Housing and Community Overview and Scrutiny Committee</b>
<b>Date of meeting:</b>	<b>6<sup>th</sup> November 2019</b>
<b>Part:</b>	<b>1</b>
If Part II, reason:	

<b>Title of report:</b>	<b>Rent and Other Charges Policy</b>
<b>Contact:</b>	Cllr Margaret Griffith, Portfolio Holder for Housing  Authors: Layna Warden, Group Manager (Tenants and Leaseholders)
<b>Purpose of report:</b>	1. To update members on the changes proposed to the Rent and Other Charges Policy
<b>Recommendations</b>	That members consider the report and make comments as felt appropriate.
<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>  This policy is linked to the HRA business plan, which outlines the vision, priorities and financial position of Dacorum's Housing Service.  Setting rent levels and accurate and fair service charges demonstrates a sound financial long-term plan for the Housing Revenue Account.  <u>Value for money</u>

	Transparent service charges ensure that we are held to account by tenants. Reviewing charges every year ensures that we achieve better value for money from contracts and services we provide to our tenants.
Risk implications	We have a legal obligation to follow national guidance and the Rent and Other charges policy sets out how we intend to abide by these and best practice.
Community Impact Assessment	Community Impact Assessment attached at Appendix 2
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:	Fiona Williamson - Assistant Director (Housing) Mark Gaynor – Director (Housing and Regeneration) Nigel Howcutt – Assistant Director (Finance) Tenants and Leaseholders Committee (TLC) Housing Senior Management Team
Background papers:	Appendix 1 – Rent and Other Charges Policy
Glossary of acronyms and any other abbreviations used in this report:	DBC – Dacorum Borough Council CPI – Consumer Price Index HRA – Housing Revenue Account MHCLG – Ministry of Housing, Communities and Local Government

## **1 Purpose**

- 1.1 The purpose of this report is to present Members with the revised Rent and Other Charges Policy – Appendix 1. The additions to this policy clarify our position in regards to rent levels and service charges moving towards full service cost recovery for communal services, taking account of customer circumstance and risk.

## **2 Background**

- 2.1 The Rent and Other Charges Policy clarifies the Housing Services' position on national legislation and sets out our policy in relation to rent levels, service charges and recharges. This takes into account the demands on our service, our business plan and strategic direction as a Housing department and Local Authority.
- 2.2 The policy also set out the changes to service charges following the decision by Cabinet that from 1<sup>st</sup> April 2017 we would implement service charges for all new tenants and de-pool service charges for existing tenants. Prior to this date charges paid towards communal services were not separated from all other areas of tenants rent.
- 2.3 For clarification “de-pooling” is the process whereby a landlord stops sharing service costs amongst all its tenants and introduces a separate service charge payable only by those tenants who receive those services. Best practice states that this process should be carried out by splitting out the service charge from within the same gross rent figure, for example: If the gross rent was £100 and the proposed service charge was £10, the charge would be amended to a rent of £90 and a service charge of £10. This ensures greater transparency for the communal services tenants are receiving.
- 2.4 A review of our approach to service charges was agreed as one of the strategic objectives contained within our 2018/19 Housing Service Plan. Following guidance from a specialist consultant, a cross council working group between Housing and Finance have implemented a number of actions to ensure we consider best practice and improve the way we apportion and manage service charges. The aim is to achieve full cost recovery whilst ensuring charges are affordable to tenants and value for money is delivered. Updating the Rent and Other Charges Policy is necessary to clarify our position and set clear guidelines for staff and tenants.

## **3 National legislation**

- 3.1 Since 2011, a number of government policies have been introduced relating to rent levels for properties let by Local Authorities and Housing providers. These include the introduction of 'Affordable Rent' and the ability to charge up to market rent where tenants had an annual income a year of over £60,000. In 2016 the Welfare Reform and Work Act, set out the requirement for social landlords to reduce rents by 1% each year for four years.
- 3.2 New guidance was provided in March 2019 by Ministry of Housing, Communities and Local Government which set out the new Policy statement

on rents for Social Housing. This permitted annual rent increases by CPI plus one percentage point for a minimum of 5 years from April 2020.

