



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 November 2020 at 6.30 pm

Microsoft Teams

***THIS MEETING WILL BE HELD REMOTELY VIA THE MICROSOFT TEAMS APPLICATION. SHOULD ANY MEMBERS OF THE PUBLIC WISH TO JOIN THIS MEETING, PLEASE CONTACT MEMBER.SUPPORT@DACORUM.GOV.UK BY 5PM ON TUESDAY 3 NOVEMBER.**

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 Durrant
Councillor Mrs Bassadone	Councillor Johnson
Councillor England	Councillor Oguchi
Councillor Imarni (Chairman)	Councillor Hollinghurst
Councillor Mahmood	Councillor Barry
Councillor Pringle	Councillor Freedman
Councillor Arslan	

For further information, please contact Corporate and Democratic Support

AGENDA

- 1. MINUTES AND ACTION POINTS** (Pages 3 - 23)
To confirm the minutes from the meetings held on 9th September and 7th October 2020.
- 2. APOLOGIES FOR ABSENCE**
To receive any apologies for absence
- 3. DECLARATIONS OF INTEREST**
To receive any declarations of interest

A member with a disclosable pecuniary interest or a personal interest in a matter who attends a meeting of the authority at which the matter is considered -

- (i) must disclose the interest at the start of the meeting or when the interest becomes apparent

and, if the interest is a disclosable pecuniary interest, or a personal interest which is also prejudicial

- (ii) may not participate in any discussion or vote on the matter (and must withdraw to the public seating area) unless they have been granted a dispensation.

A member who discloses at a meeting a disclosable pecuniary interest which is not registered in the Members' Register of Interests, or is not the subject of a pending notification, must notify the Monitoring Officer of the interest within 28 days of the disclosure.

Disclosable pecuniary interests, personal and prejudicial interests are defined in Part 2 of the Code of Conduct For Members

[If a member is in any doubt as to whether they have an interest which should be declared they should seek the advice of the Monitoring Officer before the start of the meeting]

4. PUBLIC PARTICIPATION

An opportunity for members of the public to make statements or ask questions in accordance with the rules as to public participation

5. CONSIDERATION OF ANY MATTER REFERRED TO THE COMMITTEE IN RELATION TO CALL-IN

6. BUDGET MONITORING Q2 (Pages 24 - 34)

7. CHILDREN SERVICES AND COMMUNITY SAFETY PARTNERSHIP, CUSTOMER SERVICES, THE OLD TOWN HALL, COMMUNICATIONS AND COMMUNITY PARTNERSHIPS Q2 PERFORMANCE REPORT (Pages 35 - 40)

8. HOUSING Q2 PERFORMANCE (Pages 41 - 110)

9. SUPPORTED HOUSING UPDATE (Pages 111 - 118)

10. WORK PROGRAMME (Pages 119 - 120)

MINUTES

HOUSING AND COMMUNITY OVERVIEW AND SCRUTINY COMMITTEE

WEDNESDAY 10th September 2020

Present:

Councillor Imarni (Chair)	Councillor Hollinghurst
Councillor Adeleke (Vice Chair)	Councillor Johnson
Councillor Barry	Councillor Su. Mahmood
Councillor Bassadone	Councillor Pringle
Councillor England	Councillor Tindall
Councillor Freedman	

Officers:

Matt Rawdon	Group Manager - People and Performance
Sara Railson	Arts Team Leader
Linda Roberts	Assistant Director – Performance, People & Innovation
Fiona Williamson	Assistant Director – Housing
Layna Warden	Tenants & Leaseholders Group Manager
Fiona Jump	Group Manager (Financial Services)
Kayley Johnston	Corporate & Democratic Support Officer

Others:

Councillor Griffiths	Portfolio Holder – Housing
Councillor Banks	Portfolio Holder – Community & Regulatory Services
Councillor Williams	

HC/051/20 MINUTES

The minutes from 1 July 2020 were agreed by the members present.

HC/052/20 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Arslan.

It was also noted that Councillor Bassadone was having issues joining and that she will connect later.

HC/053/20 DECLARATIONS OF INTEREST

There were no declarations of interest.

Councillor Mahmood noted that he is a Director of a company that receives government funding.

HC/054/20 PUBLIC PARTICIPATION

There was no public participation.

HC/055/20 CONSIDERATION OF ANY MATTER REFERRED TO THE COMMITTEE IN RELATION TO A CALL-IN

None.

HC/056/20 Q1 – BUDGET MONITORING

F Jump introduced the report outlining the financial position for the Council for 2020/21 and stated that these figures were correct as of the end of June but in the current climate, a lot has changed since then. The figures in the report are consistent with those in the Covid-19 update report that went to Cabinet in June and another update will go in September and likely to be a revision to financial position. Most of the variances in the report are covid-19 driven and in terms of highlights, in the General Fund, currently expecting a pressure of £5.8 million and this does include some funding streams received from central government. Further details have been received from government about the loss of income and it is believed the council could receive between £1-1.5 million. On the Housing Revenue Account, the forecast is a surplus of £900k and this is being driven by a reduction in expenditure in relation to the number of repairs which is directly related to the pandemic and accessibility issues into properties. There is also a £7.3million in slippage in the HRA capital programme.

Councillor Adeleke referred to page 5, paragraph 1.2. There has been a reduction in expenditure of £2.2 million on repairs which is part of surplus that is being quoted. He asked if this is something that would be revisited and if so, if something is due to be repaired, how is this cost factored into the budget forecast?

F Jump said that as we are unable to access properties, we will see a saving in the current financial year but the repairs work needs to be done. This is a timing issue rather a saving in expenditure.

Councillor England said that Covid-19 is a massive uncertainty and asked F Jump if she was able to say when things will be clearer.

F Jump said that it is difficult to say, the forecast reflects our current position but things are changing daily (i.e. policies, a statement from the Prime Minister today) and could potentially see another lockdown in winter. She said the financial forecasts were prudent but changing.

Councillor England referred to the assumption that the council are not expecting another lockdown in winter and asked if they were referring to a local or national lockdown.

F Jump said she wouldn't distinguish between them, either of those situation would have a similar impact on Dacorum's position.

Councillor Mahmood referred to the £5 million plus pressure and asked if it was a pessimistic forecast or if things had improved since June.

F Jump said that it is a prudent forecast and that they are more optimistic since the lockdown ended. She added that they could be in a worse position if we were locked down again but could also see an improvement in the forecast depending on the situation for the remainder of the financial year.

Councillor Mahmood referred to the Capital Programme which has not been spent and asked how this would impact on next year's budget.

F Jump said that the capital programme is agreed over a rolling period so the funding has already been approved for these projects.

F Williamson said there will be several factors to determine whether the expenditure will be made next year. There are slippages on some of the development schemes which are still programmed for next year. The approach to kitchen and bathroom planned works is evolving and the rationale behind not undertaking these works this year is that these works involve many different trades going in and out of properties in a two week period and this potentially creates problems if there is an infection in household or with workers. Providing there are no restrictions in any complete lockdown for the construction sector, there will be a programme of external works rolled out throughout this year and into next. Cannot provide any guarantees that all the slippage will be spent next year but currently working on our programme and more information will be available on a monthly basis.

Councillor Johnson referred to page 9 about initial work on tenders for supported housing schemes and asked why they were no longer valid.

F Williamson said that the tender was out of the time limit for the contractor to be able to undertake any revisions so as with any competitive tendering process, there is a backstop on the time where it remains valid. Due to some revisions to the original design and further work that had been undertaken to review all of the supported housing schemes, that period has elapsed and that means we will need to either re-tender or look at the lowest previous bidder.

Councillor Adeleke referred to page 7, paragraph 4.2 in relation to garages. He said the committee have visited this in previous meetings about upgrading garages to make them more attractive to residents and how many tenants have returned keys for their garages through the current covid-19 pandemic.

F Williamson said that there had been a net gain of 9 additional garages since the beginning of the year. We were anticipating that a number of garages would be terminated if residents needed to make reductions to their household budgets.

Councillor Mahmood questioned the labelling of this period as a recession.

F Jump said we are in a recession in terms of the economic definition. She didn't think the forecasts were pessimistic but are realistic and would be updated when we get more information.

Councillor Mahmood referred to the new build construction and asked if they were up and running as normal.

F Williamson said there was only a short suspension of around 3-5 weeks whilst the contractors introduced additional measures to make the sites covid secure. It has had a slight impact on the handover of the major sites but Magenta will be handed over in the next few days and Martindale is on track for the end of September.

Councillor England referred to the garages and said it seems as if the effects of the pandemic should expect to last as long as restrictions last but there are a few other indications that we are in a recession for other reasons. On balance, he felt the pessimism is well placed. He made an observation on the construction work and said he has read articles from experts who talk about ventilation and once you get the building weather tight, you face different challenges in terms of working space because there is less ventilation, and we are

going from summer into winter and that might have an effect on building. He asked if conditions would be against us moving into winter and asked if this has been considered.

F Williamson said the main consideration on the sites is in the guidance. Internal work had been impacted and one contractor took the approach of placing multi trades in one apartment to finish which provided two benefits – there was no issue with social distancing and it gave them an insight into quality control of the trades. Contractors have come up with innovative measures to work differently and minimise the impact.

Councillor Imarni said that we are yet to fill the full economic impact of covid-19. She added that after the furlough scheme ends, we will see the true impact and reminded members to bear this in mind.

HC/057/20 Q1 – HOUSING PERFORMANCE

F Williamson introduced the report detailing the housing performance and ran through the highlights. She stated that members will note that overall performance is positive for quarter 1 despite being heavily impacted by the pandemic and the teams have responded well to the restrictions of lockdown, however some data is not available for this quarter, due to the service not being available during pandemic, such as some planned internal work to kitchens and bathrooms.

Councillor Freedman referred to the backlog of work and the task and finish group that had been brought into look at it. He said he has had several complaints from residents when their requests haven't received a response. He understood that works would be taking longer and work being prioritised, he asked if the team were looking at getting communication out to residents to acknowledge there is a delay in responses and planned works.

F Williamson said that they were aware of this and there has been an increase in complaints and some communication issues. A task and finish group was set up to agree what the priority cases are and to identify those cases that need urgent intervention and ensure communication goes out to other tenants awaiting repairs. She added that scripts are being amended to reflect the backlog to advise tenants of any delays and timescales for completion of the work.

Councillor Mahmood asked if we were addressing the mental health of our tenants and what support we provide.

F Williamson said the department have been working with a number of agencies to provide support and we also provide life lines to private sector.

L Warden said officers had made contact with all tenants in a high risk group such as those who were over 70 or who has a health condition at the start of lockdown in order to offer support and make referrals to external agencies such as those who required food parcels. Work has been carried out with Community Action Dacorum and Age UK who have set up friending services for those who were socially isolated. The Supported Housing Officers have carried out extra work and identified tenants in different categories for weekly phone calls and some were phoned 2-3 times a week to maintain contact. Since the start of August, the officers have begun doorstep visits which was important as there was an increase in alarm faults because they were not able to test them. 85% of tenants in supported housing have now received a face to face visit and officers have made 143 referrals in August alone. It has been great to shift some services online and the majority of tenants have appreciated this but it has also identified that some need face to face contact in order for the council to

offer the right support.

Councillor Mahmood asked for clarification on the red indicators on the risk register and section 114 in relation to homelessness.

F Williamson explained that a section 114 is a notice that the council would serve in the event that we were facing bankruptcy as a council. This is a worst case scenario if we were to mismanage the financial expenditure and not recover any grants where applicable. In housing, this relates to an increase in the number of people presenting as homeless especially those requiring welfare support and again, we are able to apply for grant funding to cover some of those costs and this is an ongoing situation. In order to mitigate against risk, we are ensuring we make budget provisions and use our own stock wherever possible. In relation to compliance and the backlog to repairs and testing, this can create a risk to health and safety and there are mitigations in place to prioritise those and remain in contact with tenants and ensuring where necessary that we redeploy to ensure compliance remains a high priority.

Councillor Adeleke referred to the repairs and backlog, and said that every tenant will suggest their repair is a priority and asked when the backlog will be completed. He asked a second question about support for rough sleepers at the height of the pandemic and asked if this support will end.

F Williamson said that the process to clear the backlog is a validation one, and contacting those awaiting repairs to see if they still need them. Concerned about those that weren't classified as urgent but now could cause damage such as a slow leak and they are given priority in the first round of repairs. The team are looking at increasing the labour force to get them completed in the next month and this is subject to no local restrictions in terms of access. In respect to support for rough sleepers, everyone who was placed in temporary accommodation will receive a personalised housing plan and that is set out in the Homelessness Reduction Act. This may mean they are housed in council accommodation or duty discharged to the private rented sector. Ongoing support will be provided to these individuals and the Tenancy Sustainment Team have seen a dramatic increase in the number of cases they are working with. We do not anticipate demand going down and we need to make sure we are appropriately resourced within the team.

HC/058/20 CHILDREN SERVICES AND COMMUNITY SAFETY PARTNERSHIP, CUSTOMER SERVICES, THE OLD TOWN HALL, COMMUNICATIONS AND COMMUNITY PARTNERSHIPS Q1 PERFORMANCE.

M Rawdon introduced the report and provided an update on service performance over quarter 1 2020/2021 and also highlighted key achievements over this same period. He said members will note that services needed to be delivered in different ways due to covid-19 and services had to adapt and change to provide the response to covid-19. For example, the adventure playgrounds were shut and staff were redeployed to help across the organisation, mainly around assisting the housing cleaners and welfare calls to residents. The Old Town Hall team have supported Environmental Health making contact with residents and businesses. The Community Safety Team helped deliver food parcels to vulnerable residents.

Councillor Mahmood said the report was very good with lots of positive updates. He highlighted an error on page 16 in the report and asked for this to be amended.

Councillor England thanked M Rawdon for the report and recognised the challenges faced and the achievements. He recognised the improvement in answering the CSU phone lines. He asked M Rawdon what he thought the main factor was in this improvement.

M Rawdon said he thought this was due to the fact that we could quickly deploy our staff so that they could all work from home. Part time working from home was introduced in the team 12 months ago in order to try and retain our staff, so the transition was not a difficult process. We have noticed that there were a lot of residents unable to make face to face visits and therefore forcing to make calls or go online and this has showed there is not a great need for services of the CSU to always meet face to face. He thought the staff were more productive at home.

Councillor England said that the reports show great levels of performance and asked if they will retain home working once the pandemic has passed. He referred to the paragraph on communications and asked if it was possible to get some numbers from the website in terms of which pages are being visited most frequently and which campaigns are most popular.

M Rawdon said those statistics are available and will incorporate in the next report.

Councillor Adeleke said well done to M Rawdon and his team on a good report. He referred to the team's charity efforts on behalf of the council and asked if there was any attempt to publicise this. He added to Councillor England's comments re home working and was concerned that not everyone is comfortable with working from home and asked if staff would have a choice on where to work. He gave his thanks to Councillor Banks for arranging to have the war memorials cleaned.

M Rawdon said the food parcels were part of the wider Herts Help campaign so not sure what messages they have publicised, we can look at speaking to Communications department about how we get the positive messages out. In terms of the CSU, we can deliver the service whilst working from home when the building isn't open to the public but need to balance with regard to the operation when people back into the Forum, we will probably use a blended approach with some staff at home and some in the office,

Councillor Pringle agreed with the blended approach to working from home and asked if there would be a staff satisfaction survey to find out what works which could help recruitment and retention.

