



# 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 4 March 2020 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 REPORT Q3 (Pages 3 - 13)**

#### **7. HOUSING Q3 PERFORMANCE REPORT (Pages 14 - 89)**

#### **8. CHILDREN SERVICES AND COMMUNITY SAFETY PARTNERSHIP, CUSTOMER SERVICES, THE OLD TOWN HALL, COMMUNICATIONS AND COMMUNITY PARTNERSHIPS Q3 PERFORMANCE REPORT (Pages 90 - 94)**

#### **9. HRA STRATEGIC ACQUISITIONS POLICY (Pages 95 - 114)**

#### **10. HELP TO MOVE TO A MORE SUITABLE HOME (Pages 115 - 132)**

#### **11. WORK PROGRAMME (Pages 133 - 135)**



## AGENDA ITEM:

### SUMMARY

Report for:	Housing and Community Overview and Scrutiny Committee
Date of meeting:	4 March 2020
PART:	1
If Part II, reason:	

Title of report:	<b>Budget Monitoring Quarter 3 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 3 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 3.
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

## 1. Executive Summary

- 1.1 The projected outturn against budget as at Quarter 3 is a general fund pressure of £148k which is a small increase of £22k quarter on quarter.
- 1.2 The HRA surplus reported at Quarter 2 has reduced slightly by £40k to £393k.
- 1.3 There has been an increase in the capital budget pressure of £600k quarter on quarter, predominantly as a result of an increase in the affordable housing grants paid to housing associations to provide affordable homes.

## 2. Introduction

- 2.1 The purpose of this report is to present the Council's forecast outturn for 2019/20 as at the 31 December 2019. The report covers the following budgets with associated appendices:
- General Fund - Appendix A. A pressure against budget of £148k is forecast.
  - Housing Revenue Account (HRA) - Appendix B. A surplus of £393k is forecast.
  - Capital Programme - Appendix C. Budget re-phasing to future years of £3.5m is forecast, which is 7% of the overall programme. £2.9m is HRA and £0.6m is General Fund. An in year pressure on capital budgets of £0.6m is forecast.

## 3. General Fund Revenue Account

- 3.1 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).
- 3.2 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 £148k, 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	£110k	Fleet Vehicle Maintenance
Strategic Planning and Environment	£200k	Planning
Strategic Planning and Environment	£170k	Commercial Waste Income

**3.3** 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	16,443	16,468	<b>25</b>	0.2%
Strategic Planning and Environment	8,406	9,033	<b>627</b>	7.5%
Housing & Community	537	514	<b>(23)</b>	(4.3%)
<b>Total Operating Cost</b>	<b>25,386</b>	<b>26,015</b>	<b>629</b>	2.5%
Investment Property	(4,317)	(4,308)	<b>9</b>	(0.2%)
Core Funding	(21,070)	(21,560)	<b>(490)</b>	2.3%
<b>Contribution (to)/ from General Fund Working Balance</b>	<b>(1)</b>	<b>147</b>	<b>148</b>	

#### **3.4 Core Funding - £490k 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 £490k 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 £200k 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.

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

#### 4. Housing and Community

<b>Table 3 Housing and Community</b>	<b>Current Budget</b>	<b>Forecast Outturn</b>	<b>Variance</b>	
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>%</b>
Employees	3,920	3,980	60	1.5%
Premises	886	627	(259)	(29.2%)
Transport	18	17	(1)	(5.6%)
Supplies & Services	1,420	1,461	41	2.9%
Transfer Payments	55	5	(50)	(90.9%)
Income	(5,576)	(5,235)	341	(6.1%)
Earmarked Reserves	(186)	(341)	(155)	83.3%
<b>Total</b>	<b>537</b>	<b>514</b>	<b>(23)</b>	<b>(4.3%)</b>

##### 4.1 Employees - £60k pressure against budget

The forecast includes temporary resources to support the Garages service whilst a detailed review is underway, at a cost of £80k. A drawdown from the Invest to Save reserve has been requested in the Quarter 3 Financial Performance report to Cabinet.

##### 4.2 Premises - £259k 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 in the year. The stock condition survey has a one-off cost of £60k, to be funded from the Invest to Save reserve.

##### 4.3 Income - £341k 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 31%. A consolidated garage management strategy is being developed to improve occupancy levels, and progress will be reported back to Members in 2020.

#### 5. Housing Revenue Account (HRA)

- 5.1 The HRA is a ring-fenced account relating to the Council's Landlord functions. A guiding principle of the HRA is that revenue raised from rents and service charges must be sufficient to fund expenditure incurred. The forecast outturn position for the HRA is shown at Appendix B.
- 5.2 The projected HRA balance at the end of 2019/20 is a surplus of £393k. 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.

### **5.3 Dwelling rents - £270k 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).

### **5.4 Tenants' and Leaseholder 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.

### **5.5 Interest and Investment Income - £102k underachievement on budget**

This forecast is a more accurate reflection of the split of interest income between General Fund and HRA.

### **5.6 Supervision and Management - £394k underspend against budget**

The forecast underspend against budget includes:

- £210k 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.
- There are also a number of small surpluses across minor budgets in this area.

## **6. Capital Programme**

### **6.1 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	Rephasing	Revised Budget	Forecast	Variance	
	£000	£000	£000	Outturn	£000	%
Housing & Community GF	5,986	(574)	5,412	5,999	587	9.80%
HRA Total	40,903	(2,916)	37,987	37,987	0	0.00%
<b>Grand Total</b>	<b>46,889</b>	<b>(3,490)</b>	<b>43,399</b>	<b>43,986</b>	<b>587</b>	<b>1.98%</b>

## 6.2 General Fund Major Variances

There is projected rephasing of £0.6m into 2020/21 on the General Fund, and a forecast overspend of £0.6m.

The projected rephasing to future years includes:

- Line 148: slippage of £245k on CCTV Equipment Refresh. Tenders have been received for this work, and are currently being evaluated. Expenditure will now take place from 2020/21.
- Line 159: slippage of £295k on Garage Development Programme. The wet weather during Quarter 3 has affected the level of work completed. Completion is expected in early 2020/21.

The forecast additional spend of £0.6m includes:

- Line 158: Affordable Housing Development Fund: additional grant expenditure of £0.6m is expected to fund Housing Association new build schemes which have been authorised by Cabinet. A supplementary budget of £0.6m has been requested, funded from retained receipts from the sale of Right to Buy properties, 141 receipts.

## 6.3 Housing Revenue Account Major Variances

There is projected rephasing on HRA of £2.9m and a forecast balanced outturn position.

- Line 201 and 205: £0.8m of slippage on Planned Fixed Expenditure. This represents 5% of the total budget across these lines, and has occurred due to an element of compliance work now taking place in 2020/21. Works are either in progress or have been awarded, but an element of the budget will now be spent in 2020/21.
- Line 206: £0.8m of slippage on Special Projects. This scheme is to create new units at three sheltered schemes. Delays have occurred in the planning process, which will push this expenditure into 2020/21. A review of revised/increased costs proposals from the contractor and possible client changes to final project



outcomes will require member sign off prior to final award and commencement on site.

- Line 210 and 220: These lines offset each other, as the budgets for land acquisitions are built in to the New Build General line. A virement of £900k has been requested in the Quarter 3 Cabinet report to re-allocate budget to the correct budget line.
- Line 211: slippage of £0.7m on Martindale. The site is progressing well and is still expected to complete in Quarter 2 of 2020/21, however the wet weather in Quarter 3 has impacted on the ability to make the scheme water tight, which has delayed internal works.
- Line 214: slippage of £0.2m on Stationers Place with underspend of £0.5m. The scheme has also been impacted by the wet weather in Quarter 3. Completion is expected in Quarter 1 of 2020/21.
- Line 216 and 217: 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.

## **7. Conclusions and recommendations**


- 7.1** As at Quarter 3 2019/20, there is a forecast pressure of £148k against General Fund budgets and a forecast surplus of £393k against Housing Revenue Account budgets.
- 7.2** As at Quarter 3 2019/20, against General Fund capital there is forecast budget rephasing of £0.6m and a forecast pressure of £0.6m. Against Housing Revenue Account capital schemes, budget rephasing of £2.9m is forecast and outturn is expected to be on budget.
- 7.3** Members are asked to note the financial position for the Council for 2019/20 as at Quarter 3.



## Dacorum Borough Council

### Revenue Budget Monitoring Report for December 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	612	736	124	8,658	8,482	(176)	16,443	16,468	25
Housing and Community	208	137	(71)	620	(199)	(819)	537	514	(23)
Strategic Planning and Environment	675	572	(103)	6,839	7,326	487	8,406	9,033	627
<b>Net Cost of Services</b>	<b>1,495</b>	<b>1,445</b>	<b>(50)</b>	<b>16,117</b>	<b>15,609</b>	<b>(508)</b>	<b>25,386</b>	<b>26,015</b>	<b>629</b>
<b>Other Items</b>									
Investment Property	(150)	(109)	41	(4,295)	(4,262)	33	(4,317)	(4,308)	9
Investment Income	(16)	(72)	(56)	(141)	(442)	(301)	(188)	(388)	(200)
Interest Payments and MRP	81	0	(81)	727	521	(206)	970	805	(165)
Parish Precept Payments	0	0	0	816	816	0	816	816	0
Government Grants	(182)	(168)	14	(1,634)	(3,355)	(1,721)	(2,179)	(2,334)	(155)
Taxation (Council Tax and Business Rates)	(1,356)	1,548	2,904	(12,207)	(21,360)	(9,153)	(16,276)	(16,276)	0
<b>Surplus / Deficit on Provision of Services</b>	<b>(1,623)</b>	<b>1,199</b>	<b>2,822</b>	<b>(16,734)</b>	<b>(28,082)</b>	<b>(11,348)</b>	<b>(21,174)</b>	<b>(21,685)</b>	<b>(511)</b>
<b>Transfers between Reserves / Funds</b>									
Net Recharge to the HRA	(351)	(4)	347	(3,160)	(142)	3,018	(4,213)	(4,183)	30
<b>Net Movement on General Fund Working Balance</b>	<b>(128)</b>	<b>2,640</b>	<b>2,768</b>	<b>(535)</b>	<b>(12,615)</b>	<b>(12,080)</b>	<b>(1)</b>	<b>147</b>	<b>148</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)	(52,806)	(270)	0.5%
Non-Dwelling Rents	(102)	(102)	0	0.0%
Tenants Charges	(1,626)	(1,476)	150	-9.2%
Leaseholder Charges	(487)	(553)	(66)	13.6%
Interest and Investment Income	(435)	(333)	102	-23.4%
Contribution towards Expenditure	(645)	(620)	25	-3.9%
<b>Total Income</b>	<b>(55,831)</b>	<b>(55,890)</b>	<b>(59)</b>	<b>0.1%</b>
<b>Expenditure:</b>				
Repairs & Maintenance	12,068	12,068	0	0.0%
Supervision & Management	12,783	12,389	(394)	-3.1%
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>55,497</b>	<b>(334)</b>	<b>-0.6%</b>
Transfer to / (from) Housing Reserves	0	0	0	0.0%
<b>HRA Deficit / (Surplus)</b>	<b>0</b>	<b>(393)</b>	<b>(393)</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	(393)	(393)	0.0%
Proposed Contributions to Reserves	0	0	0	
<b>Closing Balance at 31 March 2020</b>	<b>(2,892)</b>	<b>(3,285)</b>	<b>(393)</b>	

CAPITAL PROGRAMME MONITORING BY SCRUTINY COMMITTEE FOR DECEMBER 2019

APPENDIX C

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>												
146	Rolling Programme - CCTV Cameras	Ben Hosier	25,000	0	0	0	0	25,000	23,255	25,000	0	0
147	Alarm Receiving Centre	Ben Hosier	0	33,627	0	0	0	33,627	0	0	(33,627)	0
148	CCTV Equipment Refresh	Ben Hosier	490,000	0	0	(245,000)	(245,000)	245,000	0	0	(245,000)	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>23,255</b>	<b>25,000</b>	<b>(278,627)</b>	<b>0</b>
<b>People</b>												
152	Verge Hardening Programme	Matt Rawdon	350,000	(106,063)	0	0	0	243,937	23,064	243,937	0	0
153	Storage Facility at Grovehill Adventure Playground	Matt Rawdon	0	25,000	0	0	0	25,000	0	25,000	0	0
154	Capital Grants - Community Groups	Matt Rawdon	20,000	0	0	0	0	20,000	15,825	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>38,889</b>	<b>288,937</b>	<b>0</b>	<b>0</b>
<b>Strategic Housing</b>												
158	Affordable Housing Development Fund	David Barrett	1,629,000	2,062,567	0	0	0	3,691,567	3,523,975	4,290,000	0	598,433
159	Northend & Westerdale (Garage Development)	David Barrett	370,000	1,407,359	0	(198,200)	(198,200)	1,579,159	794,410	1,284,029	(295,130)	0
161	Wood House - Office Space Fit Out	David Barrett	0	0	0	0	0	0	17,668	0	0	0
162	Temporary Accommodation - creation of new units	David Barrett	90,000	32,711	0	0	0	122,711	111,181	111,181	0	(11,530)
			<b>2,089,000</b>	<b>3,502,637</b>	<b>0</b>	<b>(198,200)</b>	<b>(198,200)</b>	<b>5,393,437</b>	<b>4,447,234</b>	<b>5,685,210</b>	<b>(295,130)</b>	<b>586,903</b>
	<b>Totals: Housing and Community</b>		<b>2,974,000</b>	<b>3,455,201</b>	<b>0</b>	<b>(443,200)</b>	<b>(443,200)</b>	<b>5,986,001</b>	<b>4,509,378</b>	<b>5,999,147</b>	<b>(573,757)</b>	<b>586,903</b>
	<b>Totals - Fund: General Fund</b>		<b>2,974,000</b>	<b>3,455,201</b>	<b>0</b>	<b>(443,200)</b>	<b>(443,200)</b>	<b>5,986,001</b>	<b>4,509,378</b>	<b>5,999,147</b>	<b>(573,757)</b>	<b>586,903</b>