- 3.3 The MHCLG guidance also allows Social Housing providers to introduce a 5% rent flexibility (10% for Supported Housing) which can be applied on top of the standard formula rent. This should take into account local demands and not be a blanket uplift to all homes. Any decisions to use this tolerance should consider affordability and local circumstances.

#### **4 Revisions to policy**

- 4.1 Dacorum Borough Council is proposing to increase rents in line with the MHCLG guidance from April 2020. This will enable us to meet the needs of local residents through delivering the 118 homes currently on site and further 300 new council homes planned over the next 3 years. It also allows us to meet the commitments set out in our new Housing Strategy.
- 4.2 Ensuring properties are affordable for residents is a key area of focus. New tenancies will continue to be let at social rent to ensure these are affordable to local residents. The Rent and Other Charges Policy has been amended so that where there is a clear rationale for doing so, the 5% / 10% rent flexibility can be applied on top of the standard formula rent. This will be considered when new homes are being built and when major renovations or improvements take place to existing schemes.
- 4.3 Funding is received from Hertfordshire County Council towards housing related support in the DBC flexicare scheme at Evelyn Sharp house. From April 2020 this is to be withdrawn. Applying the 10% rent flexibility to this scheme would make rent levels reflect the increased housing management and support costs and ensure the high level of service can continue to be provided.
- 4.4 With an increasing number of flats being built, it is important that the cost of communal services are recovered through service charges. Guidance has been received which is being used to identify which services can be applied as a service charge to ensure that the full cost of services such as CCTV, sprinkler systems and maintenance of communal areas are being recovered and these will be applied for all tenants moving into new homes. The policy also clarifies that existing tenants will be consulted with prior to any new services being introduced where there may be a service charge applied.
- 4.5 The Housing Service has committed to ensuring that service charges are fair, transparent and reflect the actual costs of services provided to tenants. Charges will be reviewed annually and amounts apportioned to blocks to ensure tenants are paying for services they have access to. Where there is due to be a considerable increase to tenants we will balance the need to recover all charges against the affordability for tenants, and may stagger an increase over a number of years.
- 4.6 Tenants will continue to be charged where damage has been caused to properties through damage or neglect. In 2018/19 over £45,000 was recovered in recharges. These were identified and enforced through Osborne when carrying out repairs, Housing Officers conducting home visits or where tenants

were moving home. This not only recovers costs for carrying out repairs to our home but also sets out clear expectations of tenants in DBC homes and encourages taking responsibility.

## **5 Conclusions**

- 5.1 Our current approach to service charges aims to give more parity and transparency to our tenants. The changes to the Rent and Other charges policy sets out our intentions to keep social rents but adopt the guidance provided by the MHCLG. This includes the ability to increase rents by CPI plus 1% from April 2020 and the ability to add a tolerance to some homes.
- 5.2 These changes will enable us to increase the revenue into the HRA whilst ensuring that social homes provided by the Council remain affordable and able to provide safe secure housing for our residents. The increase in rent from April 2020 will enable us to continue to build new homes, deliver our Asset Management strategy and ensure sheltered housing schemes remain fit for their purpose.
- 5.3 The clarification in the policy on service charges will enable us to move towards full recovery of our costs, whilst still ensuring that tenants are protected from any considerable increases from suppliers or services. We will consult with tenants over any new services and the opportunity of recovering the cost of providing communal services and applying increases in line with legislation makes clear business sense and is aligned to our values of being a modern and efficient council.



# Rents & Other Charges Policy

Updated July 2019, Implemented .....2019

# 1.0 Rents and other charges policy overview

This policy is managed and adhered to by the Housing Income Team. This policy will be reviewed on a three year rolling programme or to ensure alignment with government policy.

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## 1.1 Introduction

At Dacorum Borough Council, we set rent levels in line with central government policy and offer a range of accessible ways for tenants to pay their rent and other charges owed to us.

We offer several ways for tenants to check their current rent balance and send a written statement at regular intervals in accordance with current legislation.

Information about paying rent, paying online and setting up a direct debit is on our website [here](#).