L Roberts said that in the CSU a large number of staff work part time so getting the right blend to make sure the office in the Forum is covered and answering the phones will be challenging but is something the team are keen to pursue. There has been a staff survey to understand if staff felt they had been supported and there have been some 'Learning from lockdown' sessions with group managers across the council to understand from them what the positives and negatives have been to address them in the next phases of the new normal programme. Line managers were encouraged to keep in contact with their team so staff did not feel isolated.

Councillor Pringle referred to domestic abuse statistics under paragraph 3.1.6. She asked how these figures compare from year to year and wondered if there was any indication from other services whether there is a perception of a dramatic increase in levels of domestic abuse. She asked if there were any drivers behind an increase such as unsuitable housing or economic factors.

M Rawdon said that from this quarter to the previous one there has been an increase in domestic abuse cases.

L Roberts said the Community Wellbeing Group has continued where various organisations meet and had confirmed the increase in domestic abuse cases.

L Warden said there were 123 cases reported in the first seven weeks of lockdown which was a considerable increase and a lot was due to relationship breakdowns and people fleeing relationships. The safeguarding officer is working with Herts County Council to map these cases and where highlights have been within each ward to identify any extra support that could be given and prevention work. The women's refuges have been constantly full so this is a considerable pressure identified anecdotally.

Councillor Hollinghurst referred to the performance of answering calls and it now being quicker. He said the success of this depends on the options available to the person making the call and that people were abandoning calls because the automated phone system does not offer the right option.

Councillor Griffiths said that the Council would have figures on that as all abandoned calls were recorded.

M Rawdon confirmed that the call handling abandon rate was 3% for this quarter, whereas previously it has been around 10-12%.

HC/059/20 OLD TOWN HALL UPDATE

Councillor Banks presented the report to the committee as the portfolio holder. The Old Town Hall has been hugely impacted by Covid-19 and is one of the few services that remains closed. There is currently no date set for when to reopen the hall and the paper highlights the impact on the hall and its staff.

Councillor Mahmood asked if the Old Town Hall could stream events as there are no current plan to open.

M Rawdon said that technology is very costly and as the building is so old the costs are increased and currently do not have the budget available. He suggested that films could be shown.

Councillor Mahmood asked if we could record the performances and then stream them.

L Roberts said that they don't have the licences required it's not just as simple as that because it's the artists content. She explained that they had looked at all options but there just not viable.

Councillor England asked about the ventilation in the hall and if it would be feasible for people to sit in the hall for a performance when it could be opened.

S Railson said that there is no air conditioning in the main auditorium but there is an air filtration system in the cellar. There is a ceiling fan and windows in the auditorium.

Councillor England said he thought this would be a barrier to using the space. He was thinking that it could be used as an extension of space for local schools.

S Railson said it is a generous space. She referred to government guidance which acknowledged that older buildings would not have a filtration system in place and rely on natural ventilation.

Councillor Adeleke referred to the report that mentions the capacity with social distancing is 45 seats and he said we need to look at the long term use for the hall. He also asked what the prospects were for the staff employed at the Old Town Hall.

M Rawdon said in the short term whilst the hall is unable to open, we are making sure we are in the best position possible to reopen as soon as given the go ahead. In relation to staff, we can look at deploying staff into other areas of the council that need support during the covid-19 response.

L Roberts said that we will have a better indication over the next few weeks about a second spike in the pandemic and the impact on current timelines. The work that has been done to date in the report, shows we are able to reopen when possible. Some casual staff have been able to let go but there are other staff who we will be looking to redeploy and have lots of transferable skills to help in other departments.

Councillor Mahmood referred to section 5 of the report and activities that could take place at the Old Town Hall. He asked if this will be pursued.

M Rawdon said that the Council need to decide when it is going to open but at the moment it isn't an option.

Councillor Banks thanked Councillor Mahmood for his comments and said she would take away on behalf of the committee to see what avenues can be explored further to open for some limited and socially distanced exhibitions.

Councillor Imarni said that as it's a heritage site would it be possible to get a grant through them to update the hall so it is suitable for a post covid era and asked if it has been explored as to what's available.

S Railson said that they have looked at the arts side rather heritage money offered but was happy to look into it and report back to the committee.

Action: SR to confirm options re grants.

Councillor Imarni asked if we could get the exact costs for the work to be undertaken.

S Railson said there would need to be significant investment to bring the hall up to standard to stream performances. There are issues with copyright and how people would pay for this. She said is still waiting to hear back from ICT but thought the costs would be between £10-15,000 for the estimated works.

Councillor Imarni asked about the associate works.

S Railson said that we are probably looking at the same figures again. The building is listed and was constructed in three different parts so the wiring of the building is an issue.

Action: SR to provide costings for the upgrade of the Old Town Hall.

Councillor Mahmood asked if one way signs and routes had been put in place to be covid-19 compliant.

S Railson said it has been done and are ready to go.

Councillor England asked if the café was open when the building was.

S Railson said that the café isn't open because it supplements the performances. It is not independently run.

Councillor England asked if we could open it with the measures in place and would we need staff.

S Railson said the space has been set up to accommodate social distancing measures. It could be opened with measures that were already in place but it would need someone to run it as the Old Town Hall staffs it during performances.

M Rawdon added that a private company use to run it but it didn't last due to competition in the old town and it probably would not be financially viable.

Councillor Hollinghurst asked if the failure of the café being run privately was linked to the rent charged by the council.

M Rawdon said they went out to market to see if anyone else was interested about a year ago but there was no interest.

S Railson said part of the difficulty of just running it as a café is that it doesn't have a front face on the high street and so it is difficult to be competitive. She thought the rent was £5,000 per annum for the third party operator.

Councillor Adeleke said there was a Task and Finish Group set up to look at the Old Town Hall. He suggested that officers revisit their recommendations as it looked at the profitability of the cafe and he felt this was still relevant.

Councillor England said if for a short period until we are able to return to normal and if there would be any possibility of offering the performance space where people might want to use it as a creative space alongside the café.

S Railson said she was happy to investigate other ways to make use of the space.

HC/060/20 HOUSING HOUSEMARK COVID IMPACT

L Warden introduced the report to members. Housemark are a benchmarking company who we provide data to regarding performance and costs so get evidence to see if getting value for money and best outcomes. Covid-19 has had a significant impact on delivery of services and HouseMark started a monthly data collection so housing providers could track their progress and to predict future issues.

Councillor Mahmood asked if the colourful leaflet in the report was the national picture of the figures against our own.

L Warden said this was the executive summary. It shows we have taken strong steps at the beginning to manage performance.

Councillor Mahmood asked if it was possible to have the national figures compared to our own in future reports. He then referred to 3.15 in relation to the increase in universal credit. He asked if it impacts Dacorum because we would receive rent later.

L Warden said she would include comparison figures in future reports. In relation to Universal Credit, there is an impact on workload at the start due to the verification process as we have to provide details to the DWP. There is a five week delay but some pressures is

that some tenants have been receiving benefits for some time but are not used to the new process.

Councillor Mahmood referred to anti-social behaviour during lockdown and asked if the new restrictions meant that there is more work for the council or just the police. He thanked the housing teams for their hard work during the pandemic.

L Warden said that there was a slight dip in ASB cases reported in August. There were 21 cases reported compared to 30 the previous month. We are working with our partners including the police to tackle the issue. In relation to the lockdown restrictions, the legislation intends to make it the responsibility of the police and the focus of local authorities is on enforcement on businesses. However, a lot of calls come through to the council but if any relate to flouting lockdown restrictions are passed onto the police.

Councillor Adeleke asked who gives the external providers guidance of what to follow regarding PPE.

F Williamson said that the contractors have to provide us with their risk assessed method statements and we review them against our guidelines and to ensure that they are appropriate. We provide them with information on tenants who may be shielding or are high risk who may require additional measures. We have been getting feedback from tenants, as to what they feel are priorities to make them feel safe when they have operatives coming to their home.

HC/061/20 WORK PROGRAMME

The work programme was agreed.

Councillor England asked about the Climate emergency lead report and Councillor Imarni said it was on the action log.

The meeting finished at 20:47

MINUTES

HOUSING AND COMMUNITY OVERVIEW AND SCRUTINY COMMITTEE

WEDNESDAY 7 OCTOBER 2020

Present:

Councillor Adeleke (Vice Chair)
Councillor Arslan
Councillor Bassadone
Councillor Barry
Councillor Durrant
Councillor England
Councillor Freedman
Councillor Hollinghurst

Councillor Imarni (Chair)
Councillor Johnson
Councillor Mahmood
Councillor Pringle

Officers:

Linda Roberts	Assistant Director – Performance, People & Innovation
Fiona Williamson	Assistant Director – Housing
Layna Warden	Group Manager – Tenants and Leaseholders
Matt Rawdon	Group Manager - People and Performance
Sandra Mogan	Team Leader – Rent and Income
Ryan Glanville	Team Leader – Tenants & Leaseholders
Alex Care	Team Leader – Community Partnerships
Claire Foster	Community Partnerships & Wellbeing Officer
Katie Mogan	Corporate & Democratic Support Lead Officer

Others:

Councillor Griffiths	Portfolio Holder – Housing
Councillors Banks	Portfolio Holder – Community and Regulatory Services

HC/062/20 MINUTES

The minutes from the previous meeting were not available to sign.

HC/063/20 APOLOGIES FOR ABSENCE

There were no apologies for absence.

HC/064/20 DECLARATIONS OF INTEREST

Councillor Barry declared an interest in item 6 as she was employed as a youth worker in Hertfordshire.

Councillor Banks declared an interest in item 6 as she was employed by Grovehill Neighbourhood Association.

HC/065/20 PUBLIC PARTICIPATION

There was no public participation.

HC/066/20 CONSIDERATION OF ANY MATTER REFERRED TO THE COMMITTEE IN RELATION TO A CALL-IN

None.

HC/067/20 HOUSING INCOME COLLECTION

S Mogan introduced the report to members and ran through its highlights.

Councillor Freedman thanked the officer for the report and suggested that the report should focus more on the known metrics such as how difficult is it to make contact once a tenant is identified as needing support and how much contact is required to get a response from them.

Councillor Adeleke was concerned that the system would not be able to recognise underlying issues. He referred to paragraph 3.11 and asked if there was a perception that tenants are scared to speak to rent officers. He also referred to the Universal Credit officer and noted the hard work this post had completed. He asked if there were plans to extend the contract beyond May 2021 as the current covid-19 situation is going to have a lasting impact.

S Mogan noted Councillor's Adeleke's concern about the system not recognising underlying issues. She explained that the system does not just look at rent arrears, it will look at payment patterns and if, for example, the tenant pays their rent on 25th of each month, it won't highlight this as a risk until the payment has been missed. It is an intelligent system but will take the point away about it potentially missing important information, especially those tenants who pay their rent on time. In relation to the fear of talking to rent officers, she said the team are working hard to change that perception that they are debt collectors. When the team manage to contact a tenant in serious arrears, it often comes as a relief to the tenant as we are able to offer support and help them pay their rent and apply for any benefits they may be entitled too. There is a huge benefit to tenants if they remain in contact with rent officers. The intention is to review and extend the contract of the Universal Credit Officer.

Councillor Mahmood said arrears had gone up 1.06% which totalled £400k. He asked if this was correct.

S Mogan said the percentage of the arrears is worked out as a percentage of the gross debit which equals approximately £54 million a year.

Councillor Mahmood referred to paragraph 3.8 and the automatic reminders that are issued. He asked about the wording in these as this could cause stress to tenants.

S Mogan said there are a variety of letters than get sent out and are based on stages of the rent arrears that appear on the Housing Management system. There has been a 60-70% reduction in letters sent in quarter 1 and 2 this year compared to last as the team are making more phone contact with tenants. If a tenant is not engaging with the team, as a very last resort we send them a support letter explaining what we can do to help them and this is to encourage them to contact the team.

Councillor Mahmood asked if the letters threaten to take legal action in them. He said it was important to get the rent income but need to balance this against our tenants' wellbeing.

S Mogan said as the arrears increase, the message becomes more serious in the letters. We want them to understand how serious the situation is.

Councillor Mahmood referred to paragraph 3.22 and the five pending court cases and asked for some clarification.

S Mogan said the five cases are waiting to be looked at by the courts, they were shut at the start of the pandemic so there has been a delay. The courts will not look at any cases where a tenant is claiming universal credit or has rent deductions. The team was previously focussed on enforcement and are now moving into a support role to prevent tenants getting into high arrears. For example, one account had arrears of £5,500 and the tenant was due to be evicted but the team have worked with him over the last couple of months and they have just cleared the last outstanding arrears and court costs.

Councillor Pringle asked if there were lessons to be learnt in terms of future engagement to reduce arrears. It seems that once the enforcement option has been removed, the team become more successful in collecting the rent. She asked how the team would manage collecting rent if the economic situation becomes worse with further lockdowns and the end of the furlough scheme.

S Mogan said moving forward, the team will be focussed on supporting tenants and on early intervention. We will contact tenants as soon as they enter into arrears to find out what the issues are before it progresses and gets worse. Going forward, enforcement action will only be taken on those tenants who are not engaging when all methods of contact have been tried and often, a final court date prompts engagement and payment. At the start of the pandemic, the team started recording what tenants were financially impacted by covid-19 and a marker was placed on the system to alert officers. We know what tenants will be affected when the furlough scheme ends and those who could be a risk of redundancy. Some tenants who were furloughed and only receiving 80% of their wages were able to pay 80% of their rent and a repayment plan would be introduced when they are back to their full income. Building these relationships with tenants will be important moving forward.

HC/068/20 ANTI-SOCIAL BEHAVIOUR UPDATE

R Glanville introduced the report to members. He said he had received an enquiry from a member before the meeting requested seasonal patterns for reporting of ASB and said this is something he will provide after the meeting and will look to add detail of the length of time cases are open.

Councillor Adeleke said it was excellent and reassuring for tenants that reports of ASB are looked into within 24 hours. He had concerns that now the ASB had moved into the housing team, that private tenants would not be given the same level of service and asked what powers the team have and how private residents are supported.

R Glanville said moving the ASB team to housing meant they could specifically focus on council tenants and leaseholders. The report in the agenda addresses the private sector which falls under a different team and work closely with the police. There are a range of powers to tackle ASB; notice seeking possession, acceptable behaviour contracts, injunctions, closure orders. The measures are always proportionate and officers must complete a proportionality statement.

L Warden added that she was involved in the transfer of ASB officers from Regulatory Services into Housing. The team were sitting outside housing but were managing housing cases which made up about 80% of their case work so it made sense for them to work alongside the housing officers. They still have a number of cases involving private landlords

and there are a few different routes, there is a Community Safety Action Group held on a monthly basis where cases are discussed and talk about a variety of methods and action plans for example, a Community Protection Warning/Notice or liaising with the landlords. Once a new post has been created, ASB issues affecting private residents will fall under the Community Safety Team and ASB cases affecting council tenants will be dealt with in the Housing team.

R Glanville said that the courts are now open but we make sure we engage with tenants. Last week, we were successful in securing a closure order in Grovehill due to the severity and the nature of the crimes being committed at the address. We will still push to take residents to court were necessary once all options have been exhausted.

Councillor Adeleke asked which age groups were the worst offenders.

R Glanville said we could look to include supplementary information and there is a wide range of age groups.

Councillor Mahmood referred to paragraph 4.4 and the different case numbers that have increased during lockdown. He asked if the table was broken down into the average duration of time taken to resolve cases and the nature of the ASB.

R Glanville said we do see a peak in reported ASB in the summer months and this obviously increased during the pandemic. The most common behaviour reported was noise nuisance and the use of cannabis and drugs. The team don't have powers of entry but work closely with the police when they are entering properties to seize drugs and ride on the back of their investigation to take action against tenants.

Councillor Freedman said he had concerns about providing age demographics and would be more interested in the case being broken down into severity levels.