CAPITAL PROGRAMME MONITORING BY SCRUTINY COMMITTEE FOR DECEMBER 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>												
201	Planned Fixed Expenditure	Alan Mortimer	12,000,000	0	0	0	0	12,000,000	6,878,090	11,832,318	(167,683)	1
202	Pain/Gain Share (Planned Fixed Expenditure)	Alan Mortimer	0	0	0	0	0	0	(22,573)	0	0	0
203	M&E Contracted Works	Alan Mortimer	700,000	0	0	0	0	700,000	577,022	700,000	0	0
204	Communal Gas & Heating	Alan Mortimer	3,000,000	0	0	0	0	3,000,000	1,907,184	3,000,000	0	0
205	DBC Commissioned Capital Works	Alan Mortimer	(439,505)	3,420,524	0	0	0	2,981,019	1,603,505	2,364,573	(616,446)	(0)
206	Special Projects	Alan Mortimer	146,000	767,853	0	(51,853)	(51,853)	862,000	4,200	60,053	(801,947)	0
			<b>15,406,495</b>	<b>4,188,377</b>	<b>0</b>	<b>(51,853)</b>	<b>(51,853)</b>	<b>19,543,019</b>	<b>10,947,428</b>	<b>17,956,943</b>	<b>(1,586,076)</b>	<b>0</b>
<b>Strategic Housing</b>												
210	New Build - General Expenditure	David Barrett	(326,953)	5,750,715	0	0	0	5,423,762	0	3,945,378	(318,608)	(1,159,776)
211	Martindale	David Barrett	8,221,449	2,021,510	0	(1,075,000)	(1,075,000)	9,167,959	6,064,104	8,475,499	(692,461)	1
212	Strategic Acquisitions - Housing	David Barrett	0	0	161,000	0	161,000	161,000	179,698	179,698	0	18,698
213	Kylina Court (Previously known as Wood House)	David Barrett	0	0	0	0	0	0	56,892	50,230	0	50,230
214	Stationers Place / Apsley Paper Mill	David Barrett	3,895,519	2,193,192	0	(930,000)	(930,000)	5,158,711	2,602,987	4,463,001	(200,000)	(495,710)
215	Able House	David Barrett	0	0	0	0	0	0	2,858	2,858	0	2,858
216	Swing Gate Lane	David Barrett	0	0	0	0	0	0	391,999	391,100	0	391,100
217	Swing Gate Lane Conversion	David Barrett	0	0	0	0	0	0	174,720	312,600	0	312,600
218	Bulbourne	David Barrett	800,000	34,656	0	(764,700)	(764,700)	69,956	6,265	69,956	0	0
219	Coniston Road	David Barrett	60,000	39,200	0	335,800	335,800	435,000	74,431	435,000	20,000	(20,000)
220	Eastwick Row	David Barrett	120,000	11,529	0	103,900	103,900	235,429	1,056,480	1,116,480	(18,949)	900,000
221	St Margaret's Way	David Barrett	400,000	41,148	0	(421,000)	(421,000)	20,148	0	17,000	(3,148)	0
222	Paradise Fields	David Barrett	150,000	5,739	0	0	0	155,739	46,117	155,739	0	0
223	Gaddesden Row	David Barrett	100,000	(7,668)	0	290,670	290,670	383,002	330,306	377,306	(5,696)	0
224	Randalls Ride	David Barrett	120,000	0	0	(80,000)	(80,000)	40,000	0	0	(40,000)	0
225	Garage Sites - New Build Developments	David Barrett	500,000	0	0	(400,000)	(400,000)	100,000	0	25,000	(75,000)	0
226	Wilstone	David Barrett	120,000	0	0	(110,400)	(110,400)	9,600	13,438	13,438	3,838	0
			<b>14,160,015</b>	<b>10,090,021</b>	<b>161,000</b>	<b>(3,050,730)</b>	<b>(2,889,730)</b>	<b>21,360,306</b>	<b>11,000,293</b>	<b>20,030,282</b>	<b>(1,330,024)</b>	<b>(0)</b>
	<b>Totals: Housing and Community</b>		<b>29,566,510</b>	<b>14,278,398</b>	<b>161,000</b>	<b>(3,102,583)</b>	<b>(2,941,583)</b>	<b>40,903,325</b>	<b>21,947,721</b>	<b>37,987,225</b>	<b>(2,916,100)</b>	<b>0</b>
	<b>Totals - Fund: Housing Revenue Account</b>		<b>29,566,510</b>	<b>14,278,398</b>	<b>161,000</b>	<b>(3,102,583)</b>	<b>(2,941,583)</b>	<b>40,903,325</b>	<b>21,947,721</b>	<b>37,987,225</b>	<b>(2,916,100)</b>	<b>0</b>
	<b>Totals</b>		<b>32,540,510</b>	<b>17,733,599</b>	<b>161,000</b>	<b>(3,545,783)</b>	<b>(3,384,783)</b>	<b>46,889,326</b>	<b>26,457,099</b>	<b>43,986,372</b>	<b>(3,489,857)</b>	<b>586,903</b>

# Agenda Item 7



<b>Report for:</b>	<b>Housing &amp; Communities Overview &amp; Scrutiny Committee</b>
<b>Date of meeting:</b>	<b>4<sup>th</sup> March 2020</b>
<b>PART:</b>	<b>1</b>
If Part II, reason:	

<b>Title of report:</b>	<b>2019/20 Quarter 3 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

## **1.0 Introduction**

- 1.0.1 This report details the performance of the Housing Service during the third 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 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 of any of the risks. 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 – Q3 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 continue 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 number of tenancy sustainment cases that have been prevented from rent arrears remained above target and aside from the support provided to assist with financial management there have been a number of other benefits to having a focused team to support those with complexity of needs.
- 2.0.4 The number of rough sleeper approaches has reduced from six over the same period last year to none this year. This is reflective of the proactive work that the team have delivered around the prevention of homelessness and the timely response to any reports of rough sleepers.
- 2.0.5 The rent collection improved since last quarter from 98.74% of rent due collected to 100.32% and reflects all the hard work the team are putting in to address the challenges of Universal Credit (UC). The team are working to support tenants on UC with early interventions and advice and assistance with budgeting.
- 2.0.6 The performance of the lifeline call service has again seen an improvement, with 98.4% of calls being answered within 60 seconds compared to 98.16% 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.
- 2.0.7 **Performance challenges:** Empty homes average key to key time for sheltered properties continues to be a challenge and further analysis has identified that only 20% of Category 2 sheltered schemes (those with communal areas) are let during the first advertising cycle, compared with 70% of Category 1 dispersed sheltered units. A large number of properties are being advertised multiple times before bids are received or suitable applicant is identified. Whilst demand for such accommodation remains lower than general needs, the ability to improve



performance continue to be difficult. There is an ongoing review of the sheltered schemes the findings, which will be brought to a future scrutiny committee.

- 2.0.8 The lettings of all types of properties had been impacted by some empty homes works taking longer than initially scheduled, which resulted in delays getting into properties for viewings.
- 2.0.9 Satisfaction with the outcome of the ASB cases has reduced and further analysis has shown that communication and updates during the process need to be improved to increase the confidence of those report ASB, and to understand the need for evidence can result in cases taking longer to resolve than the complainant would expect.

### **3.0 Interventions to address performance below target**

- 3.0.1 An external consultancy Sopra Steria have been undertaking the review of the empty homes process to consider improvements to how the properties are managed, both during the notice period, before the outgoing tenant leaves and whilst the property is empty, undergoing works, being advertised and relet. The findings will be reengineered to identify improvements in process, systems and approach, to reduce the key to key time. The recommendations will be reviewed by tenant representatives to make sure their expectations of the service are considered and reflected in any changes that are introduced.
- 3.0.2 The review of the sheltered schemes and demand will provide details of those schemes which are harder to let and strategic decisions will need to be made to determine an optimum number of Category 1 and 2 schemes that are fit for purpose and attractive to those residents seeking some form of support.


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

- 4.0.1 The 2019/20 Housing Service Plan and Operational Risk Register are contained in Appendix B and provide an update on progress during the 3rd quarter against the various service objectives and an update on the operational risks.

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


Indicator Name	Results Dec-2019	Last Months Results Sep-19	Last Years Results Dec-18	RAG	Comments	Actions
Affordable Housing - Achieve good social housing						
PP12 - Percentage of non-urgent repairs completed within target	99% Target: 98%	98% Target: 98%	99% Target: 98%	0   0   4	Updater Comments: Data supplied by Osborne indicates that in Q3 98.97% of the 6025 non-urgent repairs completed in the period. This is an improvement on the figures supplied in Q2 and includes an increase in the number of repairs.	No Info
PP13b - Percentage of responsive repairs completed right first time	92% Target: 78%	90% Target: 78%	91% Target: 78%	0   0   4	Updater Comments: Data provided by Osborne indicates Q3 closed indicating a steady improvement month on month of the FTF rate, affirming an average Q3 performance of 91.901%.	No Info
PP15 - Percentage of tenants satisfied with the service planned and responsive works	99% Target: 90%	99% Target: 90%	99% Target: 90%	0   0   4	Updater Comments: This KPI during Q3 has a reported performance of 98.66% this is a 0.44% decline on the previous Quarter and something being reflected upon by the Partnership, but Osborne reiterate that it is a good performance overall. This is a surprise taking into account a number of roofing projects being delayed due to poor workmanship and sub-standard materials being identified by the council surveyor.	No Info
TL02 - Rent collected as a percentage of rent owed (excluding current arrears brought forward)	100.32% Target: 99%	98.74% Target: 99%	101.01% Target: 99%	0   1   3	Updater Comments: This is an excellent result and reflects all the hard work the team are putting in despite the challenges of UC. They are working together as a team to ensure everything possible is being done to support tenants with early intervention and UC help and advice.	No Info

Indicator Name	Results Dec-2019	Last Months Results Sep-19	Last Years Results Dec-18	RAG	Comments	Actions
SH03a - Average time (working days ) to re-let general needs properties	33 Days 2322 / 65 Target: 30 Days	30 Days 2124 / 61 Target: 30 Days		0   2   1	<p>Updater Comments: 65 general needs properties were let in this quarter and average working days to re-let =33.29. Although this remains out of target, it is a positive improvement from last quarter as more properties were let and average days has come down slightly. The Empty homes process review is underway as part of the new normal programme and is looking at existing processes 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 and looking at system improvements which would reduce paperwork.</p> <p>Approver Comments: Full engagement with New Normal/Sopra Steria review of this work stream, to identify longer term improvements.</p>	No Info
SH03b - Average time (working days) to re-let adapted properties	6, Days 528 / 94 Target: 151, Days	207, Days 826 / 4 Target: 151, Days		1   0   2	<p>Updater Comments: This was in target for quarter 3. 5 properties were let amounting to 617 days – averaging to 123.4 days.</p>	No Info
SH03c - Average time (working days) to re-let sheltered properties	57 Days 2289 / 40 Target: 43 Days	43 Days 1972 / 46 Target: 43 Days		1   0   2	<p>Updater Comments: Out of target for Q3. 40 properties were let in this quarter, however a large number of properties are being advertised multiple times before bids are received or suitable applicant is identified. A sheltered housing stock review is currently underway to look into demand for this type of accommodation and analysis is ongoing to look at existing applicants and why the bids received are low.</p> <p>Approver Comments: Focussed attention on prioritising allocations and pre-emptive work is being undertaken to improve outturn.</p>	Ongoing performance challenge and engagement with work stream review.