## 1.2 Aim(s) of the policy

The aims of this policy are to:

- determine the rent levels and other charges set by the housing service for properties managed under the Housing Revenue Account;
- establish principles for setting extra charges not included within basic rent; and
- set guidelines for issuing refunds when tenants have not received the level of service set out in our agreed service standards.

## 1.3 Links to the council's corporate aims

This policy contributes to the council's priority of 'providing good quality affordable homes, in particular for those most in need', which is set out in ['Delivering for Dacorum – Corporate Plan 2015-2020'](#).

## 1.4 Equality and diversity

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

## 1.5 Policy Statement(s)

We will follow Government policy when setting and collecting rents and other charges for properties managed by the Housing Service (see 2.1).

All homes will be set at Social Rent and we will move to formula rent levels when a property becomes vacant (see 2.1).

We will not implement any voluntary means-tested rent-setting (see 2.1).

We reserve the right to review the amounts charged to tenants as separate service charges to align with the cost of the services provided (see 2.3).

We will recharge tenants for repairs, clearances and other costs that fall outside the scope of the housing service (see 2.4).

# 2.0 Rents and other charges detail

## 2.1 Setting rent levels

As a local authority landlord, we will follow government guidelines and policy when it comes to setting rents for our properties. All homes will be set at Social rent and in 2019/20 rents have been reduced by 1% in line with the Welfare Reform and Work Act 2016. From 1 April 2020 annual increases will be applied of up to CPI (Consumer Price Index) plus 1% up to rent cap limits.

When a property is vacated at the end of a tenancy, we will increase the rent to formula rent levels. Exceptions to this are:

- Successions or assignments;
- Tenants downsizing to a smaller home; and
- Mutual Exchanges

Under the Housing and Planning Act 2016, local authorities are able to choose to charge higher rents to tenants with higher incomes. Dacorum Borough Council will not implement any voluntary means-tested rent-setting.

New build developments will be set to formula rent levels in line with the Social Housing Rents (Exceptions and Miscellaneous Provisions) Regulations 2016. Valuations will be obtained for all new homes using a method recognised by the Royal Institute of Chartered Surveyors (RICS). The 5% rent flexibility (10% for Supported Housing) may be applied to new and existing schemes considering local factors and affordability.

## 2.2 Paying your rent

Dacorum Borough Council rents are payable over 48 weeks with four 'rent free' weeks occurring over:

- Spring bank holiday;
- The Christmas period; and
- The final week of the financial year.

Tenants paying by Direct Debit will make 12 equal monthly payments (each equivalent to four weeks' rent) so do not have a separate 'rent free' period.

We currently offer the following methods of payment:

- Monthly Direct Debit (with a choice of three payment dates).
- Over the phone using debit or credit card.
- On the internet using 'My Housing Account'.
- Personal visit to call centre using debit or credit card.
- Monthly standing order.
- Cash at a Post Office or Pay Point.
- Cheque.

## 2.3 Service charges

Service charges reflect additional services which may not be provided to every tenant, or which may be connected with communal facilities. Service charges are limited to covering the cost of services provided to a block or estate, and ensure the charge reflects the service provided to tenants.

We aim to ensure our approach is fair, transparent and reflects best practice and that we cover costs and secure the best value for money when procuring services.

From April 2017, Dacorum Borough Council took the decision to de pool rents and service charges for tenants. We will display service charges separately from rent on yearly statements so tenants can clearly identify how much they pay for rent and what they pay for additional services (e.g. window cleaning, communal area maintenance), therefore offering greater transparency.

We will set charges by taking into account the full cost of the service provided, value for money and a provision for the maintenance and replacement of equipment used in the supply of the service. Details of how each charge is allocated will be available on our website and a copy can be requested by post.

Charges will be fixed and therefore no adjustments will be made the following year where estimates are used, for example with electricity charges.

Service charges will be reviewed annually. Where there is due to be a considerable increase to tenants we will assess the charges to balance recovering all costs and keeping charges affordable. This may involve staggering an increase over a number of years. Where new or extended services are introduced, and an additional charge may need to be made, we will consult with tenants. Tenants will be informed in writing, with at least one month's notice prior to any changes or implementation of new charges.