R Glanville said the team do deal with complex cases including those tenants who suffer mental health issues and this could cause issues if they are not put into context.

Councillor Pringle enquired what level of training the ASB officers had in recognising potential signs of domestic abuse.

R Glanville said the team have continued to undertake training virtually throughout the pandemic and they are trained to spot the signs. One concern raised in the report is that officers have not been able to visit tenants in their homes so have been unable to spot visual signs. Telephone conversations have happen with tenants and perpetrators and the officers are well versed to ask the right questions. He said he was confident that the team have all the necessary training for their role.

Councillor England said the numbers would be quite small if broken down by severity and would rapidly run out of sufficient numbers to draw effective conclusions. It is difficult to satisfy all people around ASB and tends to be a lose-lose situation. He asked if the council use preventative communications that are available to get residents thinking about ASB and importantly, involve members who go out into the community.

R Glanville said there have been some recent improvements made to the website where residents can go for initial advice and hopefully makes them think twice about reporting and suggests speaking to neighbours first if it is safe to do so. The team work closely with partners at Herts Mediation and offer conflict coaching and gives an opportunity to learn techniques on how to deal with neighbours when it doesn't amount to ASB. He suggested that the team could look into more joined up working with members.

Councillor Hollinghurst said he had some concerns that the private sector may be neglected. He raised a point about older people who are less likely to contact the council electronically and are more likely to feel intimidated by ASB and may be afraid to complain.

R Glanville reassured members that they were not being neglected and the team can offer them advice and signpost them to other agencies and the police if it is serious enough. Older people in supported housing schemes have an allocated Supported Housing Officer who visit tenants regularly and can raise concerns with the ASB team. When the pandemic is over, we can begin to offer the Silver Street meetings again at schemes where an ASB officer goes to give a talk on how to report and deal with ASB. Tenancy officers have spoken to all residents over 70 during the pandemic and conversations about ASB would have been addressed in those.

Councillor Imarni asked if the team were still involved in joint briefings with the police. She said a lot of the ASB complaints she received from residents was increasing about joyriding.

R Glanville said he has set up a separate meeting with Inspector Jeff Scott which he feels works better in addressing ASB cases. There has been an increase throughout the pandemic on reports of joyriding in public spaces and he said the team were reliant on residents reporting this behaviour to police with the number plates. The team can step in if a council tenant is perpetrating this crime.

HC/069/20 SUPPORTING YOUNG PEOPLE PROGRAMME THROUGH THE ACTIVE DACORUM HUB

A Care introduced the report to members. The report outlines information about projects the team are looking to run and how this will be funded and sustained. The money for this project was set aside many years ago for the Highfield Youth Club which did not materialise and was then used to create the Cycle Hub at Cupid Green. This is no longer running and so the council are looking to provide activities for young people to engage in activities to support their physical and mental health. There are a number of proposed activities and these are costed out in the report. There is an allocated budget for monitoring, consultation and evaluation to understand what is and isn't popular and to gain some evidence to focus on what works and how to develop it for the future.

Councillor Adeleke said he thought this was an excellent initiative and he was a hundred percent behind any projects that support the youth in the community. However, he had a number of concerns and asked why the Cycle Hub was not successful. He added that the project was designed to plug the gap for young people aged 11-16 but he did not feel there was an adequate explanation as to what they are doing now or what they needed support with. He had concerns that members were not invited to provide their views on the initiative. He referred to the impact on covid-19 and said all the activities listed are group activities and felt it was reckless to provide these activities at this point in time. He felt that the team were determined to spend the money allocated and he could not see how some of the costings were arrived at.

Councillor Banks said the Grovehill ward councillors were not consulted and neither were the Woodhall Farm members. She had some input as the portfolio holder. She gave some background into the Highfield Youth Club and said the project never materialised and only got as far as identifying the land it would be provided on. The money for this project is sat in reserves waiting to be spent and it was originally used to set up the Cycle Hub but they were not able to engage in providing further facilities/activities. Apex have now taken on the facility are delivering a wider facility which now has a keep fit studio, gym and on-site café. This

should be a Dacorum wide facility and she said she had questioned officers about how they were going to include the town and villages across the borough.

A Care said she did not make it clear that it was Councillor Banks as the portfolio holder was consulted, not the Grovehill councillors. She said the team know there is a gap and it is known nationally, that mental health and obesity are key concerns for young people and these have been made worse by the current covid pandemic. At this stage, the report is for comment and feedback and needs to go to Cabinet for approval to draw down the money from reserves. We are not looking at getting the project in place until February/March next year at which point, the weather starts to improve and we will have a better idea of where the pandemic is and hope to capture these young people coming out of the pandemic. All relevant risk assessments would be undertaken. She said the team were not looking to spend the whole £44k and the costings in the report were provided by Apex and suspect they are lower than market rate as Apex is non-profit. If the project is approved, the costings will be more defined.

Councillor Adeleke asked what the basis of the budget for marketing and contingency was.

A Care said the Youth Voice would be provided with a £2k grant to set up their own events and some costings are on previous experience in other projects.

Councillor Barry echoed Councillor Adeleke's comments about investing in young people but also shared his concerns that young people had not been consulted on what activities they would like to be provided. She said the Redbourn Road was quite heavily congested at times and bus travel is not favourable in the current climate and it would mean less emissions if activities could be spread throughout the adventure playgrounds. She questioned why schools had not been considered as sites because the young people are already in their school bubbles. She felt as if the team were desperate to use the site at Cupid Green even if it isn't suitable.

Councillor Banks said the site is located at Cupid Green and it was looked at for developing the athletics track but the site wasn't suitable. These activities have to be based somewhere but the outreach should be far reaching and she asked officers to take on board the comments from members.

A Care said she found it interesting that in a previous consultation with youth clubs, young people were asked what they wanted to be provided and they responded by saying nothing yet when they were provided with a space to do nothing, they came up with great ideas. She said young people would be consulted on what activities they would like to see but the project and funding needs to be approved first. She said she will take on board the comment about using schools but felt this might be difficult at the moment due to the covid-19 situation.

Councillor Barry asked if A Care could clarify why the team had suggested setting up another youth voice group when they already existed and could be invested in.

A Care said it won't be something new, it will coordinate what is already out there.

C Foster said she had already started conversations with Councillor Barry about the youth voice/council and how to grow this.

Councillor Hollinghurst said he had been approached by young people interested in skateboarding and he said this was not mentioned in the project list. He said the one in Tring is quite old and the new one provided in Berkhamsted has been a great success. He said he had been impressed with how friendly the young people using the park were and they travel

a long way to use it. He asked if additional provision could be considered in future budget cycles.

Councillor Banks agreed with Councillor Hollinghurst's comments and said it might be more appropriate for the community centre network to extend this provision as they are able to claim for grants that the council cannot.

C Foster said there were fantastic skateboarding facilities already across the borough, there is a new park in Gadebridge Park and there is also the XC centre at Jarman Park but understand this did not cover Tring and said it is something that could be looked at.

Councillor England said he felt that officers had started with the building available and not the people and he said there were six wards in Dacorum with deprivation and felt these should be focussed on. He said there were already established buildings across the borough that could host these activities. He had concerns over the governance of the project and said the sport strategy highlights that the council will improve engagement with stakeholders and have a collaborative approach but didn't feel this was reflected in this project.

Councillor Banks responded and said that Grovehill was one of the wards which was an area of deprivation and officers have used this as a base and utilised estate we already have. She accepted comments from members about spreading the provision across the borough and has asked officers to look into this.

A Care said that part of the project is consultation and engagement and some projects may change and is not set in stone.

Councillor Griffiths clarified with the committee that the recommendation is that members note the report and provide feedback and there is no mention of referring this to cabinet.

Councillor England said the committee need to make clear that this ought to be consulted with all councillors and more widely in the community.

Councillor Banks said these were all valid points and the team will take away on work on them. She said the project was worth pursuing and the report will be fine-tuned and brought back to the committee.

Councillor Adeleke asked if there was a time limit on the spending of the £44k.

M Rawdon said there was no timescale for spending the money.

Councillor Mahmood suggested the report was taken away and reworked.

M Rawdon thanked the committee for their comments and the team will take them away and back to committee with a revised report.

Councillor Imarni summarised the committee's comments as part of their feedback. The committee required clarification on costings, increased consultation with youth groups, whether it was feasible to use school facilities, consider streamlining youth groups and look at the provision of skate park facilities. There is a feeling from councillors that the officers started with the building not the people and there should be a greater focus on the six wards with deprivation. There should be improved engagement with stakeholders. Councillor Imarni asked the officers to reschedule the report to come back to the committee.

HC/070/20 DBC PHYSICAL ACTIVITY AND SPORTS ACTION PLAN

C Foster introduced the report to members and said there have been a lot of changes because of the pandemic and some activities have moved online which demonstrated how technology can support the delivery of sports and activity. A virtual wellness festival took place online with a range of activities including yoga, mindfulness and healthy eating. There were seven activities with 445 people attending. The Run Your Town event will be held virtually this year on the weekend of 17-18th October and we are asking residents to sign up to walk/run 5km or 10km for a £5 donation and all proceeds will go to the local NHS charity as chosen by the Mayor. All participants will receive a medal. The Active Dacorum Hub is open now as a multi-use communal venue and the aim is to engage all residents in their physical and mental wellbeing. C Foster said she was able to utilise s.106 funding to resurface the tennis courts and add netball courts at Cupid Green.

Councillor England thanked C Foster for their engagement in the changes to the report he had proposed, he said they had done a good job and it was good to see some numbers. He recognised that covid-19 has impacted the programme and makes it difficult to evaluate what is being done. He said he felt strongly that adventure playgrounds and community centres should be involved. He suggested a goal of a greater percentage of projects tackling inactivity.

C Foster said Dacorum is a large borough and the project has to start somewhere. The first task was to find a use for the closed building at Cupid Green playing fields and this has now been achieved. She said she was passionate about creating community partnerships which should allow us to look at other locations. In relation to inactivity, this is being tackled again through partnership working and working with Sports England and the planning team to set up a working group to look at the results from the Local Plan and awaiting on the indoor feasibility study to be published by the end of the year. There are certain areas with a shortfall, such as artificial 4G pitches and local football facilities which is run by the Football Association. She said she would be happy to receive any suggestions or invite interested members to the working group.

Councillor Adeleke asked how many projects C Foster envisioned would happen for the whole year and is there a target to achieve.

C Foster said the action plan was a working document and there aren't any specific targets. New items can be added as the plan evolves.

Councillor Adeleke asked about community grants and how are they policed to ensure the money is being spent for what it was intended for. If a group is successful at being awarded a grant, he asked if they would be able to apply again.

A Care said there was three grants rounds a year. If a community group applies and is successful, they cannot apply for another grant until the next financial year and it cannot be for the same project. If a group applies and is unsuccessful, they can apply again within the same financial year. In terms of policing the grant money, if a group is successful, they are issued with a terms and conditions letter and must complete an evaluation form when the project is complete.

Councillor Mahmood thanked C Foster on a good report and said it was heartening to see the level of activity and engagement.

Councillor Barry asked for clarification on the type of pitch that was being installed at Cupid Green; was it 3G or 4G?

M Rawdon said he would confirm with officers.

Action: M Rawdon to confirm the type of pitch

Councillor Barry suggested that 'Dacorum Active Hub' makes it sound quite central.

C Foster said she wanted to incorporate the whole of Dacorum in the name and not make it specific to Grovehill.

HC/071/20 WORK PROGRAMME

Councillor England requested an update on when the committee would be able to consider the climate change emergency.

Action: Councillor Imarni to get an update from the Climate Change Lead Officer

The meeting ended at 9.10pm

Housing and Community OSC

Actions arising

Date of meeting	Action point	Responsible for action	Date action completed	Update on action point
9 September 2020	HC/056/20 – F Williamson to provide figures on garage relets.	Fiona Williamson	13 th October 2020	Email sent round to councillors on 13 th October by Member Support with two spreadsheet detailing the information requested on garages relets and key to key times.
9 September 2020	HC/059/20 – S Railson To confirm option re grants for look at heritage funds for the old town hall	Sara Railson	13 th October 2020	Email sent round to councillors on 13 th October by Member Support where S Railson listed the various grants available.
9 September 2020	HC/059/20 – S Railson to provide costings for the upgrade of the Old Town Hall.	Sara Railson		
7 October 2020	HC/070/20 – M Rawdon to confirm whether the new AstroTurf playing pitch at Grovehill/Woodhall Farm Adventure Playground was going to be either 3G or 4G	Matt Rawdon	12 th October	Matt Rawdon confirmed the pitch would be 3G
7 October 2020	HC/071/20 – Councillor Imarni to get an update	Councillor Imarni		

	from the Climate Change Lead Officer as to when a report could be scheduled at the committee			
--	---	--	--	--

Agenda Item 6



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

Title of report:	Budget Monitoring Quarter 2 2020/21
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 2020/21 as at Quarter 2 for the: <ul style="list-style-type: none"> • General Fund • Housing Revenue Account • Capital Programme
Recommendations	That Committee note the financial position for the Council for 2020/21 as at Quarter 2.
Corporate objectives:	Ensuring efficient, effective and modern service delivery.
Implications:	<u>Financial</u> This report outlines the financial position for the Council for 2020/21 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 2020/21 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 MHCLG – Ministry of Housing, Communities and Local Government

1. Executive Summary

- 1.1 General Fund revenue outturn – the Council is facing significant financial pressures as a result of the coronavirus. Overall in the General Fund a pressure of £3.1m is forecast, of which £3.0m results from the implications of coronavirus. This compares to £2.5m outlined in the Covid 19 update reported to members in September.

As every month progresses the combination of additional government guidance and a further month of actual data allow the forecasts to be refined, particularly in the Council's key income streams. Forecasting the end of year position is particularly challenging this year, as there is still a great degree of uncertainty surrounding the second half of the year, with many factors outside of the Council's control.

- 1.2 Housing Revenue Account outturn – The HRA is currently forecasting a surplus of £0.1m. This is a reduced surplus from the figure of £0.9m which was reported at Quarter 1 as a number of new pressures have been identified.
- 1.3 Housing and Community General Fund Capital budgets are currently reporting broadly to budget.
- 1.4 HRA Capital - slippage of £1.04m is forecast with an underspend of £1.62m.

2. Introduction

- 2.1 The purpose of this report is to present the Council's forecast outturn for 2020/21 as at the 30 September 2020. The report covers the following budgets with associated appendices:
- General Fund - Appendix A. A pressure against budget of £3.1m is forecast.
 - Housing Revenue Account (HRA) - Appendix B. A surplus of £0.1m is forecast.
 - Capital Programme - Appendix C. General Fund capital budgets are broadly reporting to budget. Housing Revenue Account budgets are reporting slippage of £1.04m and an underspend of £1.62m against budget.

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

Table 1	Current Budget £000	Forecast Outturn £000	Variance	
			£000	%
Finance & Resources	7,806	12,085	4,279	54.8%
Strategic Planning and Environment	10,906	12,919	2,013	18.5%
Housing & Community	1,686	2,076	390	23.1%
Total Operating Cost	20,398	27,080	6,682	32.8%
Core Funding	(20,399)	(23,937)	(3,538)	17.3%
Contribution (to)/ from General Fund Working Balance	(1)	3,143	3,144	

3.4 Core Funding - £3.5m additional funding

Additional government grant income has been received as follows:

- £2.05m of Covid-19 support grant has been received from MHCLG, including a 4th allocation of £232k announced in October 2020.
- New Burdens funding of £170k, to support additional pressures in Revenues and Benefits because of increased workload through the Coronavirus pandemic.
- £72k of New Burdens funding relating to welfare reform within the Revenues and Benefits service.