Indicator Name	Results Dec-2019	Last Months Results Sep-19	Last Years Results Dec-18	RAG 	Comments	Actions
SH04a - % of general needs properties let in target	47.69% 31 / 65 Target: 70%	55.74% 34 / 61 Target: 70%		3   0   0	<p>Updater Comments: The figure for quarter 3 remains low but work is ongoing to streamline process and analyse where delays are occurring. a Full review of empty homes process 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. From an allocations point of view, Staff recruitment is now complete and new members of the team are being trained and are worki</p> <p>Approver Comments: Whilst work continues to identify improvements in relation to under performance, the service will continue to engage with the new normal work stream, to additionally identify longer term improvement options.</p>	Completion of new normal work stream review, ongoing early identification of properties to enable key to key times to be improved as much as possible.
SH04b % of adapted properties let in target	60% 3 / 5 Target: 70%	75% 3 / 4 Target: 70%		1   1   1	<p>Updater Comments: 5 adapted properties have been let during quarter 3. 3 of these were within the target of 151 working days. 2 properties were out of target. 15 Sursham Court which was out of target as it was identified at viewing that some adaptation works required had not been completed and 23 Meadowbank , which Initially went through normal advertising cycles without success but was then identified as suitable so adaptations so was passed to adaptations and adaptation works were completed in 85 working days. Adaptions process is currently being reviewed to ensure that properties are identified as early in the process as possible and OT's are advised of need to provide any change in circumstances as earlier as possible to avoid delays</p> <p>Approver Comments: Further work to identify opportunities to improve the adapted properties workstream is to be undertaken as part of New Normal and the Housing Work Stream review process.</p>	No Info

Indicator Name	Results Dec-2019	Last Months Results Sep-19	Last Years Results Dec-18	RAG	Comments	Actions
SH04c - % of sheltered properties let in target	47.5% 19 / 40 Target: 70%	65.22% 30 / 46 Target: 70%		2   1   0	Updater Comments: A number of areas are being looked at to identify the key issues affecting the length of time it takes to allocate a sheltered property. This includes reviewing the current sheltered housing stock, analysing demand for this type of accommodation and reviewing the moving to a smaller home scheme to see if it can be updated to encourage further movement into sheltered housing.  Approver Comments: Engagement with new normal workstream and ongoing performance challenge, service improvements.	No Info
SH36 - Number of illegal evictions prevented	1 People Info Only	0 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
TL55 - % of tenants paying for their house or garage rent by Direct debit	50.9% Info Only	50.2% Info Only	38.75% Info Only		No Comments	No Info
PP13a - Percentage of responsive repairs completed within target	99.01% 6488 / 6553 Target: 97%	98.5% 6032 / 6124 Target: 97%	99.34% 6362 / 6404 Target: 97%	0   0   4	No Comments	No Info
SH07a - Number of new housing advice cases received	391 Cases Info Only	467 Cases Info Only	482 Cases Info Only		Updater Comments: Approaches for this quarter has dropped due to the time of the year. Officers' however continue to be busy due to the various tasks they have to carry out for each case	No Info
PP04 - Percentage of properties passing QA checks Repairs and voids	100% Target: 98%	98% Target: 98%	99% Target: 98%	0   0   4	Updater Comments: Osborne supplied data indicates that Q3 closes with a consistent standard of 99.614% in the period, slightly higher than at Q2.	No Info
PP05 - Percentage of properties passing QA checks Planned works	100% Target: 98%	100% Target: 98%	100% Target: 98%	0   0   4	Updater Comments: Osborne report that Q3 provides for a 100% in the period as the partnership maintains its focus on delivering quality. This is despite a number of roofing projects being delayed due to poor workmanship and sub-standard materials being identified by the council surveyor.	No Info

Indicator Name	Results Dec-2019	Last Months Results Sep-19	Last Years Results Dec-18	RAG	Comments	Actions
TST02 - % of Tenancy Sustainment cases where rent arrears were reduced	71% 5 / 7 Target: 70%	78% 7 / 9 Target: 70%	92% 11 / 12 Target: 70%	0   0   4	Updater Comments: The Officers continue to make progress in homeless prevention for tenants they are working with.	No Info
PP01 - Percentage of dwellings with a valid Gas Safety Certificate	99.99% Target: 100%	99.97% Target: 100%	100% Target: 100%	0   3   1	No Comments	No Info
SH20e - Number of Applicants on Housing Register	7322 Applications Info Only	6811 Applications Info Only	5665 Applications Info Only		Updater Comments: 5848 Active 1474 Suspended This figure has increased slightly overall and the number of applicants currently suspended has increased as staff are undertaking more indepth assessments with customers to assess eligibility prior to applications being made active.	No Info
PP10 - Percentage of emergency repairs completed within 4 hours	99.64% 273 / 274 Target: 99%			0   0   1	No Comments	No Info
Affordable Housing - Design and enable a more varied housing offer						
SH37 - Number of rough sleepers approaching	0 People Info Only	5 People Info Only	6 People Info Only		Updater Comments: There were no rough sleeper approaches in December due to successful intervention from the outreach team and the assistance from The Elms in providing accommodation.	No Info
SH38 - Number of main duty applications	45 Applications Info Only	23 Applications Info Only	39 Applications Info Only		Updater Comments: Main duty applications for this quarter has almost doubled compared to the last quarter. Currently looking at options to relieve homelessness to reduce the number of households making a homelessness application.	No Info
SH39 - Number of cases where prevention has been successful	22 People Info Only	31 People Info Only	50 People Info Only		Updater Comments: Successful prevention figures have also dropped and that is reflective on the high main duty applications. Team looking at various prevention tools to help prevent homelessness. For example looking at increasing landlord incentives to attract more landlords to give us their property.	No Info
SH40 - Number of cases where relief has been successful	26 People Info Only	27 People Info Only	27 People Info Only		Updater Comments: Relief figures have remained the same this quarter.	No Info

Indicator Name	Results Dec-2019	Last Months Results Sep-19	Last Years Results Dec-18	RAG	Comments	Actions
SH32 - Total number of times the service has engaged with tenants (not social media)	36 People Info Only	318 People Info Only	348 People Info Only		Updater Comments: Most interactions this quarter were formal meetings. This quarter lower than in the past due to Tenant Academy being recorded separately	No Info
SH33 - Overall spend on engagement activity per property	£31 Info Only	£18 Info Only	No Data Info Only		No Comments	No Info
Dacorum Delivers - Performance excellence						
TL13a - Percentage of Community Alarm calls answered within 1 min	98.4% Target: 97.5%	98.18% Target: 97.5%	92.42% Target: 97.5%	0   1   3	Updater Comments: Contractual target exceeded, continue to monitor	No Info
Dacorum Delivers - Reputation and profile delivery						
HL05a - Stage 1 Complaints responded to within target for Housing	83.78% 31 / 37 Info Only	75.76% 25 / 33 Target: 85%	88.24% 30 / 34 Target: 85%	2   0   1	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	215 Dwellings Info Only	167 Dwellings Info Only	123 Dwellings Info Only		Updater Comments: It would seem that the quarter figure adds each time. The monthly figure is the true figure for this KPI. 78 currently.	No Info
SH35 - Number of licence applications	48 Dwellings Info Only	13 Dwellings Info Only	23 Dwellings Info Only		Updater Comments: October: 3 November: 1 December: 4  Overall for the quarter 8 applications have been received.	No Info
TL15 - Satisfaction with the outcome of medium level ASB cases	58% 14 / 24 Target: 75%	73% 8 / 11 Target: 75%	50% 6 / 12 Target: 75%	0   1   1	No Comments	Tenant expectations need to be managed closely. Staff need to encourage more tenants to provide feedback. Communication will be raised as

# 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>
<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</p>	<p>Changes in testing of materials and increased legislative requirements are ongoing and will require an agile approach to</p>

	<p>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>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>Increase the use of evidence led decision-making and support the service to embed improvement recommendations.</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>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>	

## 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 3 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>Information combined with report from FFT and presented to working group. Action plan updated to look at viability for less desirable schemes and will be presented at HSMT in February.</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 capital savings,</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 representatives</li> </ul>	<ul style="list-style-type: none"> <li>Potential for an increase rental income to be generated</li> </ul>	<ul style="list-style-type: none"> <li>A reduction in void periods and increased revenue, plus more people moving to a</li> </ul>	<ul style="list-style-type: none"> <li>Allocations policy review complete. Revised policy submitted to policy review group for</li> </ul>

consideration of the option for a 10% increase above target rent and the incentives to move to a smaller home.		(Supported Housing, Tenancy & Independent Reviewing Officer)		smaller more suitable property for their housing need	implementation. Financial thresholds amended and additional proposals under further investigation, development by the pre-tenancy project group. <ul style="list-style-type: none"> <li>Completed – PH decision to increase capital saving cap to £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>Completed. List of schemes where investment is needed and has re-designated a number of properties where they would be better suited to Sheltered or General needs</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>There are a number of schemes where re-design would be beneficial, likely to look at alternative types of accommodation for this site.</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 3 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>• Allocations policy review complete. Revised policy submitted to policy review group for implementation. Financial thresholds amended and additional proposals under further investigation, development by the pre-tenancy project group.</li> </ul>
<ul style="list-style-type: none"> <li>• Stock Condition information and compliance data reconciliation, including surveys for communal areas, to be migrated onto appropriate system to enable improved accessibility of</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 which to manage H&amp;S within the stock and liaise with the Fire Service on matters such as Personal emergency</li> </ul>	<ul style="list-style-type: none"> <li>• Consultant led projects commenced for Empty homes and mobile working The outcomes will influence this project and direction of travel</li> <li>• Orchard Asset/Orchard Housing meeting held, and system health checks and support scheduled to potentially improve on</li> </ul>

information to all staff				evacuation plans where appropriate.	functionality of existing software in interim
<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>No update changes from Q 2</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> </ul> </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 ASB or neighbour disputes on higher density sites.</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 jointly reviewed and updated with Property &amp; Place and final draft agreed</li> <li>Project Workshop meetings continue to be regularly 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> </ul>

					<ul style="list-style-type: none"><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 3 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>Monthly meetings with P&amp;P Team Leaders continuing for KPI reporting</li> <li>Project now progressing as part of project which commenced in December, including involvement of partner contractor</li> <li>Next review workshop scheduled for early January 2020</li> <li>Outcomes to be incorporated into agreed changes to contract delivery</li> <li>Work stream review on hold, pending full process review by Sopra Steria in line with New Normal programme, story board presentation pending February 2020.</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>• No further update from Q 2</li> <li>• A&amp;A projects now incorporating empty homes works, where possible, to streamline process and delivery and reduce project durations</li> <li>• Further improvements probable after outcome of Empty homes proof of concept project</li> <li>• Housemark submission has been completed for 2018/19 to allow benchmarking,</li> </ul>
<ul style="list-style-type: none"> <li>• Adapted properties – review of how best to use previously adapted properties and improve the process for allocation</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>• A&amp;A decision matrix being applied , and resulting in more homes being suggested for transfer to suitable homes rather than adaptation of unsuitable property</li> <li>• Early indications are positive reflective with better use of stock to match properties with tenant needs</li> </ul>
<ul style="list-style-type: none"> <li>• Analysis of rechargeable works and properties returned in poor condition to</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</li> </ul>	<ul style="list-style-type: none"> <li>• Analysis work ongoing to inform policy and procedure changes</li> <li>• Further changes probable after outcomes</li> </ul>

inform decisions around cyclical tenancy management visits				to provide additional support to vulnerable tenants	known of Empty homes project
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**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 3 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>Portfolio Holder decision signed 9/1/2020, pending final call in after stat comments. BRE contacted to commence stock condition 'at risk' pending final sign off. Following completion of stock condition work, this will inform the strategy, due to delay of the PH decision sign off, the completion date for the strategy has been delayed to June 2020.</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>Processes updated and toolkit revised in line with new regulations. Further regulation changes are pending and ongoing, the procedures will be updates in line with changes and horizon scanning.</li> </ul>

<ul style="list-style-type: none"> <li>• Continue to work to identify HMO's, using internal information sharing protocols and raising public awareness</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 licence revenue</li> </ul>	<ul style="list-style-type: none"> <li>• Increased awareness of the location of licenced and unlicensed HMO's within the Borough</li> </ul>	<p>Large scale communication has been undertaken internally and externally, which has successfully increased licensed HMO's through identification and increased communication. Current significant investigation pending with multi department/agency assistance to proceed with enforcement on identified unauthorised HMO. Grant funding obtained from MHCLG to enable further detection work to be undertaken by extending agency staff.</p>
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**Service Objectives:**

## Strategic Tenancy Strategy

<b>Key Actions</b>	<b>By When</b>	<b>Who is Responsible for Delivery</b>	<b>Impact on MTFS</b>	<b>What will be different once this is done?</b>	<b>Quarter 3 Update</b>
<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 in Q2. Further revision pending changes in relation to flexible tenancies will be required.</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 3 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>Completed report to members in Q2. Further report submission to HSMT In January 2020 and CMT February 2020 on identified options pending approval on how to proceed.</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>New one year contract to to be issued to DENS in March 2020 from April 2020, to enable CMT approved option to be scoped and implemented.</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 3 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>Action plans detailing recommendations from work stream reviews are being updated and reviewed at quarterly Management review meetings. The next meeting is in March 2020.</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 &amp; Leaseholder satisfaction survey is live until 29/02/2020. Demographic and diversity questions are included in the survey, this data will be uploaded to Orchard to increase the amount of correct data held by the service.</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</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</li> </ul>	<ul style="list-style-type: none"> <li>In addition to the work stream reviews which are more in-depth, the new Spotlight Audits are</li> </ul>