## 2.4 Recharges

We will take firm action to minimise unnecessary cost to the housing service by ensuring that tenants meet the full cost of any repairs, as well as clearances that fall outside the scope of the housing repairs service. All repairs caused by damage or neglect by the tenant, a member of their household or visitor will be charged to the tenant at cost plus an administration fee.

Examples of works that we will recharge to a tenant include (but are not limited to):

- damage to fixtures and fittings (whether wilful or accidental);
- clearance of items from communal spaces;
- toilet or sink blockages caused by inappropriate waste;
- clearing a home at the end of a tenancy; and
- breaking into a property to carry out essential gas safety checks.

To find out more about repairs which are the tenant's responsibility, as well as more information about recharges and how to avoid them, see the [Recharges](#) section of our [Tenants' handbook](#).

## 2.5 Refunds

We acknowledge that on some occasions we could fail to deliver a service that a tenant should rightfully expect to receive. We will always aim to resolve any problems initially and this may include providing an enhanced service where appropriate. Where this is not possible and in exceptional cases a credit for an amount not spent will be given on tenants rent accounts.

Any refunds would be credited to the tenant's rent account at the start of the following financial year. If a tenancy ended part way through the year the tenant would be informed that the credit would be deducted from the final balance due.

## 3.0 Legislation

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

- Housing Act 1996
- Localism Act 2011
- Homelessness Act 2002
- Equality Act 2010
- Welfare Reform and Work Act 2016
- Housing and Planning Act 2016

## 4.0 Links to other corporate strategies and policies

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

- Tenancy Agreement
- Housing Strategy
- Financial Inclusion Strategy
- Rent Arrears and Write Offs Policy

## Community Impact Assessment

<b>Name and description of project, policy or service</b>	
Review of existing Rent and other charges policy	
<b>Identifying the impact of this project, policy or service on the community and environment</b>	
	<p><b>Questions to explore:</b>            What positive impact will your project, policy or service have?            What negative impact will your project policy or service have?            How will you ensure any negative impact is limited?            What is the impact of doing nothing?</p>
<p><b>On the community in general</b>            e.g. social or economic benefits, negative impacts</p>	The Rent and Other charges policy will ensure quality services can be provided to tenants and respond to needs of our communities. Where rent or service charge increases are applied, those with low incomes are eligible for Housing Benefit to ensure they are not negatively impacted.
<p><b>On the council as an organisation</b>            e.g. on staff, services or assets</p>	Setting rents and service charges effectively and transparently in line with legislation reduces risk to the council. It ensures costs can be recovered and will protect the long term financial ability of the Housing Service.
<p><b>On the protected characteristics</b>            Age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation            (Specify where impacts are different for different characteristics)</p>	The policy commits us to ensure that all rents are increased in line with national legislation and all tenants regardless of protected characteristic will receive the same percentage increases. Those who are older or have a disability and live in some sheltered housing may find rent levels increased however this reflects the additional management and support costs of these type of accommodation.
<p><b>On the environment</b>            e.g. effects on the climate, trees, amenity space, biodiversity, water, energy, waste, material use, air quality</p>	The policy will have no positive or negative impact on the environment
<p><b>On the specific target community/ location</b>            e.g. if the project is based in a specific area or targeted community group</p>	The policy is borough wide.
<b>Outline the approach you took to identify the need for this project, policy or service. Please include use of research, data and consultation with residents and/or staff.</b>	
New guidance provided by the MHCLG led to the need for changes to the existing policy. Additionally feedback from tenants around service charges required additional amendments.	
<b>Which commitment(s) does this policy, project or service support</b>	
This has been accounted for in the policy – see section on Equality and Diversity	

## Community Impact Assessment

How will you review the impact, positive or negative once the project, policy or service is implemented?		
Action	By when	By who
Review as part of budget and rent setting process.	October 2020	Group Manager - Tenants & Leaseholders

**Completed by:**

Name: Layna Warden

Role: GM

Date: 23.10.2019

**Reviewed and signed off by relevant Group Manager:**

Name: Layna Warden

Role: Group Manager – Tenants and Leaseholders

Date: 23.10.2019