An additional £1.3m of funding is expected under the government's income guarantee scheme to reimburse local authorities for 75% of lost income after the first 5% of the budgeted total.

Recharge to the HRA – a surplus of £105k is forecast in the recharge to the HRA. This is predominantly due to additional premises insurance charges relating to HRA properties, which have arisen due to significant weather events over the summer.

Investment Income – pressure of £180k. A pressure of £180k is forecast in General Fund investment income budgets due to the reduction in interest rates announced by the government in March 2020.

3.5 The following sections provide an analysis of the projected outturn and major budget variances for the Housing and Community Scrutiny area.

4. Housing and Community

Table 2 Housing and Community	Current Budget	Forecast Outturn	Variance	
	£000	£000	£000	%
Employees	4,131	4,130	(1)	(0.0%)
Premises	1,003	767	(236)	(23.5%)
Transport	14	14	0	0.0%
Supplies & Services	1,148	1,095	(53)	(4.6%)
Transfer Payments	5	2	(3)	(60.0%)
Income	(5,680)	(4,997)	683	(12.0%)
Capital Charges	1,083	1,083	0	0.0%
Earmarked Reserves	(18)	(18)	0	0.0%
Total	1,686	2,076	390	23.1%

4.1 Premises - £236k underspend against budget

An underspend of £350k is expected in the garages maintenance budget. An investment strategy is being prepared to evaluate how these revenue budgets can be best utilised in order to maximise the income stream. It is now unlikely that a significant amount of expenditure will be spent this financial year.

Pressure of £65k from the cost of providing emergency Bed and Breakfast Accommodation to those at risk of sleeping rough during the Covid-19 pandemic.

4.2 Income - £683k pressure against budget

Pressure of £600k in Garages income. Although the current void level is at 30.5%, it is envisaged that the void level will increase, as will the level of bad debt, as a result of any economic downturn. There is a risk that garages may represent an early cost saving for a household in financial difficulties.

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 2020/21 is a surplus of £129k. This is a reduction on the forecast position expected at Quarter 1, which was £887k, as some new pressures have arisen which are detailed below. 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 2020/21 is confirmed later in the financial year.

5.3 Tenants' Charges – pressure of £0.2m

This variance has arisen in service charges income. Service charges are recalculated each year to ensure that the charge received by the tenant accurately reflects the service received. Where there are variations in cost to the tenant from one year to the next, the Council has committed to only pass on an increase of CPI +1% (in line with current rental policy).

5.4 Interest and Investment Income – pressure of £0.1m

A pressure of £100k is forecast against investment income budgets due to the reduction in interest rates announced by the government in March 2020.

5.5 Contribution Towards Expenditure – pressure of £0.1m

This income relates to property transactions such as the granting of lease extensions and easements. The budgeted target is not being achieved due to a lower volume of transactions.

5.6 Repairs and Maintenance - £2.1m under budget

This variance has arisen due to the Covid-19 pandemic, as internal or intrusive works cannot take place under the prevailing circumstances. Workstreams have been re-prioritised and non-essential internal works will be reduced for the first 6 months of year. At this stage, it is not expected that contractors will have the capacity to catch up later in the year with planned works.

5.7 Supervision and Management – pressure of £0.2m

This pressure has predominantly arisen due to higher than expected insurance costs, specifically related to Uninsured Losses claims due to weather events over the summer months.

5.8 Rent, Rates and Taxes – pressure of £0.1m

This pressure is due to Council Tax charges on empty HRA properties. Currently the level of voids in sheltered schemes is higher than anticipated which is leading to an additional cost.

5.9 Provision for Bad Debts - £1.1m over budget

It is expected that an increase in arrears of rental income will be seen this financial year, due to an increasing number of tenants in financial hardship. At this stage, it is very difficult to predict the level of arrears, as more tenants are moving on to Universal Credit, which may cause an initial delay in rental income being received. The Income team are working very closely with tenants to support them during this time, to arrange payment terms and assist with accessing benefits if appropriate.

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 for Housing and Community Scrutiny area.

The current budget is the original budget approved by Cabinet in February 2020, plus approved amendments.

The 'rephasing' column refers to projects where expenditure is still expected to be incurred, but will now be in 2021/22 rather than 2020/21 ('slippage'), or conversely, where expenditure planned initially for 2021/22 has been incurred in 2020/21 ('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 3	Current Budget	Rephasing	Revised Budget	Forecast	Variance	
	£000	£000	£000	Outturn £000	£000	%
Housing & Community	3,913	10	3,923	3,867	(56)	-1.43%
Total	3,913	10	3,923	3,867	(56)	-1.43%
HRA Total	23,276	(1,036)	22,240	20,624	(1,615)	-6.94%
Grand Total	27,189	(1,026)	26,163	24,492	(1,671)	-6.15%

6.2 General Fund Major Variances

General Fund capital budgets are currently reporting broadly to budget.

6.3 Housing Revenue Account Major Variances

There is estimated slippage of £1.04m in the HRA capital programme, and forecast underspend of £1.62m. This includes the following items:

- Line 179: £1.32m under budget on Martindale. This scheme is expected to complete in Autumn 2020, and it is now possible to release the full contingency (c. £0.9m) as this has not been required. In addition, at Quarter 1 it was expected that additional costs could arise due to Covid-19. These costs have not been as significant as expected.
- Line 180: underspend of £0.44m on Stationers Place. The project is at the completion stage and contingency within the budget can now be released.
- Line 183 Coniston Road: £0.36m of slippage. The tender period for award of the main contract was extended due to Covid-19, as a number of contractors had furloughed key staff. The contract has now been awarded and a start on site is expected for Quarter 4 of 2020/21.
- Line 184 Eastwick Row: slippage of £0.65m. The tender process for this scheme was also impacted by Covid-19. The contract has now been awarded and a start on site anticipated for Quarter 4 2020/21.


7. Conclusions and recommendations

- 7.1** As at Quarter 2 2020/21, there is a forecast pressure of £3.1m against General Fund budgets and a forecast surplus of £0.1m against Housing Revenue Account budgets.
- 7.2** As at Quarter 2 2020/21, against Housing Revenue Account capital schemes, budget rephasing of £1.04m is forecast and outturn is expected to be £1.62m under budget.
- 7.3** Members are asked to note the financial position for the Council for 2020/21 as at Quarter 2.



Dacorum Borough Council
Revenue Budget Monitoring Report for September 2020

	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
Operational Costs									
Finance and Resources	151	1,736	1,585	4,132	5,778	1,646	7,806	12,085	4,279
Housing and Community	19	134	115	499	366	(133)	1,686	2,076	390
Strategic Planning and Environment	694	790	96	4,857	5,936	1,079	10,906	12,919	2,013
Net Operational Costs	864	2,660	1,796	9,488	12,080	2,592	20,398	27,080	6,682
Other Items									
Investment Income	(25)	(50)	(25)	(150)	(133)	17	(300)	(120)	180
Interest Payments and MRP	76	0	(76)	229	0	(229)	916	916	0
Parish Precept Payments	0	0	0	972	972	0	972	972	0
Government Grants	(148)	(2,178)	(2,030)	(890)	(13,909)	(13,019)	(1,779)	(5,392)	(3,613)
Taxation (Council Tax and Business Rates)	(1,319)	(36,914)	(35,595)	(7,912)	(26,838)	(18,926)	(15,824)	(15,824)	0
Surplus / Deficit on Provision of Services	(1,387)	(39,142)	(37,755)	(7,576)	(39,908)	(32,332)	(16,015)	(19,448)	(3,433)
Transfers between Reserves / Funds									
Net Recharge to the HRA	(365)	(29)	336	(2,192)	169	2,361	(4,384)	(4,489)	(105)
Net Movement on General Fund Working Balance	(926)	(36,511)	(35,585)	(449)	(27,659)	(27,210)	(1)	3,143	3,144

 Housing Revenue Account 2020/21 Outturn Revenue Budget Monitoring Report				
	Adjusted Budget £000	Outturn £000	Variance	
			£000	%
Income:				
Dwelling Rents	(54,435)	(54,358)	77	-0.1%
Non-Dwelling Rents	(102)	(102)	0	0.0%
Tenants Charges	(1,517)	(1,306)	211	-13.9%
Leaseholder Charges	(593)	(593)	0	0.0%
Interest and Investment Income	(192)	(92)	100	-52.1%
Contribution towards Expenditure	(645)	(531)	114	-17.7%
Total Income	(57,484)	(56,982)	502	-0.9%
Expenditure:				
Repairs & Maintenance	12,068	10,018	(2,050)	-17.0%
Supervision & Management	14,196	14,391	195	1.4%
Rent, Rates, Taxes & Other Charges	36	160	124	344.4%
Interest Payable	11,586	11,586	0	0.0%
Provision for Bad Debts	975	2,075	1,100	112.8%
Depreciation	12,866	12,866	0	0.0%
HRA Democratic Recharges	335	335	0	0.0%
Revenue Contribution to Capital	5,855	5,855	0	0.0%
Total Expenditure	57,917	57,286	(631)	-1.1%
Transfer to / (from) Housing Reserves	(433)	(433)	0	0.0%
HRA Deficit / (Surplus)	0	(129)	(129)	0.0%
Housing Revenue Account Balance:				
Opening Balance at 1 April 2020	(2,892)	(2,892)	0	0.0%
Deficit / (Surplus) for year	0	(129)	(129)	0.0%
Proposed Contributions to Reserves	0	0	0	
Closing Balance at 31 March 2021	(2,892)	(3,021)	(129)	

CAPITAL PROGRAMME MONITORING BY SCRUTINY COMMITTEE FOR SEPTEMBER 2020

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)	
General Fund												
Housing and Community												
Procurement and Contracted Services												
118	Rolling Programme - CCTV Cameras	Ben Hosier	25,000	1,745	0	0	0	26,745	16,463	26,745	0	0
119	Alarm Receiving Centre	Ben Hosier	0	33,627	0	0	0	33,627	0	33,627	0	0
120	CCTV Equipment Refresh	Ben Hosier	(380,000)	490,000	0	0	0	110,000	99,987	120,000	10,000	0
			(355,000)	525,372	0	0	0	170,372	116,450	180,372	10,000	0
People												
124	Verge Hardening Programme	Matt Rawdon	450,000	79,884	0	0	0	529,884	183,567	529,884	0	0
125	Capital Grants - Community Groups	Matt Rawdon	20,000	0	0	0	0	20,000	3,000	20,000	0	0
			470,000	79,884	0	0	0	549,884	186,567	549,884	0	0
Strategic Housing												
129	Affordable Housing Development Fund	David Barrett	2,691,000	0	0	0	0	2,691,000	226,257	2,691,000	0	0
130	Westerdale (Garage Development)	David Barrett	0	385,885	0	0	0	385,885	195,282	330,000	0	(55,885)
131	Temporary Accommodation - creation of new units	David Barrett	50,000	0	0	0	0	50,000	0	50,000	0	0
132	Upgrade to Civica Abrisas system (Housing Options)	David Barrett	66,000	0	0	0	0	66,000	62,800	66,000	0	0
			2,807,000	385,885	0	0	0	3,192,885	484,340	3,137,000	0	(55,885)
	Totals: Housing and Community		2,922,000	991,141	0	0	0	3,913,141	787,357	3,867,256	10,000	(55,885)
	Totals - Fund: General Fund		2,922,000	991,141	0	0	0	3,913,141	787,357	3,867,256	10,000	(55,885)

CAPITAL PROGRAMME MONITORING BY SCRUTINY COMMITTEE FOR SEPTEMBER 2020

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)	
Housing Revenue Account												
Housing and Community												
Property & Place												
169	Planned Fixed Expenditure	Jason Grace	17,057,000	0	(3,700,000)	(4,977,000)	(8,677,000)	8,380,000	1,718,025	7,579,000	0	(801,000)
170	Pain/Gain Share (Planned Fixed Expenditure)	Jason Grace	0	0	0	0	0	0	(317,104)	0	0	0
171	M&E Contracted Works	Jason Grace	0	0	700,000	(300,000)	400,000	400,000	85,615	450,000	50,000	0
172	Communal Gas & Heating	Jason Grace	0	0	3,000,000	(1,000,000)	2,000,000	2,000,000	821,819	2,000,000	0	0
173	DBC Commissioned Capital Works	Jason Grace	750,000	901,068	0	(62,838)	(62,838)	1,588,230	393,647	2,389,230	0	801,000
174	Special Projects	Jason Grace	0	909,653	0	(850,000)	(850,000)	59,653	0	59,653	0	0
			17,807,000	1,810,721	0	(7,189,838)	(7,189,838)	12,427,883	2,702,002	12,477,883	50,000	0
Strategic Housing												
178	New Build - General Expenditure	David Barrett	(318,608)	318,608	0	0	0	0	0	75,000	0	75,000
179	Martindale	David Barrett	2,035,454	2,031,700	0	0	0	4,067,154	1,154,271	2,747,830	0	(1,319,324)
180	Stationers Place / Apsley Paper Mill	David Barrett	0	1,450,785	0	0	0	1,450,785	689,081	1,010,100	0	(440,685)
181	Swing Gate Lane	David Barrett	0	0	0	0	0	0	41,610	51,610	0	51,610
182	Bulbourne	David Barrett	(689,700)	828,391	0	(62,000)	(62,000)	76,691	2,716	66,220	(10,471)	0
183	Coniston Road	David Barrett	1,705,800	(342,708)	0	(785,000)	(785,000)	578,092	12,176	217,500	(360,592)	0
184	Eastwick Row	David Barrett	1,084,951	(66,725)	0	0	0	1,018,226	65,786	364,555	(653,671)	0
185	St Margaret's Way	David Barrett	(324,148)	440,648	0	145,750	145,750	262,250	47,341	297,340	35,090	0
186	Paradise Fields	David Barrett	150,000	0	0	806,700	806,700	956,700	204,408	970,600	13,900	0
187	Gaddesden Row	David Barrett	964,679	(319,651)	0	0	0	645,028	231,541	663,000		17,972
188	Randalls Ride	David Barrett	80,000	112,451	0	0	0	192,451	28,700	192,451	0	0
189	Garage Sites - New Build Developments	David Barrett	525,000	490,270	0	0	0	1,015,270	57,783	1,055,366	40,096	0
190	Wilstone	David Barrett	33,438	105,013	0	(38,000)	(38,000)	100,451	8,252	90,000	(10,451)	0
191	Marchmont Fields	David Barrett	100,000	0	0	0	0	100,000	14,702	100,000	0	0
192	Paradise Depot	David Barrett	225,000	0	0	(25,000)	(25,000)	200,000	36,997	155,000	(45,000)	0
193	Cherry Bounce	David Barrett	300,000	0	0	(115,000)	(115,000)	185,000	5,407	90,000	(95,000)	0
			5,871,866	5,048,782	0	(72,550)	(72,550)	10,848,098	2,600,771	8,146,573	(1,086,099)	(1,615,426)
Totals: Housing and Community			23,678,866	6,859,503	0	(7,262,388)	(7,262,388)	23,275,981	5,302,773	20,624,456	(1,036,099)	(1,615,426)
Totals - Fund: Housing Revenue Account			23,678,866	6,859,503	0	(7,262,388)	(7,262,388)	23,275,981	5,302,773	20,624,456	(1,036,099)	(1,615,426)
Totals			26,600,866	7,850,644	0	(7,262,388)	(7,262,388)	27,189,122	6,090,130	24,491,712	(1,026,099)	(1,671,311)



Report for:	Housing and Community Overview & Scrutiny
Date of meeting:	4 November 2020
PART:	
If Part II, reason:	

Title of report:	Quarter 2 Performance Report – Children Services & Community Safety Partnership, Customer Services, The Old Town Hall, Communications and Community Partnerships
Contact:	<p>Cllr Julie Banks, Portfolio Holder for Community 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>
Purpose of report:	Monitoring and information
Recommendations	That Members note the report and identify any areas where they require additional information
Corporate objectives:	Building strong and vibrant communities Delivering an efficient and modern council
Implications:	<u>Financial</u> Within existing budgets
'Value For Money Implications'	<u>Value for Money</u> Services are regularly reviewed to ensure they are efficiently delivered and commercial opportunities are actively sought.
Risk Implications	None at this stage.
Equalities Implications	None at this stage.
Health And Safety Implications	None at this stage.
Consultees:	Service Team Leaders

1. Introduction

1.1 This paper will provide an update on service performance over Q2 2020/2021 and also highlight key achievements over this same period.