		Team Leader, Policy, Projects and Improvement Lead Officer		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.	being introduced this quarter. The Spotlight audit tool is being used in January 2020 to identify areas for audits. The initial audits will be completed by the end of quarter 3.
<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>The STAR based biennial satisfaction survey is currently live until 29/02/2020. The data will be analysed and an action plan based on feedback will be developed by April 2020.</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 3 Update</b>
<ul style="list-style-type: none"> <li>Agree the delivery mechanism with St Albans and the role and scope of any outreach</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 Group Manager Strategic Housing, Independent</li> </ul>	<ul style="list-style-type: none"> <li>Ensure effective management of existing resources and grant funding</li> </ul>	<ul style="list-style-type: none"> <li>Joint working with St Albans and increased resource to address street homeless</li> </ul>	<ul style="list-style-type: none"> <li>Scope of Outreach agreed and SLA completed in Q2. This has led to effective outreach being in place and reducing homelessness. Housing First is in implementation and progression with first</li> </ul>

		Reviewing Officer and(input from Procurement in relation to OJEU process)			placements to be made in Q3.
<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>Completed report to HSMT in Q2.</li> <li>Further review to be undertaken in Q3 due to the delay in announcement of FHS and Prevention funding from MHCLG.</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 3 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><b>Completed in Qtr 2</b></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><b>Completed in Qtr 2</b></li> </ul>

				undertaken by Osborne	
<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>• Outline approval for Growth bid proposal for 2020/21 agreed</li> <li>• Awaiting final budget sign off to fully implement</li> <li>• Awaiting outcome of Empty homes project to determine if final refinements to 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 3 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 under the Fire Strategy, Legionella strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing but to ensure recording of training is undertaken on the new HR management system</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> <li>• Training update to date has been positive with majority of staff achieving “green” status</li> </ul>

and Asbestos Management Plan					<ul style="list-style-type: none"> <li>• Further asbestos audit with consultant input now in progress to improve awareness and management in this key area</li> </ul>
<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>• No change to Q3 update – ongoing</li> <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>• 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>	<ul style="list-style-type: none"> <li>• Consultant led projects commenced for Empty homes and mobile working The outcomes will influence this project and direction of travel</li> <li>• Orchard Asset/Orchard Housing meeting held, and system health checks and support scheduled to potentially improve on functionality of existing software in interim</li> <li>•</li> </ul>



<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 3 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></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 3 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> <li>Discussions in progress to extend service to DBC commercial property portfolio</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>Completed for cleaning and electric lighting in Qtr 1</li> </ul>
<ul style="list-style-type: none"> <li>Ensure there are adequate resource levels to manage the additional units created through</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 development</li> </ul>	<ul style="list-style-type: none"> <li>ongoing liaison with the development team. Successful handover of Swingate lane scheme in Qtr 2</li> </ul>

the development programme.				cycle so that necessary provision for cleaning can be addressed.	
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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>Following consultation the ASB services are now provided within the housing Team. New actions required to put new processes in place but expected this should improve the communication and ensure a more consistent service for cases</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>April 2020</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. Procedures to be re-designed following ASB team move to Housing.</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>Completed. Legal powers training for Lead Officers and new ASB/Enforcement Officers to be completed in February following high level cases being returned to Housing.</li> </ul>
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**Service Objectives:**

Orchard Health Check to determine best use of the system to be integrate across all variety of teams

Key Actions	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?	Quarter 2 Update
<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 with new account manager completed. Clear actions set out and initial assessment of current modules to be completed</li> </ul>

to make sure the system has accurate information					before consider any additional work. 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>Delays of 2 months so far to implementation due to ICT building the servers to accommodate system.</li> <li>Discussions between ICT, Housing and Orchard to reduce financial impact from delay and for any additional cost of implementation.</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. Still a need to understand long term plans for system upgrades.</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>Service charges for 2019/20 have been initial set and due to be uploaded. Information to be provide on the website for tenants and staff to understand apportionment.</li> <li>Reviewing resource in managing and identifying 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</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>

to leaseholders to ensure there is a 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>• Research completed and report presented to HSMT in December. Actions already started on recommendations to focus on new tenants who are 18-25 and review Tenant academy to meet the needs of this group</li> </ul>
<ul style="list-style-type: none"> <li>• Streamline Pre-tenancy processes and improve information</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</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</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</li> </ul>



provided to new tenants		and Team Leader Pre-tenancy		chances of the tenancies being sustained.	introduced over coming weeks
<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. 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 failure following work stream review outputs</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 tenancy failures</li> </ul>	<ul style="list-style-type: none"> <li>This was been delayed due to recruitment of the TS Lead Officer. Identified a number of issues in early identification. Income Analytics, 18-25yr old designated officer and actions following Income team training will help with this</li> </ul>
<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 3 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>Tracking WCHT Consortium</li> <li>Mobilising Garage programme and St Margaret's Way</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 3 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 3 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>	Completed, Schemes are being developed through to Planning.

## 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	Compare our performance against peers	April 2019	Quality, Insight

returns e.g. Housemark LAHS, P1E	and identify opportunities for service improvement		and Improvement Officer
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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



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<b>Data &amp; Evidence</b>			
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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		<p>Regular and then formal end of year review of Business Plan in partnership with Finance.</p> <p>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</p>		<p>HRA Business Plan in development in conjunction with finance</p> <p>Sign off by Cabinet</p>	
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 eg. fire safety and lone working; clear landings policy and procedures; estate inspections schedule.. Corporate H&S policy under review. Ongoing training for staff in key areas. Increased resourcing to provide support and enhanced monitoring and administration of health and safety information. Directorate Health & Safety Committee Quarterly at DMT Standing Items on Team Meeting Agendas Quarterly Housing Fire Safety Group attended by Fire Service 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**

<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
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					
Category:	Corporate Priority:	Risk Owner:	Portfolio Holder:	Tolerance:	
Financial	Affordable Housing	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	
<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		<p>Supported Housing Operational Procedures.</p> <p>Partnership working with other agencies. Ongoing programme of training for supported housing staff</p> <p>Sheltered housing IT system replaced with Inform to enable more robust record keeping and management of visits and support plans</p> <p>Line management structure within supported housing including performance management structure (1:1s and appraisals).</p>		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		<p>Monthly Financial meetings to monitor budgets,</p> <p>Fortnightly AD update, monthly project group, team concentrating solely on development and new post of Senior Project Manager created</p> <p>1-4-1 meetings to assess the progress of expenditure against grant commitments</p> <p>Identified pipeline of sites to supplement those already progressing, so that any that do not progress to completion can be replaced.</p>		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
<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 Likely	4 Severe	8 Amber
<b>Consequences</b>		<b>Current Controls</b>		<b>Assurance</b>	
<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>		-	
<b>Sign Off and Comments</b>					
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 £ %	

#### Housing & Community

#### Housing Landlord (Fiona Williamson)

#### Housing Standards - DFG management (Alan Mortimer)

Employees	44,550	45,340	790	2%
Transport	0	0	0	
Income	(33,610)	(34,420)	(810)	(2%)
Recharges	12,841	6,308	(6,533)	(51%)
<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	40,290	(20)	(0%)
Premises	561,070	573,970	12,900	2%
Supplies & Services	0	0	0	
Capital Charges	753,320	719,300	(34,020)	(5%)
Income	(3,770,650)	(3,770,370)	280	0%
Recharges	432,443	433,569	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	7,500	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	818,130	210,350	35%
Premises	120,560	106,380	(14,180)	(12%)
Transport	0	0	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

Tenants & Leaseholders  
Group Manager  
Layna Warden

Income Management  
Team Leader  
Katie Kiely

- 2 x Housing Income Lead Officer
- 3 x Debit Control Officers
- 6 x Income Officers
- 1 x Income Officer (Former Tenant Arrears)
- 1 x Court Officer
- 1 x Recharge Officer

Tenants & Leaseholders  
Team Leader  
Lindsey Walsh

- 1 x Tenancy Lead Officer
- 1 x Tenancy Lead Officer (job share)
- 11 x Housing Officer
- 1 x Support Co-Ordinator
- 1 x Garage Management Officer
- 1 x Housing Fraud Officer

Supported Housing Team  
Leader  
Oliver Jackson

- 3 x Supported Housing Lead Officer
- 1 x Lifeline Installer
- 1 x Support Co-Ordinator
- 1 x Development Officer
- 32 x Supported Housing Officer

Tenancy Sustainment  
Team Leader  
Mandy Peters

- 1 x Tenancy Sustainment Lead Officer
- 4 Tenancy Sustainment Officers
- 1 x Surveyor
- 1 x Welfare & Sustainment Lead Officer
- 4 x Welfare & Sustainment Officers

Property & Place  
Group Manager  
Alan Mortimer

Contract Team  
Leader  
Adrian Hoole

- 1 x Lead Officer
- 6 x Building Surveyors
- 1 x Empty Homes Lead Officer
- 1 x Empty Homes Surveyor
- 1 x Empty Homes Performance & Monitoring Officer (job share)

Compliance Team  
Leader  
Ricky Lang

- 1 x M&E Surveyor
- 1 x Technical Support Officer
- 1 x Risk, Compliance and Health & Safety Officer
- 1 x Risk & Compliance Officer
- 1 x Private Sector Housing Officer
- 1 x Adaptations Surveyor
- 1 x Support Officer (Adaptations)

Business & Asset  
Improvement  
Team Leader  
Simon Smith

- 1 x Estates/Cleaning Lead Officer
- 38 x Cleaning Operatives
- 2 x Leasehold Officers
- 1 x Business Systems Developer
- 1 x Database & Performance Officer
- 1 x Technical Support Officer
- 3 x Neighbourhood Support Officer

Strategic Housing  
Group Manager  
Natasha Beresford

Homeless Prevention and Assessment  
Team Leader  
Cynthia Hayford

- 1 x Independent Reviewing Officer
- 1 x Homeless Prevention Lead Officer
- 1 x Temporary Accommodation Lead Officer
- 5 x Homeless Prevention & Assessment Officers
- 3 x Temporary Accommodation Officers
- 1 x Homeless Prevention Triage Officer

Pre-Tenancy  
Team Leader  
Tracy Vause

- 3 x Lettings Officers
- 1 x Housing Advice & Allocations Lead Officer
- 2 x Housing Advice Officers
- 2 x Allocations Officers

Strategy, Improvement & Engagement  
Team Leader  
Ada Terry  
from 18-03-19

- 1 x Policy, Projects & Engagement Lead Officer
- 1 x Policy, Projects & Improvement Lead Officer
- 3 x Housing Projects & Engagement Officer
- 1 x Quality, Insight & Improvement Officer
- 1 x Digital, Engagement & Improvement Officer
- 1 x Strategic Housing Co-ordinator

Private Sector  
Housing Team  
Leader  
Lynne Hunt  
(acting up)

- 1 x Private Sector, Insight & Improvement Officer
- 1 x Private Sector Housing Lead Officer
- 1 x Environmental Health Officer
- 1 x Home Energy Conservation Officer
- 4 x Private Sector Enforcement Officer
- 1 x Private Sector Support Officer

Housing Development  
Group Manager  
David Barrett

Housing Development  
Team Leader  
Jo Deacon

- 3 x Housing Development Lead Officer
- 1 x Development Officer
- 1 x Development Team Co-Ordinator



# **Workforce Planning Report**

## **Group 1 – Strategic Housing**

<b>Staff turnover and risk</b>	
<p><b>Recruitment</b></p> <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>
<p><b>Skills development</b></p> <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>
<p><b>Single Points of Failure</b></p> <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>
<p><b>Leadership</b></p> <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>

# Agenda Item 8



## AGENDA ITEM:

### SUMMARY

<b>Report for:</b>	<b>Housing and Community Overview &amp; Scrutiny</b>
<b>Date of meeting:</b>	<b>4 March 2020</b>
<b>PART:</b>	
If Part II, reason:	

<b>Title of report:</b>	<b>Quarter 3 Performance Report – Children Services and Community Safety Partnership, Customer Services, The Old Town Hall, Communications and Community Partnerships</b>
<b>Contact:</b>	<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)            Tracy Lancashire (Customer Service Team Leader)</p>
<b>Purpose of report:</b>	Monitoring and information
<b>Recommendations</b>	That Members note the report and identify any areas where they require additional information
<b>Corporate objectives:</b>	Building strong and vibrant communities Delivering an efficient and modern council
<b>Implications:</b>	<u>Financial</u> Within existing budgets
<b>'Value For Money Implications'</b>	<u>Value for Money</u> Services are regularly reviewed to ensure they are efficiently delivered and commercial opportunities are actively sought.
<b>Risk Implications</b>	None at this stage.
<b>Equalities Implications</b>	None at this stage.
<b>Health And Safety Implications</b>	None at this stage.
<b>Consultees:</b>	Service Team Leaders

Background papers:	Nil
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## 1. Introduction

1.1 This paper will provide an update on service performance over Q3 2019/2020 and also highlight key achievements over this same period.

## 2. Performance Reports 19/20 – Quarter 3

2.1 Quarter 3 performance is detailed below. Members will note that overall performance is positive for quarter 3.

2.2 The adventure playground attendances do remain a slight concern though, as a number of play structures have been removed due to safety issues (recommended by annual audits). We are currently exploring s106 available money to replace with EN1176 compliant structures.

2.3 The customer service unit had a very positive quarter with all measureable targets being achieved. This is testament to the committed team and aligns with the fact that there has been very few staff vacancies during the quarter.

OSC Report - Housing & Community - Performance, People and Innovation Dec-2019						
Indicator Name	Results Dec-2019	Last Months Results Sep-19	Last Years Results Dec-18	RAG	Comments	Actions
Building Community Capacity - Empower local community action and delivery						
CYP01a - Number of children attending Adventure Playgrounds	4074 Attendances Info Only	11274 Attendances Info Only	3957 Attendances Info Only		Approver Comments: Attendances are low due to APG winter closure. However, increase from the same quarter last year.	No Info
Dacorum Delivers - Performance excellence						
CSU10 - Call Handling: Average wait time	234.33 Second(s) Target: 300 Second(s)	356.33 Second(s) Target: 300 Second(s)	263.33 Second(s) Target: 210 Second(s)	0   3   1	Approver Comments: KPI Met	No Info
CSU11 - Call Handling: Abandoned Call Rate	10.46% 2605 / 24913 Target: 20%	14.72% 4243 / 28819 Target: 20%	13.29% 3504 / 26363 Target: 20%	0   0   4	Approver Comments: KPI Met	No Info
CSU12 - Face to Face; Average Wait Time	179.67 Second(s) Target: 450 Second(s)	303 Second(s) Target: 450 Second(s)	296.33 Second(s) Target: 450 Second(s)	0   0   4	No Comments Approver Comments: KPI Met	No Info
Dacorum Delivers - Reputation and profile delivery						
CSU06 - Percentage of customers satisfied with service received from the Customer Service unit	100% 794 / 794 Target: 80%	99.91% 1076 / 1077 Target: 80%	98.99% 293 / 296 Target: 80%	0   0   4	Approver Comments: KPI Met	No Info

### **3. Quarter 3 Achievements**

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

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

- 3.1.1 The Community Safety Team incorporated the ASBAM (anti-social behaviour action meeting) into a newly formed Community Safety Action Group meeting. This move was essential in recognising the fact that Community Safety is no longer just about addressing issues surrounding anti-social behaviour. It was therefore necessary to create a group that was inclusive of concerns such as mental health, hoarding and modern slavery alongside anti-social behaviour. The aim of the group is to provide frontline officers from DBC and partner agencies a centralised platform to discuss their most complex cases on a monthly basis. It will include matters such as the challenges they are facing which may be obstructing them from progressing their cases. Solutions and actions can then be formulated as a group, sharing best practice, to address problems at the earliest opportunity. Key partners act as efficiently as possible, they are required to report back to the group on progress and communication with the customer is of paramount importance. There have currently been two meetings held in December and January, the feedback has been extremely positive from internal DBC staff and external partners.
- 3.1.2 Verge Hardening – Three planning application were submitted to provide additional parking at Elm Green, 13 spaces, Daggs Dell Road, 8 spaces and Gadebridge Road, 6 spaces. If successful, these schemes will be delivered in in quarter 4.
- 3.1.3 Tender for the supply and installation of a 3G pitch at Grovehill Adventure Playground, and extension to the existing ball court and change of surface to a 3G pitch at Adeyfield Adventure Playground has gone out to perspective bidders. This will enhance the facilities that we offer at the playgrounds for the children and income possibilities for private hire.

#### **3.2 The Old Town Hall**

- 3.2.1 The Old Town Hall team delivered 42 live performances, ranging from contemporary dance through to children's theatre. In addition, the venue facilitated 32 private hires. A total of 74 unique events across the 11 week season.
- 3.2.2 Customer satisfaction survey for the quarter showed the following results: In terms of customers rating OTH events, we achieved 95.1% positive rating (up 1.1% on 2018/19 Q3 results); in terms of value for money we achieved 94% positive rating (up 1% on 2018/19 Q3 results); and for overall customer satisfaction we achieved 97.8% (up 3.8% on 2018/19 Q3 results). Based on 183 respondents, which is an increase of 157 from 2018/19 Q3 respondents.
- 3.2.3 Highlights from the season included sold out performances of 3 of our children's theatre events and 3 comedy performances. We also delivered a 'relaxed' film screening for members of the Gateway club. In addition, the

OTH was one of only a handful of venues to screen 'Rattle Snake'. This open screening was part of the UN Day to Eliminate Violence Against Women. And to help raise awareness of the issue of coercive control.

- 3.2.4 The OTH was once again used as a location for TV Series Endeavour.
- 3.2.5 Working with Electric Umbrella - a collaboration of professional musicians and adults with learning disabilities to deliver a hugely successful performance of their 2019 show.

### **3.3 Customer Services**

- 3.3.1 Installed the Signin App on Reception to allow visitors to sign in electronically and provide automatic notifications to officers via email. Badges provided to visitors display a photo, date of visit and who they visiting, improving security within the building.
- 3.3.2 Continue to work with IT to ensure new payment kiosks are in place before March 2020 as current provider no longer supporting the existing payment machines.
- 3.3.3 CSU supported the Electoral Registration team in the December Election.
- 3.3.4 Achieved all performance targets.

### **3.4 Community Partnerships**

- 3.4.1 Colourful Minds (cohort 4) - 9 people attended, but only 4 completing that whole 12 week course. Course is aimed at those suffering with mental health problems such as anxiety. We are moving the programme from the evening to day time to hopefully enable more attendees to attend more consistently.
- 3.4.2 Christmas Lights – The team supported 6 Neighbourhood Centre Christmas light events.
- 3.4.3 Fun Palace (HYOC2020 pilot) - first partnership event with the library, involving 13 other community organisations and artists offering free activities through the day. The library reported that the visitor count reached 1,706 on the day! (It is usually 400-500).
- 3.4.4 Trestle Theatre, Herts Heroines research & development project for HYOC2020. Two workshops at Emma Rothschild and William Crook Housing Schemes and a performance in October involving 17 Supported Housing tenants whose stories were written up as a play script and performed at Trestle Theatre by professional actors. Four of the DBC tenants (2 of whom were over 90) attended the live performance. This supports a full project being developed this year for HYOC2020.
- 3.4.5 Funding success - £65k from Royal Opera House Bridge for the HCEP investment programme. Total funding and investment for the project is £145k. Project partners: DBC, Letchworth, Stevenage, Welwyn Hatfield, Watford Councils, West Herts College and Herts Uni. This will fund a needs analysis in partner areas, focusing on areas of deprivation to inform and develop a creative programme of projects/activity in each area for young people addressing identified needs.

- 3.4.6 Ashylns Junior parkrun was launched.
- 3.4.7 Active Together funding through The National Lottery and 'Awards For All' was successful, just under £10,000 to run x3 dance style sessions targeting older adults, working with Dacorum Community Dance.
- 3.4.8 Wellness Festival Funding bid was submitted in November in partnership with Apex and Herts Year of Culture. Waiting to hear outcome.

### **3.5 Communications**

- 3.5.1 Communications support and delivery for external campaigns and projects such as Herts Year of Culture 2020, Old Civic Centre Consultation event, Everyone Active campaigns, Christmas Festival, PSPOs, Halloween and over 40 other campaigns and projects.
- 3.5.2 Delivered internal communications projects including the staff conference, staff recognition scheme, staff Christmas bring & share event and annual staff survey alongside ongoing internal communications and staff engagement programmes.
- 3.5.3 Designed and published the Dacorum Digest, Annual Report 2018/19, Corporate Plan and monthly Digital Digest. Additional design projects include campaign work for CCG, planning (PPA), Housing News and Views and the Tenant Academy.



Report for:	<b>Housing and Communities Overview and Scrutiny Committee</b>
Date of meeting:	<b>4th March 2020</b>
Part:	<b>Part I</b>
If Part II, reason:	

<b>Title of report:</b>	<b>Housing Revenue Account Business Plan Annual Review 2019/20</b>
Contact:	Margaret Griffiths, Portfolio Holder Housing Fiona Williamson, Assistant Director Housing
Purpose of report:	To review the new HRA Strategic Acquisitions Policy
Recommendations	<ol style="list-style-type: none"> <li>1. That the Committee note the purpose and application of the policy</li> <li>2. That the Committee note the delegated authority for decision making in respect of acquisitions.</li> </ol>
Corporate Objectives:	<p>The Strategic acquisition policy contributes to following corporate objectives:</p> <p>Providing good quality affordable homes, in particular for those most in need</p> <p>Building Strong and vibrant communities</p>
Implications:	<p><u>Financial</u></p> <p>All acquisitions will be subject to a viability assessment and will only be undertaken if there is capacity within the business plan and available budget.</p>
'Value For Money Implications'	<p><u>Value for money</u></p> <p>Any acquisition under consideration will be subject to a value for money assessment in respect of net present value and/or future use value to make sure that it contributes positively to the housing asset base.</p>
Risk Implications	The housing risk register presented to members on a quarterly basis will take the impact of the new policy into consideration.
Equalities Implications	A Community Impact Assessment has been undertaken and is attached in Appendix B
Health And Safety	Acquired properties will be required to adhere to all statutory

Implications	provisions that are required for the management of social housing and will be brought up to the appropriate standard prior to letting.
Consultees:	Corporate Management Team Fiona Jump – Group Manager Financial Services David Barrett – Group Manager Housing Development Natasha Beresford, Group Manager Strategic Housing Alan Mortimer, Group Manager Property and Place Layna Warden, Group Manager Tenants and Leaseholders Richard Rice, Group Manager Commercial Assets and Property Development Adrianna Livingstone, Valuation and Estates Team Leader Ben Hosier, Group Manager, Procurement & Contracted Services
Background papers or appendices	Appendix A 1 and 2 A1 The HRA Strategic Acquisitions policy A2 Community Impact Assessment
Glossary of acronyms and any other abbreviations used in this report:	Housing Revenue Account (HRA) Temporary Accommodation (TA)

## 1. Introduction

- 1.1 Following the implementation of self-financing in 2012, the Housing Revenue Account business plan has been developed to ensure that the investment in existing stock and the development of new homes remains viable. There is provision within the plan for the acquisition of land for new build purposes. It has been identified that there are other opportunities to acquire properties, subject to defined criteria, to increase the portfolio of affordable social homes. Additionally the demand for temporary accommodation (TA) for homeless applicants has continued to rise and therefore there may be instances where properties offered for sale on the open market could be suitable for use as TA.
- 1.2 The acquisitions policy has been developed to set out and inform members, officers and other interested parties, as to the principles, by which, the Councils housing service will acquire land and property.

## 2. Scope of Policy

- 2.1 The policy has been developed to enable the housing service to consider the strategic acquisitions of property or land to meet the ongoing demand for properties let at social rent within the borough and for the provision of temporary accommodation.
- 2.2 The Housing Service includes Housing Revenue Account (HRA) activity: as a landlord to tenanted properties; as freeholder to leasehold properties; general fund activity; as an authority with statutory duties to allocate social homes, provide housing advice, administer the provisions of the Homelessness Reduction Act; provide temporary accommodation; and licence and regulate the Private Rented Sector.



- 2.3 The policy scope covers all acquisitions potentially undertaken by the housing service for all areas of the service outlined above. The accountancy and financial rules for these functions are separate, and therefore the appropriate decision-making frameworks will be applied.

### **3. Housing Revenue Account Acquisitions**

- 3.1 The existing covenants on all properties, which the Council sells under right to buy, allows for the properties to be offered back to the Council at the point of the first ongoing open market sale (indeed for the first ten years after purchase it is a requirement to offer it to the Council). Historically under the subsidy system the Council did not have sufficient available capital to be able to consider purchasing properties and these were offered to registered providers (Housing Associations), who operate in the borough.
- 3.2 The increasing build costs for new homes and the high price of land within the borough now mean that it is possible to purchase some property from the open market for less than the cost to build. With increasing pressures on land availability and no foreseeable reductions in build costs, the acquisition policy will enable the Council to consider supplementing the new build programme with acquisitions.
- 3.3 Additionally a slowing of the private market sector has resulted in some developers looking to offer additional units on a site for affordable rents. Currently these are being offered to registered providers who have the ability and policies in place to increase their portfolios through the acquisition of S106 properties, which subject to the appropriate business case and viability assessment may be of interest to the Council.

### **4. General Fund (Housing Service) Acquisitions**

- 4.1 The acquisitions policy covers purchasing of property for use as temporary accommodation and is not designed to cover the acquisition of commercial or community assets, which are administered by the corporate estates team.
- 4.2 The Council has governance structures in place to acquire assets into the General Fund. The housing service may request that acquisitions are considered by the General Fund, where the acquisition will have a strategic benefit for the housing service (for example, in order to increase temporary accommodation stock).

### **5. Recommendation**

- 5.1 The recommendation is that the Committee note the purpose and approach of the new policy and Community Impact Assessment, as set out in Appendices A, 1 and 2.