2. Performance Reports 2020/21 – Quarter 2

2.1 Quarter 2 performance is detailed below. Members will note that overall performance is positive for quarter 2. Some data is not available for this quarter due to the service not being available during the pandemic.

2.2 The Customer Service Unit (CSU) had a positive quarter with all measureable targets being achieved. We adapted our service to ensure pre-booked appointments were available for customers from July who were unable to transact via telephone, email or online.

OSC Report - Housing & Community - Performance, People and Innovation Sep-2020						
Indicator Name	Results Sep-2020	Last Months Results Jun-20	Last Years Results Sep-19	RAG	Comments	Actions
Building Community Capacity - Empower local community action and delivery						
CYP01a - Number of children attending Adventure Playgrounds	2158 Attendances Info Only	No Data Info Only	11274 Attendances Info Only	● ● ●	Approver Comments: Covid-19 has resulted in a significant reduction in numbers attending the adventure playgrounds. There were less activities and national play days due to the pandemic. The playgrounds were also shut for part of quarter 2 (re-opened 20 July).	No Info
Dacorum Delivers - Performance excellence						
CSU10 - Call Handling: Average wait time	138 Second(s) Target: 300 Second(s)	79.33 Second(s) Target: 300 Second(s)	356.33 Second(s) Target: 300 Second(s)	0 1 3	Approver Comments: Target Achieved.	No Info
CSU11 - Call Handling: Abandoned Call Rate	6.4% 1678 / 26224 Target: 20%	3.28% 640 / 19498 Target: 20%	14.72% 4243 / 28819 Target: 20%	0 0 4	Approver Comments: Target Achieved.	No Info
CSU12 - Face to Face; Average Wait Time	0 Second(s) Target: 450 Second(s)	0 Second(s) Target: 450 Second(s)	303 Second(s) Target: 450 Second(s)	0 0 4	Approver Comments: No face to face appointments due to CV-19.	No Info
Dacorum Delivers - Reputation and profile delivery						
CSU06 - Percentage of customers satisfied with service received from the Customer Service unit	96.9% 1094 / 1129 Target: 80%	99.87% 1489 / 1491 Target: 80%	99.91% 1076 / 1077 Target: 80%	0 0 4	Approver Comments: Target Achieved.	No Info

3. Quarter 2 Achievements

The following achievements are a sample of the projects/work undertaken by this group of services during the quarter 2 in 2020/2021.

3.1 Children Services and Community Safety Partnership

- 3.1.1 The Community Safety Team has continued to support charities with food donations and is in the process of working with Herts County Council on the DEFRA grant for food banks. Assisted Environmental Health delivering Covid – 19 advice letters to businesses in Dacorum.
- 3.1.2 The Community Safety Partnership joint action plan was in the draft phase during this period and will be presented by Dacorum/Police/Fire at the public meeting on 21 October.
- 3.1.3 The Adventure Playgrounds managed to re-open Covid-19 safe sites for the summer holidays and had over 2000 children in for that period.
- 3.1.4 Verge Hardening has been very busy with consultations and Planning Permission. Cromer Close, Little Gaddesden and Reynolds Close, Gadebridge are at the resident consultation stage. We have 6 planning application in for Hasedines Road, Warners End, Great Heart, Highfield, East Flint, Chaulden, Wheelers Lane, Cornerhall, Fallowfield Walk, Gadebridge and Brickmakers Lane, Leverstock Green.

3.2 The Old Town Hall

- 3.2.1 Work was undertaken during this quarter to explore the possibilities of what services/events the OTH could put on whilst complying with Covid-19 guidelines. This was detailed in a report which was presented in this last committee meeting.
- 3.2.2 A decision was taken by Cabinet in September 2020 to temporarily close the Old Town Hall due to the Coronavirus pandemic.
- 3.2.3 Staff are being temporarily deployed in other areas of the Council.

3.3 Customer Services Unit (CSU)

- 3.3.1 Staff continue to work from home and all KPI's met for telephone call response.
- 3.3.2 Adapted service to ensure pre booked appointments were available for customers from July who were unable to transact via telephone, email or online.
- 3.3.3 Upgraded Netcall telephony system to incorporate a rota/shift module to assist with the ever changing staffing requirements to manage customer demand through the Pandemic.
- 3.3.4 Supported staff to manage during these difficult times by allowing more than normal volumes to attend training/well-being support sessions being held within DBC.

3.4 Community Partnerships

Hertfordshire Year of Culture 2020 – Selected highlights in this Q2 include:

- First short film for the Community Dance project was recorded and shown on the big screen in Hemel Town Centre
- Lockdown Art Exhibition in Marlowes saw a total of 1585 visitors over August
- A subway between Grovehill and Highfield (off Cambrian Way) was being painted by a local street artist and the design included positive words and messages from the pupils at Hammond Academy School, which is next to the subway and used by a lot of the pupils and their families.
- Radio interviews about HYOC and specific projects with Radio Dacorum and BBC 3 counties radio.
- Virtual Wellness Festival held on 22nd August in which 7 activities were given virtually and remain available on our YouTube Channel. These have reached over 455 people so far.

3.4.2 Sports and Physical Wellbeing activities – Highlights in this Q2 include:

- Active Dacorum Hub VIP opening held in August to launch the opening of building, along with the Wellness Festival which ran the same weekend as the opening.
- Bookings have started to take place at the Active Dacorum Hub following VIP Opening
- Tennis/Netball Court resurfacing complete, lines to be painted in spring 2021
- Continued planning for the Your Town event in October with just over 50 tickets sold
- Dacorum Sporting Chance project ran with approx. 18 participant across Summer Programme working with HSP and Warriors Boxing Club
- Active Local project consultation began in September with HSP and Grovehill
- Fun in the Sun events postponed till next year due to Covid-19

3.4.3 Community Grants (Summer Round) - We received 15 applications and 11 were successful in their funding bid.

3.5 Communications

3.5.1 External communications (across all channels) – we have delivered on external PR campaigns and projects such as the local plan; Hemel Garden Communities; housing (land acquired for affordable housing at Paradise Fields); new Chief Executive appointment; virtual wellness festival; Local Government Reform; annual canvass; lockdown art exhibition; prosecutions (PSPO, anti-social behaviour and fly-tipping); White bridge restoration; Active Dacorum Hub launch; Great British September Clean and virtual fun palace.

Marketing Analytics - Top posts					
Top 5 posts/campaigns by clicks					
Account	Reach	Shares	Likes	Comments	Campaign
Dacorum Facebook (@dacorum)	14994	74	147	25	Sustainability Survey
Dacorum Facebook (@dacorum)	7079	21	25	27	LEP: Junction 8 of M1
Dacorum Facebook (@dacorum)	4764	7	7	4	Recycling
Dacorum Facebook (@dacorum)	3996	7	10	6	Covid-19 updates and guidance (general)
Dacorum Facebook (@dacorum)	2637	2	4	4	Prosecution: fly-tipping
Top 5 posts/campaigns by reach					
Account	Reach	Shares	Likes	Comments	Campaign
Dacorum Twitter (@DacorumBC)	48913	2	8	1	Great British September Clean
Dacorum Twitter (@DacorumBC)	48631	2	6	1	Join a local litter pick campaign
Dacorum Facebook (@dacorum)	45323	66	42	136	Climate emergency: severe weather impact
Dacorum Facebook (@dacorum)	30276	279	16	34	Covid-19: rise in cases comms
Dacorum Twitter (@DacorumBC)	26300	5	3	0	Great British September Clean

Website analytics – July to September 2020		
Most viewed pages	Page views	Unique page views
	1,085,717 % of Total: (100%)	776,032 % of Total: (100%)
1. Council Services – Payment Portal	119,192 (10.98%)	52,497 (6.76%)
2. Dacorum Borough Council Home Page	119,139 (9.96%)	85,652 (11.04%)
3. Search planning applications	49,849 (4.59%)	38,127 (4.91%)
4. Search Dacorum Borough Council	49,106 (4.52%)	36,599 (4.72%)
5. My Bin Collections	48,016 (4.42%)	20,580 (2.65%)
6. Payment summary – payment portal	36,756 (3.39%)	26,172 (3.37%)
7. Transaction complete – payment portal	32,211 (2.97%)	29,439 (3.79%)
8. Complete you shopping – payment portal	31,992 (2.95%)	25,912 (3.34%)
9. Rent	27,134 (2.50%)	22,153 (2.85%)
10. When are my bins collected	23,477 (2.16%)	19,975 (2.57%)

- 3.5.2 Internal communications – design and implementation of internal campaigns and projects including the Virtual Staff Update Session in July (attended by COG, Leader of the Council and 328 staff), 22 internal campaigns (Learning @ work week; information campaigns and working safely in the Forum etc.).
- 3.5.3 Publications and design – content management, design and delivery of the Dacorum Digest and Annual Report (delivered to 61,000 households); three issues of Digital Digest (11,000+ subscribers), 12 issues of Members News; design of CCG’s annual report.
- 3.5.4 Covid-19 Communications – Ongoing support during the Covid-19 pandemic. This includes dedicated campaigns such as Test and Trace App launch; self-isolation guidance; public information campaigns from the Cabinet Office; public health campaigns from Public Health England and service specific campaigns and updates from DBC services.



Report for:	Housing & Communities Overview & Scrutiny Committee
Date of meeting:	4th November 2020
PART:	1
If Part II, reason:	

Title of report:	2020/21 Quarter 2 Performance Report, Service Plan Update & Operational Risk Register – Housing
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 2020/21 2. To inform the Committee on the progress of the 2020/21 Housing Service Plan and Operational Risk Register, including the COVID pandemic risk register.
Recommendations	That the Committee note the Performance Report, Service Plan and Operational and COVID 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. The Coronavirus Pandemic has been added to the operational risk register as the implications of Government restrictions on movement during lockdown and the ongoing guidance, has resulted in a number of risks to the management and delivery of services.
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 Jason Grace – 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:	TAM – Total Asset Management UC – Universal Credit ASB – Anti-Social Behaviour

1.0 Introduction

- 1.0.1 This report details the performance of the Housing Service during the second quarter of 2020/21, against the suite of performance indicators. The 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.
- 1.0.3 The impact of the Coronavirus pandemic and ongoing restrictions aimed at reducing the spread of the virus, continues to negatively impact performance in a number of areas. There continues to be increased demand for support and need to work closely with tenants to enable them to sustain their tenancies and ongoing increased demand, in respect of homeless presentations.
- 1.0.4 The service has responded well to these challenges and a number of staff have been redeployed to assist in areas outside of their usual remit or have taken on some additional duties to maintain services.

2.0 Housing Performance Report – Q1 2020/21

- 2.0.1 Appendix A shows performance against the 'Service Critical' performance indicators for the 2nd Quarter of 2020/21.
- 2.0.2 **Performance Highlights**
- 2.0.3 The backlog of repairs, which had built up during the first phase of the pandemic, have been worked through and of the 1400 that were in the system 1171 have been completed and the remainder allocated for inspection or planned works. The need to address both the backlog repairs, whilst continuing to complete the new repairs, has resulted in a reduction in the number of new repairs being completed within target, but as the backlog has been reduced it is expected that this will improve over the next few months.
- 2.0.3 Satisfaction with planned works remains high and the majority of works that are currently being undertaken are external, which reduces the disruption for the household and the risk of infection spread, should either party have asymptomatic COVID.
- 2.0.4 The gas servicing compliance has remained high throughout the quarter and in September 100% compliance was achieved, which demonstrates the ongoing commitment from the team and contractor, Sun Realm, to ensuring all gas appliances are serviced within the statutory timeframes.
- 2.0.5 There continues to be an increased number of cases managed by the Tenancy Sustainment Team this quarter. Those in temporary accommodation and some tenants in settled homes receive targeted support to ensure that those individuals with complex needs are able to effectively manage their license or tenancies. Cases

are reviewed 6 months after they are closed to allow us to check on lasting improvements and in Q2 100% of tenants were still maintaining their homes effectively. This is an excellent result and shows that early intervention can improve independence in tenants to prevent rent arrears, ASB, poor conditioned properties and ultimately evictions.

2.0.6 The homeless service continued to work with significantly higher volumes of presentations as there was a continuation of the need to bring all clients (where possible) into accommodation. In Q2 there was an increase of 85.5% of households presenting to the service due to being homeless or at risk of homelessness, and this resulted in 51% increase in temporary accommodation placements compared to the same period in 2019. This is despite the extension of the prevention of evictions, meaning households at risk of losing a social housing or private sector tenancy were not approaching the council, which has provided some respite, however it is expected that this will see a further peak in demand on the service. Due to the requirements of the Homeless Reduction Act and the number of tasks that need to be undertaken Officers caseloads increased by 60%, with average caseloads across 6 Homeless Prevention Officers at 70 cases, as a consequence additional agency staff have had to be recruited to ensure that the statutory function can be maintained.

2.0.7 Although the service has had significant challenges during the Q2 period, it has been successful in preventing the need to use Bed & Breakfast accommodation during this time. The service has continued to work in partnership with DENS and the Dacorum Outreach Team and this has meant that there has not been an increase in rough sleeping during this time. Additionally there has been a continued focus on ensuring that households with Complex Needs can be supported, the service has worked closely with Hertfordshire housing colleagues and has co-led a response to ensure a co-ordinated approach is taking to supporting the 1400 households in temporary accommodation across the County. This has led to the formation of a Multi-Disciplinary process being established, which has reviewed all clients placed into accommodation or supported during the period and targeted action plans being developed. This approach has been vital given that over 50% of the clients in accommodation have Complex Needs, with the main categories in Dacorum being; mental health, fleeing violence or a domestic abuse, history of repeat homelessness and Offending history.

2.0.8 The satisfaction with the outcome of ASB cases was 100% during Q2 and this was despite an increase in cases during the lockdown period, when more people were constantly at home.

2.1.0 **Performance challenges**

2.1.1 The refurbishment work to empty properties was recommenced during Q2 and focused upon general needs, as there was a higher demand, from those awaiting a transfer prior to lockdown and as move on accommodation for some of the households in TA. There was a backlog of properties that required work, and furloughed staff were remobilised but the supply chain took up to three weeks to get back to the delivery capacity prior to lockdown which resulted in delays getting works commenced in some of these properties. Additionally, one of the new build schemes, Magenta Court was completed and ready to let in September, which resulted in the letting of 29 new homes, which are not included in the empty homes

performance figures. New build properties can result in a decline in bidding on other empty properties, which can further impact the key to key times.