# HRA Strategic Acquisitions policy

February 2020

# 1.0 Social Housing Acquisitions Policy overview

This policy was adopted by Cabinet on XXX and is managed and adhered to by XXX. This policy will be reviewed on a biennial basis.

## Contents

### 1.0 Policy overview

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

### 2.0 Acquisition Policy detail

#### 2.1 Acquisition criteria

### 3.0 Financial and Legal considerations

### 4.0 Links to other corporate strategies and policies

### 5.0 Legislation

## 1.1 Introduction

Dacorum Borough Council is a stock retaining authority with just over 10,000 homes for social rent. Since 2014 the Council has delivered a new build development programme, which continues to provide a supply of new homes, let at social rent.

However the demand for social rent homes remains high at around 6000 applicants and there are an increasing number of presentations of individuals and families who are homeless, requiring temporary accommodation.

To supplement the supply of new build homes, the Council are able to acquire properties off the open market and this policy has been developed to enable those acquisitions.

## 1.2 Aim(s) of the policy:

The purpose of this HRA Strategic Acquisitions Policy, is to set out the framework for decision making, which will be applied when considering opportunities to:

- acquire property;
- acquire land

The policy scope is applicable to all areas under the management of the Housing Service, and considers the wider Housing Strategy, Business Plan and financial implications.

Procedures for the acquisition of land and property should be transparent and consistent.

The prevailing market conditions and condition of the property will determine the financial viability of any acquisition and financial modelling will be undertaken.

## 1.3 Links to Council's corporate aims:

This policy supports the Council's corporate priorities, which are set out in ['Delivering for Dacorum – Corporate Plan 2020-2025'](#).

## 1.4 Equality and diversity

The Council is committed to promoting equality of opportunity in all service areas and has procedures in place to ensure that all Applicants, tenants and Leaseholders are treated fairly and without unlawful discrimination.

The Equality Act provides a legislative framework to ensure Council services are not provided in a discriminatory manner by having due regard to eliminating discrimination, harassment and victimisation, advancing equality of opportunity and fostering good relations. A Community Impact Assessment has been completed to support this policy.

## 1.5 Policy Statement(s)

The Council are required to ensure the best use of funds and this applies equally for the HRA and GF.

Our role as a Housing service is to assess investment options to determine the appropriate use of capital and balance investment in existing stock with the acquisition of property and provision of new homes.

One of the core principles of an asset strategy is to provide buildings that are fit for purpose, sustainable, provide suitable access and are appropriate for use.

## 2.0 Acquisition Policy detail

The Housing Service includes Housing Revenue Account (HRA) activity: as a landlord to tenanted properties; as freeholder to leasehold properties; and general fund activity; as an authority with statutory duties to allocate social homes, provide housing advice, administer the provisions of the Homelessness Reduction Act, provide temporary accommodation and licence and regulate the Private Rented Sector.

The accountancy and financial rules for these functions are separate, and therefore the appropriate decision-making frameworks are to be applied.

For the purposes of the Policy, an acquisition of land or property is considered to be an outright acquisition if it consists of:-

- A transfer of the freehold of the asset; or
- A transfer of the leasehold of the asset for a period in excess of 21 years.

This policy places emphasis on adopting procedures that are open, transparent and consistent and aims to ensure maximum benefit from the effective purchase and subsequent management of the Council's assets.

Within this framework the policy will ensure the Council achieves best value, acts within the appropriate legal framework, acts in a demonstrably fair and open manner and considers whole life

The framework for decision-making will consider whether each opportunity adds sufficient value to merit the required capital investment, based on:

- The Corporate Priorities
- current service plan objectives,
- strategic development plans
- Return on Investment and Net Present Value
- Demand for Temporary Accommodation and homes at social rent.

This policy together with the Constitution/Scheme of delegation are key documents in the overall management of the Council's land and property portfolio.

### **Definition of an Acquisition**

This policy will apply to all acquisitions of land and property for social housing or temporary residential accommodation uses for the purpose of this policy, an acquisition is defined as the taking of a freehold, leasehold or licence in land and property

NB: This policy will not apply for General Fund Commercial Property transactions

## 2.0 Acquisition Policy detail

### 2.1 Acquisition criteria

#### Acquisitions by the HRA

The Council acting in its capacities under the HRA will apply set criteria in considering:

- opportunities to take up its Right to First Refusal and acquire a property previously sold under Right to Buy;
- and other options for acquiring assets or land.

These criteria are:

- a) Housing need and demand has been established for the type of asset being offered and the area in which it is located ***and***
- b) The cost of any refurbishment work required to bring the asset up to the Council's Lettable Standard (or other relevant minimum standard) is financially viable ***and***
- c) Capital funds have been identified and are available for this purpose ***or***
- d) The purchase of the asset would free up land or enable access to a site suitable for the development of housing that is consistent with the ongoing development plans of the HRA.

Prior to the purchase of any site or property a full options appraisal, including whole life costing, should be carried out which would involve appraisal of all of the options for delivery of the final objective. Consideration should be given to all other Council owned property and its suitability prior to any acquisition.

All option appraisals should take into account the on-going cost of ownership, over its lifetime and ensure that any decision to acquire land is informed by both the capital and revenue implications.

VAT implications must be considered as part of the appraisal process prior to any decisions being made to acquire.

The Council should take a medium to long-term view when planning delivery of their services and will need to identify any requirements to acquire land and property.

## 2.0 Acquisition Policy detail

### Acquisitions by the General Fund (for Temporary residential Accommodation)

The Council has governance structures in place to acquire assets into the General Fund. The housing service may request that acquisitions are considered by the General Fund, where the acquisition will have a strategic benefit for the housing service (for example, in order to increase temporary accommodation stock).

The Housing Service includes Housing Revenue Account (HRA) activity: as a landlord to tenanted properties as freeholder to leasehold properties' and general fund activity' as an authority with statutory duties to allocate social homes, provide housing advice, administer the provisions of the Homelessness Reduction Act, provide temporary accommodation and licence and regulate the Private Rented Sector.

The accountancy and financial rules for these functions are separate, and therefore the appropriate decision-making frameworks are to be applied.

Prior to the purchase of any site or property a full options appraisal, including whole life costing, should be carried out which would involve appraisal of all of the options for delivery of the final objective. Consideration should be given to all other Council owned property and its suitability prior to any acquisition.

## 3.0 Financial and Legal considerations

The Council must have available funds to purchase an asset. In any cases of any joint ventures considered by the General Fund, proposals will receive additional scrutiny to ensure the Council is not being exposed to financial risk.

Any acquisition will need to be in line with the HRA Business Plan and not impact detrimentally the capital programme or reserves.

In the case of an acquisition made by the HRA through the Right to First Refusal, the cost of any works required to bring the asset up to the Council's re-let Standard would be deducted from the sum the Council would pay to acquire the property. This sum is worked out using the standard method of calculation, as detailed in appendix 2.

Delegated authority for the acquisition of properties offered back to the Council under the rule of first refusal, is to the Assistant Director of Finance.

Delegated Authority for the acquisition of land or other assets will be to the Director of Housing and Regeneration in consultation with the Director of Finance and Operations and with the Portfolio Holder for Housing and the Portfolio Holder for Finance and Operations.

Legal advice must be sought for all property (land and buildings) transactions and approved by the monitoring officer.

All acquisitions will require formal third party independent valuation advice, such as red book

All proposed asset acquisitions will be subject to appropriate legal investigations and due diligence (including relevant surveys) to de-risk the purchase. If these investigations identify risks which render the acquisition unviable, the transaction will not proceed.

### Land and asset acquisition

The Local Government Act 1972 section 124 empowers a local authority to acquire, by agreement, land both inside and outside its boundaries for the purposes of:

- Any of their functions under this or any other public general Act, or
- For the benefit, improvement or development of its area.

Local Government Act 2003 section 12 empowers a local authority to invest if the purpose is relevant to its functions and consistent with the prudent management of its financial affairs.

## 4.0

### Links to other corporate documents

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

- Disposal Policy
- Business Plan
- Housing Strategy
- Homeless & Rough Sleeping Strategy
- Council's Financial Regulations
- The Local Plan

## 5.0

### Legislation

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

- Data Protection Act 1998, 2003 and 2018
- Housing Act 2004
- Housing Act 1996
- Homelessness Reduction Act 2018
- Freedom of Information Act 2000
- Equality Act 2010
- Local Government Act 2003
- The Housing (Right of First Refusal) (England) Regulations 2005
- Public Contract Regulations 2015



## Appendix 1

### Right of First Refusal for properties sold under the Right to Buy

- 1.1 All properties sold under the Right to Buy (freehold and leasehold) since 18 January 2005 are bounded by the covenant the 'Right of First Refusal'. If the owner wishes to sell their property within 10 years of purchase they must first offer the property back to their former landlord (the Council).
- 1.2 The owner wishing to sell the property must submit an Offer Notice to the Council which should:
  - a. Be in writing
  - b. State the wish to sell the property, giving its full postal address
  - c. State that there is a covenant requiring the property to be offered first to the Council
  - d. Specify whether the property is a house, a flat or maisonette;
    - Specify the number of bedrooms
    - Give details of the heating system
    - Specify any improvements or structural changes which have been made since purchase
- 1.3 The Council will send an acknowledgement of receipt within 5 working days. This acknowledgement will specify the date on which the Offer Notice was received and give more details regarding the Right of First Refusal.
- 1.4 If the Council wishes to accept the offer it will confirm this to the owner within 8 weeks of receipt of the Offer Notice, and by issuing a written Acceptance Notice. The Council will ask its nominated valuer to value the property, which must be agreed between both parties. If no agreement can be made the value will be determined by the District Valuer.
- 1.5 If an offer to purchase the property is made by the Council a binding contract must be entered into with the owner:
  - No later than 12 weeks after the date on which the Acceptance Notice is served on the owner or
  - No later than 4 weeks after receipt of written confirmation from the owner that they are ready to complete (*whichever is later*)
- 1.6 For Dacorum Borough Council the *Group Manager - Property and Place* will decide whether:
  - a) The Council wishes to accept the offer and purchase the property;
  - b) The property should be offered to another nominated housing association in the area for purchase; or
  - c) The offer should be rejected.
- 1.7 If the nominated housing association wishes to accept the offer, they must state this in writing.

- 1.8 If the Council (or any nominated housing association) do not wish to accept the offer then a Rejection Notice will be served as soon as possible. If the Council has not served an Acceptance Notice or Rejection Notice within 8 weeks of the receipt of the Offer Notice the owner may proceed with selling the property as they see fit.
- 1.9 If a period of 12 months expires and the owner has not sold the property and then subsequently wishes to do so they must serve a fresh Offer Notice to the Council.

DRAFT

## Appendix 2

### Re-payment of discounts offered through the Right to Buy

#### 1.1 Calculating the discount as a percentage of the re-sale value

If a property is being re-sold within 5 years of the Right to Buy purchase, then the original percentage discount is used to work out a new re-sale discount value to be re-paid (disregarding the value of any improvements).

#### 1.2 Percentage of discount total to be repaid

The owner will be required to pay back a percentage of the discount based on a sliding scale (see table below).

Property sold after 1 year	100% discount must be re-paid
Property sold during second year	80% of discount must be re-paid
Property sold during third year	60% of discount must be repaid
Property sold during fourth year	40% of discount must be re-paid
Property sold during fifth year	20% of discount must be re-paid
Property sold after five years	No repayment of discount required

#### 1.3 Example

A property was bought through the Right to Buy for £60,000, with a value of £100,000, and therefore had a 40% discount applied (£40,000). This property was then re-sold after 18 months for £120,000.

40% of £120,000 is £48,000. As the owner is in the second year after purchase, they would repay 80% of £48,000 (£38,400).

#### 1.4 Exemptions

Certain sales or transfers are exempt from the requirement to re-pay discount e.g. transfers between certain family members. In addition if the owner would face hardship by having to repay the discount, and their circumstances justify it, the Council may decide not to ask them to pay some or all of what they owe.

### **Appendix 3**

#### **Appeals procedure for decisions made regarding First Refusal of Right to Buy properties**

1.1 Appeals must be received within 28 days of the decision letter.

1.2 Where the appeal is in respect of how the policy and procedure have been applied the Property and Place Group Manager will investigate the matter and respond.

1.3 Appeals against decisions will be considered by the Assistant Director - Housing whose decision is final.

## Dacorum BC Community Impact Assessment (CIA)

**Policy / service / decision**

**Strategic Acquisitions Policy - Housing**

### 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*

The aims of this policy is to provide the Housing Service to acquire property from the open market or through the Right to Buy, buy back scheme, so that is can continue to address the demand for housing at social rent. The policy also includes the purchase of property for use as Temporary accommodation (TA). The funding for TA is from the General Fund.

The policy aims to provide additional accommodation at social rent or for use as TA and considers the suitability of properties on the financial viability on the basis that there would be an increase in stock available to individuals regardless of any protected characteristic.

Properties will be assessed in respect of the potential for adaptations to be undertaken although it is not the only factor that is considered when determining whether to purchase an asset.

The need to ensure that any grant funding is allocated in accordance with the conditions stipulated. Administration of the acquisitions policy will require some internal training.

The policy will require approval from members and will be taken through the scrutiny and Cabinet approval process.

### 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.*

## Appendix A2

Review of other stock retained authority's acquisitions policies.  
 Housing Register  
 Increasing Homeless caseload  
 Requests for adaptations to properties in the private and social sector within Dacorum

**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 Aids and Adaptations surveyors, Group Manager Property and Place, Corporate Director Housing and Regeneration, Housing senior management team.  
 Portfolio Holder for Housing, Cllr Margaret Griffiths.  
 Corporate Estates Group Manager

### 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>			

## Appendix A2

<b>Age</b>	No detrimental impact on this protected 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>	Properties will be assessed to determine their suitability for adaptations.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Gender reassignment</b>	No detrimental impact on this protected group	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Race and ethnicity</b>	No detrimental impact on this protected group	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Religion or belief</b>	No detrimental impact on this protected group	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Sex</b>	No detrimental impact on this protected group	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Sexual orientation</b>	No detrimental impact on this protected group	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

## Appendix A2

<p><b>Not protected characteristics but consider other factors, e.g. carers, veterans, homeless, low income, loneliness, rurality etc.</b></p>	<p>The policy is designed to consider the demand for property, whilst considering the specific requirements of any applicants on the housing register or presenting homeless, so that appropriate property is acquired to address a range of or specific needs as appropriate and viable.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<p><b>Negative impacts / outcomes action plan</b></p> <p>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>				
<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"/>	



## Appendix A2

	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>	Fiona Williamson, Assistant Director Housing, Natasha Beresford, Group Manager Strategic Housing, Layna Warden, Group Manager Tenants and Leaseholders		
<b>Date</b>			
<b>Signed off by</b> <i>(AD from different Directorate if being presented to CMT / Cabinet)</i>			
<b>Date</b>			
<b>Entered onto CIA database - date</b>			

## Appendix A2

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

DRAFT



<b>Report for:</b>	<b>Housing and Community Overview and Scrutiny Committee</b>
<b>Date of meeting:</b>	<b>4<sup>th</sup> March 2020</b>
<b>Part:</b>	1
If Part II, reason:	

Title of report:	Help to Move Policy
Contact:	Cllr Margaret Griffith, Portfolio Holder for Housing  Authors: Layna Warden, Group Manager (Tenants and Leaseholders)
Purpose of report:	1. To set out proposed changes to the Moving to a Smaller Home policy
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>  The proposals will reduce the amount we currently give to tenants when downsizing from larger properties however this saving will be offset by increased payments to those moving into Sheltered Housing. Overall the amount spent on supporting tenants to move is expected to reduce by £35,000.  <u>Value for money</u>

	Incentivising moves from homes that are more desirable into properties that have lower demand will ensure we receive better value for money from any payments made under this scheme.
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 1
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:	Mark Gaynor – Director (Housing and Regeneration) Fiona Williamson - Assistant Director (Housing) Housing Senior Management Team Housing Operations Meeting
Background papers:	
Glossary of acronyms and any other abbreviations used in this report:	DBC – Dacorum Borough Council MTSH – Moving to a Smaller Home

## 1. Introduction

- 1.1. This report presents the changes made to the Moving to a Smaller Home (MTSH) policy and introduces the revised policy now named Help to Move (Attached at Appendix 2)
- 1.2. A review of the policy has been conducted to assess the effectiveness of the current scheme. The research aimed to identify if the policy provided value for money and ensure it was still relevant and achieving the objectives to incentivise tenants affected by welfare benefit reforms to downsize and reduce rent arrears through occupying properties too large for their needs.
- 1.3. This report highlights findings from analysis of tenants who have downsized and feedback from a tenant survey of those currently under occupying. It also

sets out evidence of the current housing needs from tenants on the Housing Register. Details of schemes by neighbouring authorities are discussed followed by the key changes proposed in the new policy to make better use of our homes and incentivise moves from homes that are in higher demand

## **2. Background**

2.1. Dacorum Borough Council (DBC) initiated the MTSH scheme in light of the changes to welfare benefits in April 2013 and the introduction of the Social Sector Size Criteria. This Scheme replaced the previous incentive schemes in place, Tenants Removal scheme and Under Occupational scheme, which offered different incentives dependent on age of applicants and property type they were moving to.

2.2. The aim of the current policy is to tackle under-occupation in correlation in housing need. 'Freeing up' often highly desirable properties reduces both the number of households on the housing register as well as reducing the most pressing forms of housing need.

2.3. The current scheme is available to introductory, secure or flexible tenants of DBC transferring to accommodation that is more suitable. These properties can be from two up to five bedroom properties including flats, maisonettes, bungalows and houses. This can be either another DBC property or a Housing Association home. To reduce the upheaval and cost of moving the current policy will:

- Arrange and pay for furniture to be packed and moved.
- Arrange for a cooker to be disconnected and to be refitted at the new home
- Arrange and pay for relocation of a washing machine.
- Pay for home telephone to be transferred if applicable.

2.4. The Council will also make a one off payment once your transfer has completed, the amount payable is in accordance with the following scale:

- Giving up 3 or more bedrooms - £2000.00
- Giving up 2 bedrooms - £1000.00
- Giving up 1 bedroom - £500.00

## **3. Review of existing scheme**

3.1. Data from the Survey of English Housing identified that the social rented sector had the highest rate of overcrowding but lowest levels of under occupancy from all housing sectors. In 2017/18 the percentage of those with two or more spare bedrooms rose from 8% to 10% demonstrating there is a continued need nationally to help tenants to downsize from larger homes.

3.2. Reviewing the last 3 years applicants who downsized moved into the following size accommodation:

Year	General needs				Sheltered			Sheltered total	Total all
	1 bed	2 bed	3 bed	GN total	1 bed	2 bed	3 bed		
2017	9	6	3	<b>18</b>	29	0	1	<b>30</b>	<b>48</b>
2018	5	5	3	<b>13</b>	42	1	0	<b>43</b>	<b>56</b>
2019	4	2	1	<b>7</b>	20	0	0	<b>20</b>	<b>27</b>

3.3. The data above suggests that older applicants living in large properties do apply to move into smaller accommodation within our sheltered stock and the demand has not subsided over the last 3 years. In 2017, only a third of all tenants who downsized did so into general needs stock. In 2018 and 2019 this has dropped to approximately a quarter of all tenants. Additionally of the 20 general needs tenants that moved over these years, 7 of these were tenants downsizing with arrears to improve their situation and allow the money received as part of the incentive to be offset against their arrears.

3.4. There are over 7000 applicants on the Housing Register. Over 11% of these have under occupation points showing a clear interest to move to smaller homes and that points continue to be an effective incentive to downsizing.

3.5. Of the applicants on the register, the table below details the number of applicants on the housing register as of 30 July 2019 who have stated that they are under occupying their property. Just under 60% of these have one extra bedroom with 36% having 2 spare bedrooms.

Number of rooms under occupied	Status of application	Number of applicants
Under occupying 1 bedroom	Active	338
	Suspended	31
Under occupying 1 bedroom Total		369
Under occupying 2 bedrooms	Active	211
	Suspended	17
Under occupying 2 bedrooms Total		228
Under occupying 3 bedrooms	Active	24
	Suspended	3
Under occupying 3 bedrooms Total		27
Grand Total		624

3.6. While there are still a number of tenants who are in need to downsize the table below shows the overall bedroom need for applicants on the housing register. Smaller homes are considerably more desirable and in greater need.

Max bed size calculated	Active	Suspended	Grand Total
(Not set)	2	18	20
1	4003	857	4860
2	1242	310	1552
3	423	118	541
4	70	25	95
5	9	5	14
6	1	2	3
7		1	1
Grand Total	5750	1336	7086

3.7. Alongside the higher demand of small homes, there is an increasing pressure on adapted homes. 727 adaptations were undertaken at our properties in 2018, of which 204 were major, i.e. through floor lifts, stair lifts, wet rooms, ramping etc. These require a high level of resource in management and staff involvement as well as financial cost. There are a number of homes which have been adapted and are no longer suitable for the tenant's needs or where the changes are no longer needed.

3.8. The evidence above demonstrated there was a clear need for a scheme to encourage tenants to move to more suitable homes. There is less demand and need for larger homes and more for tenants in 1 and 2 bedroom homes to move into sheltered housing, which the current scheme does not give support for.

#### **4. Comparative analysis**

4.1. The existing scheme was compared with neighbouring stock retaining Local Authorities to understand what incentives they offer.

4.2. Of the three schemes offered these varied considerably from £250 to £1000 per room downsized. Additionally cash incentives were offered to tenants moving into a sheltered home. One Authority gave tenants a variety of options depending how much support is giving by the Authority to help the tenant through removals and redecorating. Also an award of £250 was given if the home was left in a good condition.

4.3. Two authorities did not offer any incentives for downsizing.

#### **5. Revisions to policy**

5.1. Considering the current demands on the housing register and situation of our tenants a number of changes to the policy have been adopted. The name of

the scheme will become Help to Move. This one incentive scheme would cover a number of ways to support tenants to move.

5.2. The financial incentive will be changed to £500 for anyone who is downsizing - no matter how many bedrooms they are reducing by. The highest demand is for 1 and 2 bedroom properties and therefore an increased amount for additional bedrooms is not something to still be prioritised. Supporting those who are under occupying is still needed so the £500 will pay for removals or any other areas the tenant would prefer.

5.3. An incentive payment of £1000 will be given to any DBC tenant moving from a home with Major Adaptations (Level access shower, stair lift, through floor lift, adapted kitchen). This will allow these homes to be given to other households in high need of these adaptations and reduce the need for costly adaptations to other homes.

5.4. Any DBC tenants moving from a general needs property to Sheltered housing will receive an incentive payment of £500. This will incentivise tenants in a one bedroom general needs home to move into homes designated as sheltered to free up these properties.

The below table gives examples of how much tenants would receive under the new scheme.

Help to move scheme examples					
Current property	New Property	Incentive award for downsizing	Moving into sheltered	Moving from home with major adaptations	Total
1 bed general needs	1 bed Sheltered		£500		£500
2 bed general needs	1 bed flat	£500			£500
2 bed property with adaptations	1 bed flat	£500		£1000	£1500
2 bed property	1 bed sheltered	£500	£500		£1000
3 bed house	1 bed flat	£500			£500
3 bed house with adaptations	1 bedroom sheltered	£500	£500	£1000	£2000
4 bed house	2 bed house	£500			£500

5.5. As well as the financial incentive, DBC assist tenants to downsize in a number of other ways. These include giving tenants under-occupying their home greater priority within the Allocations Policy. Tenants can retain one 'spare'



bedroom when moving from a larger home and tenants with rent arrears are permitted to move with rent arrears if regular payments have been made for 6 months. This ensures that those affected by the social size subsidy are given assistance to move to prevent further debt and reduce household bills.

## **6. Conclusion**

- 6.1. Our current approach aims to incentivise tenants to move from larger homes to smaller properties. The number of tenants downsizing has reduced over the last 5 years and evidence from the housing register indicates that the highest need is for 1 and 2 bedroom accommodation. The cost of aids and adaptations are high and the number of these needed in our homes is increasing. Additionally there is lower demand for some of our sheltered homes and there are a number of tenants who would benefit by downsizing to this type of property.
- 6.2. The proposals set out in this report and the new policy aim to meet this changing need and prioritise a financial incentive on those moving from greater need homes. Addressing under-occupation will reduce housing need across the borough; help make best use of the housing stock (including reducing the number of expensive major adaptations required) and have a more positive impact on the ability of the Housing Service to collect the rent that is due. The changes to the scheme as set out in the recommendations will allow us to achieve this and ensure better value for the money offered under this policy.

# Dacorum BC Community Impact Assessment (CIA) Template

Policy / service / decision

Help to Move Scheme

## 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 supersede the current 'Moving to a Smaller Home Scheme' to the 'Help to Move Scheme'. The changes to the scheme include standardising the one-off incentive payment to £500 to all applicants (the current scheme's monetary award is based on how many bedrooms the applicant is giving up). To award £500 to an applicant/s in a one bedroom general needs property who moves via the scheme to a one bedroom sheltered accommodation. To award £1000 to an applicant in an adapted home to move to a non adapted property.

## 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.*

Customer consultations, benchmark the scheme against other local authorities' schemes, assess our waiting list for viability and relevance to continue the scheme, liaised with Property and Place and allocations regards aids and adaptations.