- 2.1.2 The performance of the lifeline call service declined below the target level, with 96.3% of calls being answered within 60 seconds. The supported housing officers recommenced face to face visits on the 10th August and visited all tenants during the remainder of the quarter. During these visits all lifelines were checked and some required resetting. The decline in performance has been addressed with Tunstall's senior management team who are working to rectify this decline, as the importance of the reliability of the lifeline during the pandemic, is essential to provide confidence especially to a number of elderly residents who have been self-isolating.
- 2.1.3 Rent collection continued to decline further since the last report, when it stood at 97.91%. In Q2 the figure had reduced to 96.63%. The increase in the number of UC applicants and those receiving reduced salary through the furlough scheme has resulted in a number of households experiencing difficulties paying their rent. The income team continue to have provide advice and support to reduce the potential for these tenants to fall into arrears.

3.0 Interventions to address performance below target and other initiatives

- 3.0.1 The approach to reducing the backlog repairs has been positive, but there remains a number of areas of performance with the remobilisation of the Osborne TAM contract that are taking longer than anticipated to get back to full capacity. This is being reflected in the increase in the number of escalations back to the Council from tenants awaiting more major repairs. An operations meeting was held with the new Managing Director of Osbornes property services, to highlight the areas where improvements are required, so that these can be addressed. The next Strategic Core Group meeting is due on the 3rd November, when a full performance report will be presented by Osbornes to outline the interventions that they have implemented to improve service delivery.
- 3.0.2 The action plan, developed following the process review by Sopra Steria has been agreed by the various parties involved in the empty homes process. The timescales for implementation of any quick wins have been established and delivery and impact on key to key times will be monitored over the forthcoming months.
- 3.0.3 Additional contractors have been commissioned to undertake work to the empty homes to increase the numbers that are completed and available for advert.
- 3.0.4 The review of the supported housing sheltered schemes has provided evidence around the demand, supply and desirability of each of the Category 2 schemes and this will be used to develop a strategy for the management and interventions needed at some sites, so the supply more accurately reflects the demand. Currently there are 141 empty sheltered properties in the voids process and only 100 applicants on the housing register who have indicated a preference for a sheltered property. A number of schemes are advertised on multiple cycles, before they are re-let, which is negatively impacting the key to key times.

4.0 Housing Service Plan & Operational Risk Register



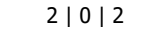
- 4.0.1 The updated 2020/21 Housing Service Plan and Operational Risk Register are contained in Appendix B. The COVID risk register is contained in Appendix C.



OSC Report - Housing & Community - Housing Landlord Sep-2020


Indicator Name	Results Sep-2020	Last Months Results Jun-20	Last Years Results Sep-19	RAG	Comments	Actions
Affordable Housing - Achieve good social housing						
PP12 - Percentage of non-urgent repairs completed within target	93% Target: 98%	98.93% Target: 98%	98.33% Target: 98%	1 0 3	Updater Comments: Osborne report that the percentage of non urgent repairs completed within Target for Q2 is down on the previous quarters and usual performance as a result of the works of this category being held due to Covid.	No Info
PP13b - Percentage of responsive repairs completed right first time	84.33% Target: 78%	88% Target: 78%	90.33% Target: 78%	0 0 4	Updater Comments: Figures supplied by Osborne show that the first time fix is down in the quarter 2 period as the service now responds to conclude those repairs for which make safe activities were previously carried out due to the restrictions.	No Info
PP15 - Percentage of tenants satisfied with the service planned and responsive works	99.66% Target: 90%	98% Target: 90%	98.93% Target: 90%	0 0 4	Updater Comments: Osborne report that satisfaction has been stable in the second quarter for works performed. This will be a useful measure to review as the service completes works placed on hold during covid as an indicator of how the covid service suspensions were received by residents.	No Info
TL02 (Rent collected as a percentage of rent owed (excluding current arrears brought forward)	96.63% Target: 99%	97.91% Target: 99%	98.74% Target: 99%	0 2 2	Updater Comments: The impact of Covid-19 continues to impact on tenants ability to pay rent. Officers are supporting tenants to pay rent by helping with benefit claims and arranging payment plans.	No Info

Pass 4/10


Indicator Name	Results Sep-2020	Last Months Results Jun-20	Last Years Results Sep-19	RAG	Comments	Actions
SH03a - Average time (working days) to re-let general needs properties	59 Days 2667 / 54 Target: 30 Days	50 Days 2450 / 48 Target: 30 Days	30 Days 2124 / 61 Target: 30 Days	2 2 0	<p>Updater Comments: There have been some properties during the last quarter which have required to have more repair work than usual and has increased the number of CAT4 repairs.</p> <p>There has also been an increase on the number of clearances as refuse centres have been closed due to COVID again this has taken time as disposing of commercial waste.</p> <p>There have also been issues with regards to supplies of materials such as plaster as this has been limited to the amount of bags being collected per contractor. There was also a period of time that applicants were not able to move even after the property was ready this was due to the lockdown and in some cases their personal circumstances of isolating to comply with Government requirements up until A</p> <p>Approver Comments: Ongoing pressures continue within the service to address issues arising as a result of new Covid working practices, staff across the Housing Service continue to work closely to identify alternative options to ensure work can be completed as swiftly as possible.</p>	<p>Issues with commercial waste disposal to be referred and addressed.</p> <p>Ensure ongoing compliance with government guidance.</p>
SH03b - Average time (working days) to re-let adapted properties	199, Days 1193 / 6 Target: 151, Days	128, Days 128 / 1 Target: 151, Days	207, Days 826 / 4 Target: 151, Days	1 0 3	<p>Updater Comments: As with the Sheltered and General Needs properties some properties were ready just at the start of lockdown and due to the shielding we were not permitted to sign these applicants to the properties only when restrictions were lifted that these were able to be completed.</p> <p>Again there was delays on adaptations being completed due to suppliers availability and contractors requirements of materials.</p> <p>Approver Comments: All adapted properties allocated and relet with in the target periods.</p>	<p>Covid guidelines and need to remobilise contractors after a period of no works has impacted on ability to ensure that properties are completed within targets set.</p>


Indicator Name	Results Sep-2020	Last Months Results Jun-20	Last Years Results Sep-19	RAG	Comments	Actions
SH03c - Average time (working days) to re-let sheltered properties	79 Days 2910 / 37 Target: 43 Days	93 Days 279 / 3 Target: 43 Days	43 Days 1972 / 46 Target: 43 Days	 4 0 0	Updater Comments: Due to COVID there was a number of properties which were allocated prior to lockdown and these have been relet in accordance to government guidelines after the lockdown was eased. Again there have been delays on some properties being repaired during the lockdown as the sheltered schemes were on a full lockdown however we were still not able to be work on these properties even after the lockdown was lifted as DBC needed to ensure the safety of the residents living in the sheltered schemes were still being protected by possible infection and working with the contractors to provide this assurance. During lockdown the Lettings Officers have relet properties as per the guidance provided by Government and since lockdown the re	Action plan implemented for Sheltered properties outstanding and key actions issued to all relevant Officers.
SH04a - % of general needs properties let in target	31.48% 17 / 54 Target: 70%	16.67% 8 / 48 Target: 70%	55.74% 34 / 61 Target: 70%	 4 0 0	Updater Comments: Overall there have been a number of changes due to COVID on how the properties are repaired and relet we have adapted and changed the ways of working to be able to continue to provide a service to our applicants, ie keys safes, virtual viewings including the use of floor plans and photographs (when the property is in a suitable condition to be shown). Approver Comments: Housing Needs Team Leader to implement new targeted requirements within the Housing Needs Team and will work with Lead Officer to revise targets and remove any tolerances within targets to tighten processes.	Implement revised targets and new team way of working to address any dips in performance for KPI's.
SH04b - % of adapted properties let in target	16.67% 1 / 6 Target: 70%	100% 1 / 1 Target: 70%	75% 3 / 4 Target: 70%	 2 0 2	Updater Comments: As with the Sheltered and General Needs properties some properties were ready just at the start of lockdown and due to the shielding we were not permitted to sign these applicants to the properties only when restrictions were lifted that these were able to be completed. Again there was delays on adaptations being completed due to suppliers availability and contractors requirements of materials. Approver Comments: Locking down all works on adapted properties has had an impact on ability to let properties within target.	Aids and adaptations work stream review is underway for this service area. Performance concerns relating to officer within the process have been escalated

Indicator Name	Results Sep-2020	Last Months Results Jun-20	Last Years Results Sep-19	RAG	Comments	Actions
SH04c - % of sheltered properties let in target	27.03% 10 / 37 Target: 70%	33.33% 1 / 3 Target: 70%	65.22% 30 / 46 Target: 70%	 4 0 0	<p>Updater Comments: Due to COVID there was a number of properties which were allocated prior to lockdown, these have been relet in accordance to government guidelines after the lockdown was eased. There have been delays on some repaired as the sheltered schemes were on a full lockdown. We were unable complete the work even after the lockdown was lifted as DBC needed to ensure the safety of the residents living in the schemes were still being protected by possible infection and working with the contractors to provide this assurance. During lockdown Lettings Officers have relet properties as per the guidance provided by Government and since restrictions were lifted, all on hold and shielding applicants have been signed up. We have worked wit</p> <p>Approver Comments: It is noted a number of significant challenges in the letting of sheltered properties. Housing Needs have a new Team Leader in post with effect from 12 October and he has reviewed all outstanding properties within team and proposed actions.</p>	Actions on the action plan to be undertaken and any issues to be addressed to Group Manager and Assistant Director.
SH36 - Number of illegal evictions prevented	0 People Info Only	2 People Info Only	0 People Info Only		Updater Comments: Under the reporting this quarter it reads 0 illegal evictions have been prevented this quarter. Due to covid, courts have not been hearing cases until September. We are planning on how going forward to report this indicator, whether we log HHSRS and illegal evictions within 1 property, as two separate service requests.	No Info
TL55 - % of tenants paying for their house or garage rent by Direct debit	54% Info Only	54% Info Only	50.2% Info Only		<p>Updater Comments: This remains the same as in Q1, officers encourage tenants to sign up to pay by direct debit and where tenants know the DD will bounce we encourage them to speak to officers who can adjust the DD for that month rather than cancel. This has been particularly important during the pandemic where tenants' ability to pay fluctuated.</p>	No Info
PP13a - Percentage of responsive repairs completed within target	93.06% 1800 / 1934.33 Target: 97%	98.81% 832.33 / 842.33 Target: 97%	98.5% 2010.67 / 2041.33 Target: 97%	 0 1 3	Updater Comments: It is reported by Osborne that the percentage of responsive repairs overall completed within Target for Q2 is down on the previous quarters and usual performance as a result of the works of this category being held due to Covid. As these complete and new requests into the service are made, we expect this performance to improve.	No Info

Indicator Name	Results Sep-2020	Last Months Results Jun-20	Last Years Results Sep-19	RAG	Comments	Actions
SH07a - Number of new housing advice cases received	546 Cases Info Only	667 Cases Info Only	467 Cases Info Only		Updater Comments: New approaches this quarter slightly lower than the last quarter but this is typical for this time of the year. Must be noted though that it is higher than same time last year. Approver Comments: Impact of possession action being lifted is likely to increase no's of approaches to the service further later in the year.	Monitoring of ongoing service delivery and impacts. Recruitment of additional agency staff to manage additional case load as officers currently working
PP04 - Percentage of properties passing QA checks Repairs and voids	99.13% Target: 98%	99.83% Target: 98%	98.67% Target: 98%	0 0 4	Updater Comments: Data provided by Osborne show that those inspections which continue to be possible in the second quarter showed a good performance outturn.	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 there has been an increase in new works commencing in the second quarter compared to that in the previous quarter due to enhanced restrictions. Performance on this indicator has been good for those performed.	No Info
TST02 - % of Tenancy Sustainment cases where rent arrears were reduced	73% 16 / 22 Target: 70%	80% 4 / 5 Target: 70%	78% 7 / 9 Target: 70%	0 0 4	Updater Comments: over 70% of tenants have reduced or cleared their rent arrears over the time worked with the Sustainment team demonstrating the value of support given to tenants.	No Info
PP01 - Percentage of dwellings with a valid Gas Safety Certificate	99.98% Target: 100%	99.84% Target: 100%	99.98% Target: 100%	0 4 0	Approver Comments: COVID restrictions has placed additional pressure on this already high target. We have fallen slightly short this quarter, but performance has increased throughout with September achieving the 100% figure we constantly strive for	No Info
SH20e - Total household on waiting list broken down by 1,2 ,3 and 3+ bedrooms	7764 Applications Info Only	7485 Applications Info Only	6811 Applications Info Only		Updater Comments: 1 Bed- 4066 active 1293 suspended 2 Bed- 1230 active- 412 suspended 3 bed- 441 active 185 suspended 4 bed- 85 active 32 Suspended 5 bed 10 active 6 suspended	Review of the allocations policy to commence November 2020.
PP10 - Percentage of emergency repairs completed within 4 hours	99.8% 165.67 / 166 Target: 99%	99.47% 126 / 126.67 Target: 99%		0 0 4	Updater Comments: Data provided by Osborne show that this indicator has again met its target for the second quarter of 20/21.	No Info

Affordable Housing - Design and enable a more varied housing offer

Indicator Name	Results Sep-2020	Last Months Results Jun-20	Last Years Results Sep-19	RAG	Comments	Actions
SH37 - Number of rough sleeper cases relieved	25 People Info Only	28 People Info Only	5 People Info Only		<p>Updater Comments: Number of rough sleepers this quarter has remained almost the same but compared to same time last year at 5 it is quite high. Most are relieved into the Elms and others into private rented accommodation. Officers working Outreach Workers to make sure rough sleepers do not return to the streets.</p> <p>Approver Comments: 3 identified rough sleepers currently continuing to sleep rough and ongoing advice/assistance and engagement from DBC homeless and Outreach team working towards relief.</p>	Rough sleeper count to take place end of October in line with RSI funding requirements.
SH38 - Number of main duty applications	48 Applications Info Only	67 Applications Info Only	23 Applications Info Only		<p>Updater Comments: Main duty applications continue to drop, this is as a result of the increase in number of new approaches especially homeless on the day cases. This gives Officers limited time to progress their cases.</p> <p>Approver Comments: Service has identified a significant increase in new approaches to the service for the second consecutive quarter (85%) meaning case loads are at extremely high levels, resulting in risk of failure to maintain statutory responsibilities. Capability/misconduct issue in probation for 1 FTE has resulted in further impact on the service and HR hearing for GM concluded 7/10/2020.</p>	EMF submitted for additional agency staff 7/10/2020. Recruitment pending following probationary/conduct hearing.
SH39 - Total number of successful prevention	26 People Info Only	23 People Info Only	31 People Info Only		<p>Updater Comments: Total number of successful prevention slightly higher this quarter. More work needed in this area, looking at various prevention options at present</p> <p>Approver Comments: It is becoming increasingly challenging to undertake prevention activity due to high caseloads, so this is a positive figure given the circumstances.</p>	No Info
SH40 - Total number of successful relief	49 People Info Only	54 People Info Only	27 People Info Only		No Comments	No Info
Building Community Capacity - Empower local community action and delivery						
SH32 - Total number of times the service has engaged with tenants (not social media)	32 People Info Only	48 People Info Only	318 People Info Only		No Comments	No Info

Indicator Name	Results Sep-2020	Last Months Results Jun-20	Last Years Results Sep-19	RAG	Comments	Actions
SH33 - Overall spend on engagement activity per property	£18 Info Only	£10 Info Only	£18 Info Only		No Comments	No Info
Dacorum Delivers - Performance excellence						
TL13a - Percentage of Community Alarm calls answered within 1 min	96.3% Target: 97.5%	97.93% Target: 97.5%	98.18% Target: 97.5%	0 1 3	Updater Comments: Throughout pandemic Tunstall have performed to an acceptable standard and is only the last two months where performance has dipped. Lengthly discussion with Operational director to understand the dip in performance and reasons why. Have agreed to follow this call up with contrcat monitoring meeting.	No Info
Dacorum Delivers - Reputation and profile delivery						
HL05a - Stage 1 Complaints responded to within target for Housing	85% 17 / 20 Target: 85%	76.47% 13 / 17 Target: 85%	75.76% 25 / 33 Target: 85%	2 1 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	98 Dwellings Info Only	92 Dwellings Info Only	62 Dwellings Info Only		Updater Comments: As of the 30/09/20, in quarter 2 overall we have 98 licensed HMO's in the Borough.	No Info
SH35 - HMO licence applications received	6 Dwellings Info Only	5 Dwellings Info Only	13 Dwellings Info Only		Updater Comments: In this quarter, overall we have received 6 HMO applications, 4 of these we are awaiting outstanding documentation. 2 are now with the HMO Enforcement Officers who have begun the process of licensing them.	No Info
TL15 - Satisfaction with the outcome of medium level ASB cases	100% 50 / 50 Target: 75%	100% 50 / 50 Target: 75%	73% 8 / 11 Target: 75%		Approver Comments: 14 questionnaires were returned in the last quarter with 7 Very or fairly satisfied, 1 neutral and 7 dissatisfied. ASB cases have significantly increased this qtr putting pressure on the service.	This is the first qtr with a newly designed survey. Some really useful feedback has been obtained and given some great insight into areas for some quick

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, Growth Board Homes and Communities work stream
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	2020/21
Services: Housing	<ul style="list-style-type: none">• Strategic Housing• Property & Place• Tenants & Leaseholders• Housing Development

Table of Contents

CMT Review & Sign-off of Service Plan	1
Table of Contents.....	3
Strategic Priorities.....	4
Council Strategic Priorities & Service Objectives	4
Service Objectives into Action.....	9
All service areas	9
All service areas	Error! Bookmark not defined.
Group 1 - Strategic Housing	Error! Bookmark not defined.
Group 2 - Property & Place.....	23
Group 3 – Tenants & Leaseholders	23
Group 4 – Housing Development.....	31
Service Improvement Plan	Error! Bookmark not defined.
Funding.....	47
Current Budgets - Gen Fund & HRA.....	47
Gen Fund Housing	47
HRA Summary.....	49
Workforce Planning Report.....	520
Group 1 – Strategic Housing.....	520
Group 2 – Property & Place.....	531
Group 3 – Tenants & Leaseholders	542
Group 4 – Housing Development.....	553

Strategic Priorities

Council Strategic Priorities & Service Objectives

Priorities	Service objectives (outcome focused)	Barriers to overcome
Ensuring economic growth and prosperity	<p>Encourage all suppliers to employ locally based labour and where possible use local suppliers to reduce CO2 impact from transportation.</p> <p>Branching Out Initiative to support tenants back into work to reduce dependence of benefits</p>	<p>Long term contracts in place so need to work with main contractors to engage with local sub-contractors where possible and employ locally based staff.</p> <p>Often circumstances behind work options are complex and the impact of C19 may reduce employment opportunities. Input from external agencies is required to support positive outcomes, so pro-active engagement required.</p>
Affordable Housing	<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>Explore all opportunities to accelerate or increase the provision of good quality homes at social rent.</p> <p>Supported housing Project, continuation of the work started in 2019-20. Options appraisal for</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>Attendance at the Homes and Communities Growth Board meetings and working with planning to assess any sites appropriate for accelerated delivery.</p>

	<p>those schemes that are identified as requiring some form of intervention.</p> <p>Post COVID actions to address the homeless that have been provided with TA and continue to work with partner agencies, police, probation, HCC and other districts to target intervention.</p> <p>Ensure the implementation of the new Key Strategic Indicators are embedded in the delivery of the TAM contract and operational objectives delivered in line with the KPI's</p> <p>Improve the scope and range of services available through frameworks to provide resilience in the event of contractor collapse and to ensure specialist services are delivered especially in areas of compliance.</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>Need to assess impact on residents in those schemes and any need for temporary or permanent decants.</p> <p>Lack of clear guidance from MHCLG for individuals with complex needs or no recourse to public funds. Increasing numbers of homeless presentations resulting from COVID 19, hospital discharges, prisoner release and domestic abuse. Capacity issues for external agencies including probation, Community Mental Health teams or Adult care services</p> <p>Post COVID recovery likely to impact the delivery of some of the strategic objectives.</p> <p>Review of priorities will be ongoing throughout the year.</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>
--	---	---

		Local Plan yet to be adopted
A clean, safe & enjoyable environment	<p>Compliance & Health & Safety project to embed the approach to safety within the housing portfolio in respect of the physical assets and the occupiers.</p> <p>Window cleaning and cleaning service to continue to review of the delivery model and market test window cleaning options for the service.</p> <p>Review the ASB and Enforcement services to tenants following restructure and corporate ASB moving into Housing</p>	<p>Changes in testing of materials and increased legislative requirements are ongoing and will require an agile approach to ensure that any actions undertaken are appropriate.</p> <p>Improved systems and data in order to effectively manage the compliance are essential.</p> <p>Some changes to the delivery model already implemented, but additional monitoring required to maintain quality. Align frequency of cleans with service charges apportionment method.</p> <p>Must align with aims of the Community Safety Partnership and rely on wider changes across the council</p>
Delivering an efficient and modern council	Review options for the contract to procure new management arrangements for the Elms	Consideration of the impact on voluntary sector partners in respect of a potential change in provider and any impact on the

	<p>Increase the use of evidence led decision-making and support the service to embed improvement recommendations.</p> <p>Civica, Inform and Orchard to be used to improve reporting on key areas of service. Use of new customer portals to reduce telephone demand to be promoted</p> <p>Review approach to Leaseholder management and service charges, including incorporating recommendations from the work stream review. Consult and implement charging structure arrangements for 19/20 and produce a policy to clarify approach</p> <p>Trial suitable Off Site & 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>strategic objectives</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>Building strong and vibrant communities</p>	<p>Extend the scope of the PRS Service, in line with Fitness for Human Habitation Act legislation and the Private Rented Housing Strategy</p> <p>Transfer all existing Flexible tenants (1450 as of 01.04.2020) onto a secure tenancy agreement</p>	

Service Objectives into Action

All service areas

Service Objectives:					
<ul style="list-style-type: none"> Options appraisal for Supported housing provision including risk management of works in schemes 					
Key Actions	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?	Updates
Overlay the health data with the existing information on the Cat 2 schemes to further inform interventions	<ul style="list-style-type: none"> December 2020 	<ul style="list-style-type: none"> Supported Housing Team Leader 	<ul style="list-style-type: none"> Nil 	<ul style="list-style-type: none"> The information will be used to supplement the existing data on the scheme appraisals 	<ul style="list-style-type: none"> Collection of health information during the pandemic has provided greater insight
Market and publicise the moving to a smaller home and benefits of the sheltered schemes	<ul style="list-style-type: none"> October 2020 	<ul style="list-style-type: none"> Housing Needs Team Leader & Housing representatives 	<ul style="list-style-type: none"> Potential for an increase rental income to be generated 	<ul style="list-style-type: none"> A reduction in void periods and increased revenue, plus more people moving to a smaller more suitable property for their housing need 	<ul style="list-style-type: none"> A number of tenants over 60 in general needs homes have expressed interest to move to sheltered schemes
Develop options for the schemes which have been identified for interventions, including a business case	<ul style="list-style-type: none"> February 2021 	<ul style="list-style-type: none"> Group Manager Property & Place, Group Manager Development, Team Leader Supported Housing 	<ul style="list-style-type: none"> Investment will be profiled to align with available budgets and agreed option 	<ul style="list-style-type: none"> Investment targeted to improve viability or as alternative uses 	<ul style="list-style-type: none"> Proposals are being reviewed for schemes to be upgraded and works to be completed starting April 2021 Meeting set up between Housing

					Development and Supported Housing
Identify appropriate sites for a new sheltered scheme and consider viability to progress	<ul style="list-style-type: none"> February 2021 	<ul style="list-style-type: none"> Group Manager Tenants and Leaseholders, Group Manager Development, Team Leader Supported Housing 	<ul style="list-style-type: none"> Investment will be profiled to align with available budgets and agreed option 	<ul style="list-style-type: none"> Demand will be met 	<ul style="list-style-type: none"> Reviewing sites with the development team to identify potential locations

Service Objectives: HRA Empty homes Project to reduce key to key times and improve rental income

Key Actions	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?	Updates
Implementation of the re-engineered empty homes process	<ul style="list-style-type: none"> April 2021 	<ul style="list-style-type: none"> Group Manager Property and Place & Housing Needs Team 	<ul style="list-style-type: none"> Reduction in void rent loss – minimal impact on MTFS 	<ul style="list-style-type: none"> Reduction in key to key times 	<ul style="list-style-type: none"> Action plan developed and final round table meeting scheduled.

Service Objectives: Climate Change

Key Actions	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?	Quarter Update
<ul style="list-style-type: none"> Obtain baseline modelling for the existing stock and identify suitable interventions 	<ul style="list-style-type: none"> May 2020 	<ul style="list-style-type: none"> Team Leader M&E and Compliance and Group Manger Property and Place 	<ul style="list-style-type: none"> Dependent upon ability to obtain grant funding 	<ul style="list-style-type: none"> Improved data quality 	<ul style="list-style-type: none"> Engaged with APSE and Energy saving trust to refine data

<ul style="list-style-type: none"> • Ensure all new build properties are designed to maximise thermal efficiency and reduce the impact on CO production 	<ul style="list-style-type: none"> • Ongoing 	<ul style="list-style-type: none"> • Group Manager Development 	<ul style="list-style-type: none"> • Included in budgets 	<ul style="list-style-type: none"> • Move towards carbon zero homes 	<ul style="list-style-type: none"> • Action Plan in place
<ul style="list-style-type: none"> • Model various investment scenario's to maximise the reduction in CO production 	<ul style="list-style-type: none"> • September 2020 	<ul style="list-style-type: none"> • Group Manager Property and Place 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • 	<p>Energy Savings Trust have been commissioned to evaluate the data on the EPC values in the stock and recommend investment options to provide optimal EPC improvements.</p>
<ul style="list-style-type: none"> • Evaluate the use of smart meters or intelligent controls with a tenant focus group 	<ul style="list-style-type: none"> • October 2020 	<ul style="list-style-type: none"> • Team Leader M&E and Compliance 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • 	<p>No movement on this from Q1. This has been delayed further due to COVID, this task will slip due social distancing and a limited client engagement function, I would recommend this is pushed back by six to twelve months.</p>

Service Objectives:					
<ul style="list-style-type: none"> Compliance and Health and Safety Project to address Building Safety Bill and Building regulation updates 					
Key Actions	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?	Updates
Stock Condition information and compliance data reconciliation, including surveys for communal areas, to be migrated onto appropriate system to enable improved accessibility of information to all staff	<ul style="list-style-type: none"> October 2020 	<ul style="list-style-type: none"> Team Leader Compliance 	<ul style="list-style-type: none"> Costs contained within existing budgets 	<ul style="list-style-type: none"> Improved awareness and access to information upon which to manage H&S within the stock and liaise with the Fire Service on matters such as Personal emergency evacuation plans where appropriate. 	<ul style="list-style-type: none"> The asset management health check by an external consultant commenced. This was required due to concerns over the effectiveness of the information held to drive/develop a future business plan, behind this will sit a review on IT platforms for statutory compliance and shared visibility, this is now an ongoing peace of work.
Review of	<ul style="list-style-type: none"> September 	<ul style="list-style-type: none"> Group Manager 	<ul style="list-style-type: none"> In year growth bid 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Report presented to

requirements in Building Safety Bill and establish appropriate roles and experience within the service	2020	property and Place and Team Leader Compliance	may be required, dependent upon level of skills, experience and competency of staff within the team		CMT on the impact and requirements arising from the Building Safety Bill. <ul style="list-style-type: none"> • Draft proposal developed and Growth Bid submitted for a new role to facilitate this function
Ongoing training for all staff within the service to maintain a good level of knowledge and understanding of the responsibilities in respect of H&S	<ul style="list-style-type: none"> • Ongoing 	<ul style="list-style-type: none"> • Team Leader Compliance 	<ul style="list-style-type: none"> • Training budget allocated 	<ul style="list-style-type: none"> • Staff understanding of their role and the management of risks in relation to the housing service 	<ul style="list-style-type: none"> • All staff have been requested to add their relevant qualifications etc onto Itrent for review, this will assist in establishing competency within the said work streams and identify any areas or concern or weakness.

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 Update
<ul style="list-style-type: none"> Develop a strategy that outlines the approach and management of the Private Sector Housing in the Borough 	<ul style="list-style-type: none"> August 2020 	<ul style="list-style-type: none"> Strategic Housing Group Manager and Private Rented Sector Team Leader , plus input from ASB, Community Safety, Property & Place and Planning/Building control 	<ul style="list-style-type: none"> Team Leader post created to manage the service and ensure strategy delivered. 	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Completed – strategy has been published and communications plan developed.

Service Objectives: Procure new Elms management contract					
Key Actions	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?	Quarter Update
<ul style="list-style-type: none"> Finalise contract arrangements for the Elms following engagement with HCC and PHCOG 	<ul style="list-style-type: none"> September 2020 	<ul style="list-style-type: none"> Strategic Housing Group Manager & Independent Review & Project Officer 	<ul style="list-style-type: none"> The impact will be dependent upon the successful service provider 	<ul style="list-style-type: none"> Clearly defined roles and responsibilities for the management of the asset and operational management of the hostel 	<ul style="list-style-type: none"> Impacted by increased demand on homeless service. Contract extended for further 12 months to June 2021. Further consideration to extend the contract for a further year to 2022 due to extenuating circumstances with pandemic.
<ul style="list-style-type: none"> Support the transfer arrangements, if appropriate and monitor the transition and ongoing performance 	<ul style="list-style-type: none"> April 2021 	<ul style="list-style-type: none"> Strategic Housing Group Manager & Independent Review & Project Officer 	<ul style="list-style-type: none"> No impact 	<ul style="list-style-type: none"> Ongoing monitoring of the performance and management of the arrangement 	<ul style="list-style-type: none"> Contract continues to be monitored on a monthly basis by Independent Reviewing & Project Officer, quarterly core group meetings undertaken to address any areas of concern and HCC joint contract monitoring meetings have been established with effect from May 2020 in line

					with Complex Needs Strategy
--	--	--	--	--	-----------------------------

Service Objectives: Development of a targeted action plan using BRE intelligence to improve standards in PRS and explore bring empty homes back into use					
Key Actions	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?	Quarter Update
<ul style="list-style-type: none"> Analysis of data from BRE and develop the action plan to address the key areas for intervention 	<ul style="list-style-type: none"> August 2020 	<ul style="list-style-type: none"> Team Leader PRS 	<ul style="list-style-type: none"> Included with the base budgets for the year 	<ul style="list-style-type: none"> Increased activity to identify and licence properties and ongoing enforcement activities 	<ul style="list-style-type: none"> Commenced review of the data after verification from BRE Action plan has been developed following full review of the BRE data, schedule of visits to be undertaken has been impacted by Covid-19 and current focus is on essential statutory visits to be completed.
<ul style="list-style-type: none"> Communication with the PRS landlords to raise awareness of the requirements and opportunities for support from the team 	<ul style="list-style-type: none"> July 2020 	<ul style="list-style-type: none"> Lead Officer PRS & SIE Team 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Increased awareness amongst landlords and RP's of the requirements and support available 	<ul style="list-style-type: none"> Ongoing support and advice provided during the pandemic. Landlord newsletter issued periodically and service has updated landlord factsheets on the website to improve accessibility to information.
<ul style="list-style-type: none"> Recruitment of Empty Homes Lead to scope and 	<ul style="list-style-type: none"> June 2020 	<ul style="list-style-type: none"> Team Leader PRS 	<ul style="list-style-type: none"> Included in budget – 1 year fixed 	<ul style="list-style-type: none"> Assessment of empty homes and the potential 	<ul style="list-style-type: none"> Delayed slightly due to pandemic, but appointment due to be

deliver project			term post	for use as affordable housing in the PRS	made in August. Empty Homes Lead Officer in post from end of September 2020, Empty Homes policy is in development and bid for S106 monies has been submitted in October 2020.
-----------------	--	--	-----------	--	---