**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.*

Property and Place, Tenancy Sustainment, Housing Allocations, Lettings, Supported Housing, Service Users

**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
Protected group	<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>			
Age	Applicants vulnerable due to their age are recognised may have difficulty arranging their removals. This scheme will continue to offer to arrange removals for those going into sheltered housing.	□	⊗	□

	Applicants are encouraged to apply online for the initial Moving with Dacorum application form. Help can be provided to complete these by the pre-tenancy team.			
<b>Disability (physical, intellectual, mental)</b>  <i>Refer to CIA Guidance Notes and Mental Illness &amp; Learning Disability Guide</i>	Applicants are encouraged to apply online for the initial Moving with Dacorum application form.  Applicants are assessed on suitability and there may grounds to refuse an application for disabilities irrespective of the need to move to adapted or general needs properties.	☒	☐	☐
<b>Gender reassignment</b>	The application for Help to Move is by a transfer application via the 'Moving with Dacorum' process. Information regarding gender reassignment does not form any part of the decision making, which is based on the respective housing requirements of the applicants wishing to move.	☐	☒	☐
<b>Race and ethnicity</b>	The application for Help to Move is by a transfer application via the 'Moving with Dacorum' process. Information regarding race and ethnicity does not form any part of the decision making, which is based on the respective housing requirements of the applicants wishing to move.	☐	☒	☐
<b>Religion or belief</b>	The application for Help to Move is by a transfer application via the 'Moving with Dacorum' process. Information regarding religion or belief does not form any part of the decision making, which is based on the respective housing requirements of the applicants wishing to move.	☐	☒	☐
<b>Sex</b>	The application for Help to Move is by a transfer application via the 'Moving with Dacorum' process. Information regarding gender does not form any part of the decision making, which is based on the respective housing requirements of the applicants wishing to move.	☐	☒	☐

<b>Sexual orientation</b>	The application for Help to Move is by a transfer application via the 'Moving with Dacorum' process. Information regarding sexual orientation does not form any part of the decision making, which is based on the respective housing requirements of the applicants wishing to move.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Not protected characteristics but consider other factors, e.g. carers, veterans, homeless, low income, loneliness, rurality etc.</b>	<p>The application for Help to Move does not request information on income, carer status, veterans etc. The decision making is based on the respective housing requirements of the applicants wishing to move.</p> <p>We have recognised that some tenant's in isolated areas may be impacted by this scheme but the additional points will allow them to move</p> <p>We have recognised that some tenant's may have addictions or vulnerabilities that may be of detrimental for for removals that may not be paid to removal companies</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<p><b>Negative impacts / outcomes action plan</b></p> <p>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>				
<p><b>Action taken/to be taken</b></p> <p><i>(copy &amp; paste the negative impact / outcome then detail action)</i></p>	<b>Date</b>	<b>Person responsible</b>	<b>Action complete</b>	
<p>Elderly applicants may have difficulty arranging their removals.</p> <p>DBC has retained tendered local Removal Companies for this eventuality.</p>	23/10/2019		<input checked="" type="checkbox"/>	

<p>Applicants are encouraged to apply online for the initial Moving with Dacorum application form.</p> <p>There are online facilities via local libraries that can assist and paper copies or appropriate format which can be posted out or available.</p> <p>The proposal of one specific Officer may also assist with completing forms</p>	23/10/2019		<input checked="" type="checkbox"/>
<p>Applicants are assessed on suitability and there may grounds to refuse an application for disabilities irrespective of the need to move to adapted or general needs properties.</p> <p>It is recognised that some properties cannot be adapted. Applicants are encouraged to move to a more suitable property and can still apply on the scheme.</p>	04/11/2019		<input type="checkbox"/>
<p>We have recognised that some tenant's in isolated areas may be impacted by this scheme.</p> <p>We run a choice based lettings scheme which does not entail applicants to be made to move but bid for properties</p>	04/11/2019		<input type="checkbox"/>
<p>We have recognised that some tenant's may have addictions or vulnerabilities that may be of detriment for removals that may not be paid to removal companies</p> <p>We could add an Officer decision clause to ensure payments are made direct to the removal company</p>	04/11/2019		<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>Sandra Mogan, Jackie St Clair Tracy, Adrian Hoole, Kevin Mutio, Paula Parkins, Gemma Baker</b>		
<b>Date</b>	<b>4 Nov 19</b>		
<b>Signed off by</b> <i>(AD from different Directorate if being presented to CMT / Cabinet)</i>			
<b>Date</b>			
<b>Entered onto CIA database - date</b>			

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





# Help to Move Policy

Last reviewed January 2020, approved....

# 1.0 Help to Move Policy overview

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

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### Policy overview

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

### 2.0 Eligibility

- 2.1 Terms of the scheme
- 2.2 Applying for the Scheme
- 2.3 Terms of the Scheme
- 2.4 Rent Arrears

### 3.0 Links to other corporate strategies and policies

### 4.0 Legislation

## 1.1 Introduction

Dacorum Borough Council (DBC) is committed to assisting households to move into appropriately sized accommodation where possible.

The Council knows that many tenants would like to move to smaller, more suitable accommodation, but are put off doing so by the thought of upheaval and the cost of moving.

## 1.2 Aim(s) of the policy:

The aims of this policy are to;

- Give tenants under-occupying their home greater priority to move within the Allocations Policy.
- Consider allowing tenants moving out of a large home the ability to retain one 'spare' bedroom.
- Promote the Council's approach to under-occupation proactively on the Moving with Dacorum website if an applicant indicates they are under-occupying.
- Help those that are finding a larger property with a garden a struggle but are unable to afford the cost of moving.
- Reduce utility bills, rent and council tax.
- Encourage households to move out of 'desirable' properties, therefore preventing expensive adaptations being made to other less suitable homes.

## 1.3 Links to Council's corporate aims:

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

- Building strong and vibrant communities
- Providing good quality affordable homes, in particular for those most in need

## 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 and Tenants are treated fairly and without unlawful discrimination.

## 1.5 Policy Statement(s)

Tenants will be eligible for the scheme under certain criteria (see 2.1)

Tenants wishing to move via the scheme must submit a housing application and seek accommodation via the scheme (see 2.2)

We will make arrangements to help facilitate the move for eligible households wishing to move to a smaller property (see 2.3)

The council may waive the requirement for the tenant to keep a clear rent account for six months under certain circumstances (see 2.4)

# 2.0 Help to Move Policy Detail

## 2.1) Eligibility

To be considered for this scheme, you will need to be registered for a transfer and have enough points on our transfer list to qualify for a move.

A tenant will be eligible for this scheme if they are an introductory, secure or flexible tenant of DBC occupying:

- A two, three, four, five or six bedroom property and would like to move to a smaller property owned by the Council or a Housing Association in the Borough. (NB if moving to a two-bedroom property from a three for example, only one bedroom is regarded as being released under this scheme).
- A one bedroom property and would like to move to a designated elderly person's property owned by the Council or a Housing Association in the Borough.
- A home with major adaptations that are no longer required and would like to move to a property without alterations owned by the Council or a Housing Association in the Borough

A tenant will not be eligible if there is a Notice of Seeking Possession for breach of tenancy conditions currently in force. (With the exception of rent arrears where assistance can be provided under the scheme.

Where a tenancy is in dispute due to a relationship breakdown or where domestic violence has occurred, the remaining tenant(s) would not be eligible to move via the Help to Move Scheme until the tenancy issues have been resolved.

## **2.2) Applying for the Scheme**

Any tenant wishing to move via this scheme will need to submit a housing application and seek accommodation via 'Moving with Dacorum'. If they successfully bid for smaller accommodation then support for a move will be forthcoming via this scheme. This scheme does not give any additional priority to an application and does not give the promise of an immediate move.

## **2.3 Terms of the scheme**

In order to help tenants who wish to downsize from housing owned by Dacorum Borough Council or move into sheltered housing owned by Dacorum Borough Council, the Council will:

- Arrange for your cooker to be disconnected and refitted at your new home. If this is not possible, a new electric cooker will be provided for tenants moving into sheltered housing. We cannot reconnect a cooker for tenants moving to a Housing Association property.
- Arrange and pay for relocation of your washing machine.
- Recompense £450 for removal costs or arrange a removal company to move items if you are moving into sheltered accommodation and don't have any other assistance to move.
- Make a one off payment of £500 to anyone reducing the size of the home regardless of number of bedrooms once your transfer is complete. One payment will be made for each move per household.
- Make a one off payment of £1000 to Dacorum Borough Council tenants moving from a home with Major Adaptations such as a Level access shower, stair lift, through floor lift, adapted kitchen) This one off payment is also available to Dacorum Borough Council tenants moving from a general needs property to Sheltered housing

## **2.4) Rent Arrears**

The Council will waive the requirement for the tenant to keep a clear rent account for three months, if it can be shown that a move to smaller accommodation will be beneficial to the tenant's financial circumstances. If the tenant has rent arrears, the allowance provided under the Scheme can be used to clear the debt after the move has taken place. Any balance will be paid to the tenant after the debt has been cleared.

In exceptional circumstances a move can also be considered if the debt exceeds the allowance provided under the Scheme. For example, if the tenant has mental health problems, is deemed vulnerable due to a medical condition or has a learning difficulty. These cases will need to have independent support and will be assessed by the Council's Medical Advisor in conjunction with the Housing Panel. This would also be conditional on a firm arrangement being made with the tenant to clear the rent arrears after the move has taken place.

### 3.0 Links to other corporate documents

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

Housing Allocations Policy

Tenancy Strategy

Sustainable Tenancy Strategy

Income Management Strategy

### 4.0 Legislation

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

Localism Act 2011

Housing Act 1985

## Housing & Community Overview & Scrutiny Committee: Work Programme 2020/21

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

Meeting Date	Report Deadline	Items	Contact Details	Background information
<b>3 June 2020</b>	<b>26 May 2020</b>	Budget Monitoring Q4 report	Group Manager for Financial Services <a href="mailto:Fiona.jump@dacorum.gov.uk">Fiona.jump@dacorum.gov.uk</a>	
		Children Services and Community Safety Partnership, Customer Services, The Old Town Hall, Communications and Community Partnerships Q4 Performance Report	Assistant Director for Performance, People and Innovation <a href="mailto:linda.roberts@dacorum.gov.uk">linda.roberts@dacorum.gov.uk</a>	
		Housing Performance Q4 report	Assistant Director for Housing <a href="mailto:Fiona.williamson@dacorum.gov.uk">Fiona.williamson@dacorum.gov.uk</a>	
		Empty Homes	Assistant Director for Housing <a href="mailto:Fiona.williamson@dacorum.gov.uk">Fiona.williamson@dacorum.gov.uk</a>	
		Private Sector Housing Strategy	Assistant Director for Housing <a href="mailto:Fiona.williamson@dacorum.gov.uk">Fiona.williamson@dacorum.gov.uk</a>	
		Homeless Strategy	Assistant Director for Housing <a href="mailto:Fiona.williamson@dacorum.gov.uk">Fiona.williamson@dacorum.gov.uk</a>	
		Private Sector Acquisition Policy	Assistant Director for Housing <a href="mailto:Fiona.williamson@dacorum.gov.uk">Fiona.williamson@dacorum.gov.uk</a>	
<b>1 July 2020</b>	<b>23 June 2020</b>			
<b>9 September 2020</b>	<b>1 September 2020</b>	Budget Monitoring Q1 report	Group Manager for Financial Services <a href="mailto:Fiona.jump@dacorum.gov.uk">Fiona.jump@dacorum.gov.uk</a>	
		Children Services and Community Safety Partnership, Customer Services,	Assistant Director for Performance, People and Innovation <a href="mailto:linda.roberts@dacorum.gov.uk">linda.roberts@dacorum.gov.uk</a>	

		The Old Town Hall, Communications and Community Partnerships Q1 Performance Report		
		Housing Performance Q1 report	Assistant Director for Housing <a href="mailto:Fiona.williamson@dacorum.gov.uk">Fiona.williamson@dacorum.gov.uk</a>	
<b>7 October 2020</b>	<b>29 September 2020</b>			
<b>4 November 2020</b>	<b>27 October 2020</b>	Budget Monitoring Q2 report	Group Manager for Financial Services <a href="mailto:Fiona.jump@dacorum.gov.uk">Fiona.jump@dacorum.gov.uk</a>	
		Children Services and Community Safety Partnership, Customer Services, The Old Town Hall, Communications and Community Partnerships Q2 Performance Report	Assistant Director for Performance, People and Innovation <a href="mailto:linda.roberts@dacorum.gov.uk">linda.roberts@dacorum.gov.uk</a>	
		Housing Performance Q2 report	Assistant Director for Housing <a href="mailto:Fiona.williamson@dacorum.gov.uk">Fiona.williamson@dacorum.gov.uk</a>	
<b>1 December 2020</b>	<b>23 November 2020</b>	Joint Budget		
<b>5 January 2021</b>	<b>28 December 2021</b>			
<b>2 February 2021</b>	<b>25 January 2021</b>	Joint Budget		
<b>2 March 2021</b>	<b>22 February 2021</b>	Budget Monitoring Q3 report	Group Manager for Financial Services <a href="mailto:Fiona.jump@dacorum.gov.uk">Fiona.jump@dacorum.gov.uk</a>	
		Children Services and Community Safety Partnership, Customer Services, The Old Town Hall,	Assistant Director for Performance, People and Innovation <a href="mailto:linda.roberts@dacorum.gov.uk">linda.roberts@dacorum.gov.uk</a>	

		Communications and Community Partnerships Q3 Performance Report		
		Housing Performance Q3 report	Assistant Director for Housing <a href="mailto:Fiona.williamson@dacorum.gov.uk">Fiona.williamson@dacorum.gov.uk</a>	