Service Objectives: Review of current engagement activities in line with Green Paper – service priorities to maximise resident involvement and support collation of effective KPI/Housemark data					
Key Actions	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?	Quarter Update
<ul style="list-style-type: none"> Consultation with residents and STAR survey results 	<ul style="list-style-type: none"> June 2020 	<ul style="list-style-type: none"> SIE Team Leader 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Overview of survey results and identification of key areas, enabling more detailed analysis 	<ul style="list-style-type: none"> Findings presented to TLC and senior management team
<ul style="list-style-type: none"> Review of the current engagement structures and methods especially the impact of COVID restrictions 	<ul style="list-style-type: none"> July 2020 	<ul style="list-style-type: none"> SIE Team Leader 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> More robust engagement structures to support current service needs 	<ul style="list-style-type: none"> Review ongoing to include the structure of the team to deliver the engagement structure. Consultation with the team in relation to the structure started on 21 October 2020, SLA for Housing Communications is in development.
<ul style="list-style-type: none"> Determine if KPI's are 	<ul style="list-style-type: none"> Sept 2020 	<ul style="list-style-type: none"> SIE Team 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Increased clarity on 	<ul style="list-style-type: none"> Meetings conducted

relevant and sufficiently customer focused		Leader		customer satisfaction to support review and improvements to service delivery.	with Innovation and improvement team, no changes to be made to KPI's due to pandemic. Further review of KPI's to be undertaken following transfer back to T&L to ensure sufficiently aligned with priorities.
<ul style="list-style-type: none"> Ensure appropriate engagement of residents in line with the new Building Safety Bill 	<ul style="list-style-type: none"> March 2021 	<ul style="list-style-type: none"> SIE Team Leader 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Engagement more effectively geared to support service challenge and ensure Tenants Voice is heard. 	<ul style="list-style-type: none"> Proposed approach to be submitted to HSMT in third quarter in relation to 'Block Champions' and building safety.
<ul style="list-style-type: none"> Review historic Housemark submissions and consolidate with other data returns to ensure more effective reporting/benchmarking 	<ul style="list-style-type: none"> May 2020 	<ul style="list-style-type: none"> SIE Team Leader 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Ability to more effectively benchmark service delivery against other providers and inform service needs/improvements 	<ul style="list-style-type: none"> Historic submissions validated and improved finance mapping completed
<ul style="list-style-type: none"> Greater use of market intelligence and horizon scanning to inform service delivery 	<ul style="list-style-type: none"> September 2020 	<ul style="list-style-type: none"> SIE Team Leader 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Proactive response to market intelligence 	<ul style="list-style-type: none"> Policy review and horizon scanning group in place and this is informing deliver of service and new procedure/policy.
<ul style="list-style-type: none"> Commence in depth consultation with tenants on Tenancy Agreement 	<ul style="list-style-type: none"> August 2020 	<ul style="list-style-type: none"> Tenancy Team Leader 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Ability to identify appropriate amendments to the tenancy agreement 	<ul style="list-style-type: none"> Start delayed due to pandemic

Service Objectives: Full review of Allocations Policy :					
Key Actions	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?	Quarter Update
<ul style="list-style-type: none"> Implementation of system upgrade 	<ul style="list-style-type: none"> October 2020 	<ul style="list-style-type: none"> Independent Review & Project Officer 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Great system efficiency and improved customer service 	<ul style="list-style-type: none"> Upgrade is in final testing phase and to be completed late October 2020.
<ul style="list-style-type: none"> Pre-tenancy project implement improvements 	<ul style="list-style-type: none"> October 2020 	<ul style="list-style-type: none"> Independent Review & Project Officer & Housing Needs Lead Officer 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> More robust management of risk and assessment of applicants needs 	<ul style="list-style-type: none"> Remaining proposals not yet implemented to be incorporated into the full Allocations Policy review and subject to extensive consultation with effect from November 2020.
<ul style="list-style-type: none"> Customer engagement and communications project 	<ul style="list-style-type: none"> January 2021 	<ul style="list-style-type: none"> Housing Needs Team Leader 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Increased awareness of the Housing Allocations Policy and better management of expectations 	<ul style="list-style-type: none"> Member and TLC engagement will commence from November 2020 and Member briefing on 8 December 2020. Full stakeholder consultation scheduled for January 2021.

Service Objectives: Revision of Tenancy Strategy; due to flexible tenancy change					
Key Actions	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?	Quarter Update

<ul style="list-style-type: none"> Engage with RP's to implement a charging structure for administration of the advertising and choice based lettings functions 	<ul style="list-style-type: none"> October 2020 	<ul style="list-style-type: none"> Team Leader Housing Needs 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> More effective management of RP's advertisement and allocations, providing greater efficiency and improved customer service 	<ul style="list-style-type: none"> Charging structure devised and submitted as income proposal within 2020/21 budget submissions effective from mid-year Oct 2021. Engagement to be undertaken in third/fourth quarter.
--	--	---	--	---	--

Service Objectives: Homelessness					
Key Actions	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?	Quarter Update
<ul style="list-style-type: none"> Re-contracting provision: The Elms 	<ul style="list-style-type: none"> December 2020 	<ul style="list-style-type: none"> Group Manager Strategic Housing 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Improved contract terms and management of the council's asset. 	<ul style="list-style-type: none"> New contract due to expire June 2021, with further 1 year concessionary contract to be granted pending Corporate determination on long term contract management.
<ul style="list-style-type: none"> Delivery of 10 Housing First Placements linking funding to SLA 	<ul style="list-style-type: none"> March 2021 	<ul style="list-style-type: none"> Independent Review & Project Officer 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Improved housing pathway for rough sleepers and those with complex needs 	<ul style="list-style-type: none"> New allocation of placements has been impacted due to Covid-19 pandemic, currently 8 placements across double district with one placement pending in November 2020.

<ul style="list-style-type: none"> • Launch of 2020-24 Homeless and Rough sleeping strategy 	<ul style="list-style-type: none"> • August 2020 	Homeless Prevention Team Leader	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Clear direction on the strategic approach to preventing homelessness and rough sleeping 	<ul style="list-style-type: none"> • Strategy completed and published August 2020.
<ul style="list-style-type: none"> • Introduction of homeless prevention offer to increase access to PRS and introduction of targets for officer performance challenge 	<ul style="list-style-type: none"> • October 2020 	<ul style="list-style-type: none"> • Homeless Prevention Team Leader 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Reduced demand for temporary accommodation and social housing 	<ul style="list-style-type: none"> • Introduction of offer delayed due to Covid 19 pandemic. Current consideration of information sharing agreement for landlord insurance under review with Legal Services.
<ul style="list-style-type: none"> • Multi-agency engagement to deliver improved pathways and outcomes for dual diagnosis and complex needs customers 	<ul style="list-style-type: none"> • October 2020 	<ul style="list-style-type: none"> • Independent Review & Project Officer 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • More effective pathways, inter agency working and improved local support for those with complex needs 	<ul style="list-style-type: none"> • Co leading Hertfordshire Accommodation Cell and Recovery Group. Multi-Disciplinary Team process established from August 2020 and Dacorum's Multi-agency Response panel has continued to meet remotely throughout pandemic to agree targeted actions for complex needs clients. Service also proactively engaged in the JAG and Community Safety Action Group to ensure joined up approach.

Property & Place
Group Manager: Jason Grace

Service Objectives: Ensure the implementation of the new Key Strategic Indicators are embedded in the delivery of the TAM contract and operational objectives delivered in line with the KPI's

Key Actions	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?	Quarter Update
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	<ul style="list-style-type: none"> April 2020 	<ul style="list-style-type: none"> Group Manager Property and Place 	<ul style="list-style-type: none"> Included within the growth bids for 2020-21 	<ul style="list-style-type: none"> Improved understanding of roles and responsibilities and reduction in duplication. 	<ul style="list-style-type: none"> Completed but the priorities in respect of service delivery have been impacted by the pandemic
Work with Osborne to agree the priorities, post COVID remobilisation and impact on any performance targets	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Group Manager Property and Place & Team Leader contracts 	<ul style="list-style-type: none"> Impact of COVID relief will need to be factored into the in-year budget 	<ul style="list-style-type: none"> Agreed objectives and weighting of the Key Strategic Indicators 	<ul style="list-style-type: none"> Agreed work streams for delivery and revised budgets for the remainder of the year, to reflect the reduction in planned works

Service Objectives: Housing Repairs Service					
Key Actions	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?	Quarter Update
<ul style="list-style-type: none"> Reduce cost of repair 	<ul style="list-style-type: none"> Ongoing throughout the year 	<ul style="list-style-type: none"> Group Manager Property and Place and Team Leader Contracts 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> The reduce cost of repairs is being discussed and measures implemented along with the revised delivery model, this includes repairs and voids.
<ul style="list-style-type: none"> Shared responsibility across housing 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> The team are continuing to work with and support other departments within Housing, to address tenancy related property disputes

Service Objectives: Planned Works programme					
Key Actions	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?	Quarter Update
<ul style="list-style-type: none"> More control plus 5 year plan 	<ul style="list-style-type: none"> Dec 2020 	<ul style="list-style-type: none"> JG/OPSL 	<ul style="list-style-type: none"> Contained within business plan budgets 	<ul style="list-style-type: none"> Improved data capture and alignment of programmed work 	<ul style="list-style-type: none"> A revised delivery model and programme has being developed for this year due to COVID, however this is under current review. The 5

					year plan will form part of the stock condition/asset management health check to establish if the data held is sufficient to allow a business plan to be developed, ongoing at this stage.
<ul style="list-style-type: none"> Section 20 process audit 	<ul style="list-style-type: none"> Jan 2021 	<ul style="list-style-type: none"> JG 	<ul style="list-style-type: none"> Service charges recovery and bad debt provision could be impacted if process not adhered to 	<ul style="list-style-type: none"> Improved detail of cost build up and allocation of service charges 	<ul style="list-style-type: none"> Section 20 activity will continue in accordance with Leasehold Legislation, ongoing

Service Objectives:					
Review the structure of the Cleaning Service to improve the delivery model and provide additional resilience					
Key Actions	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?	Quarter Update
<ul style="list-style-type: none"> Window cleaning service market test to establish delivery model 	<ul style="list-style-type: none"> September 2020 	<ul style="list-style-type: none"> Team Leader Assets 	<ul style="list-style-type: none"> None 	<ul style="list-style-type: none"> Dependent upon outcome of market test the window cleaning will improve 	<ul style="list-style-type: none"> The complete cleaning contract will be reviewed over the coming months by an external consultant to establish effectiveness in both delivery approach and financial model. However the first course of action (investigation) is to identify and establish

					delivery concerns, complied with rumours of unprofessional activities. This investigation has commenced and is currently ongoing.
<ul style="list-style-type: none"> • Ensure there are adequate resource levels to manage the additional units created through the development programme. 	<ul style="list-style-type: none"> • October 2020 	<ul style="list-style-type: none"> • Team Leader Assets 	<ul style="list-style-type: none"> • Minimal any impact to be included within budget 	<ul style="list-style-type: none"> • New blocks would be identified earlier in the development cycle so that necessary provision for cleaning can be addressed. 	<ul style="list-style-type: none"> • Ongoing work for recovery of service charges to cover any additional revenue costs from landscaping, utilities, cleaning or management

Group 3 – Tenants & Leaseholders

Group Manager: Layna Warden

Service Objectives: Proactive Housing Management					
Key Actions	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?	Quarter Update
<ul style="list-style-type: none"> Finalise Hoarding & self-neglect protocol and procedures 	<ul style="list-style-type: none"> December 2020 	<ul style="list-style-type: none"> Team Leader Tenancy Sustainment, Team Leader Tenancy and Leasehold 	<ul style="list-style-type: none"> Spending on repairs for poor condition homes will be reduced 	<ul style="list-style-type: none"> Staff will be more confident in how to address and support tenants who hoard 	<ul style="list-style-type: none"> Cases now being reviewed as part of Community Safety Action Group and housing team working effectively on cases
<ul style="list-style-type: none"> Transfer all existing flexible tenants onto a secure tenancy agreement 	<ul style="list-style-type: none"> April 2021 	<ul style="list-style-type: none"> Team Leader Tenancy and Leasehold 	<ul style="list-style-type: none"> n/a 	<ul style="list-style-type: none"> All DBC tenants will have the same secure tenancy agreement offering stability and security 	<ul style="list-style-type: none"> New tenants receive a secure tenancy agreement and flexible tenancies are reducing as they are converted at the end of the 5 year period due to fewer home visits
<ul style="list-style-type: none"> Launch Tenancy health checks committing to visit every tenant at least once every 5 years 	<ul style="list-style-type: none"> November 2020 	<ul style="list-style-type: none"> Team Leader Tenancy and Leasehold 	<ul style="list-style-type: none"> Initial increase in repair requests but longer term reduction in void costs 	<ul style="list-style-type: none"> All tenants will be aware of the aims and purposes of the visits and first 1000 completed 	<ul style="list-style-type: none"> This is on hold until April 2021
<ul style="list-style-type: none"> Review 	<ul style="list-style-type: none"> February 	<ul style="list-style-type: none"> Group Manager 	<ul style="list-style-type: none"> Additional post 	<ul style="list-style-type: none"> Early 	<ul style="list-style-type: none"> Growth bid completed

Enforcement and ASB service	2021	and Team Leader Tenancy and Leasehold	funded by previous recharge to ASB team	intervention for ASB cases preventing escalation and providing reassurance for tenants	and reviewing role and responsibilities
-----------------------------	------	---------------------------------------	---	--	---

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 Update
<ul style="list-style-type: none"> Review of current modules and those in development to migrate as many staff onto Orchard Classic 	<ul style="list-style-type: none"> September 2020 	<ul style="list-style-type: none"> Group Manager Tenancy and Leasehold and Rent and Income Team Leader 	<ul style="list-style-type: none"> Already included in the budget 	<ul style="list-style-type: none"> Improved resilience and functionality of the system 	<ul style="list-style-type: none"> All housing staff now using Orchard Classic from 1st October 2020
<ul style="list-style-type: none"> Identify reports and information from Inform to help understand and shape services 	<ul style="list-style-type: none"> September 2020 	<ul style="list-style-type: none"> Tenancy Sustainment Team Leader and Supported Housing Team Leader 	<ul style="list-style-type: none"> n/a 	<ul style="list-style-type: none"> We will have better information about the services we provide and the needs of our tenants 	<ul style="list-style-type: none"> Reports taken to HSMT and will be reported to OSC in December.
<ul style="list-style-type: none"> Investigate integration between Orchard, 	<ul style="list-style-type: none"> December 2020 	<ul style="list-style-type: none"> Group Manager Tenants and Leaseholders 	<ul style="list-style-type: none"> n/a 	<ul style="list-style-type: none"> This will inform progress with New Normal and 	<ul style="list-style-type: none"> Proposal completed to carry out soft market testing

InForm and Civica linking with New Normal				understanding an effective CRM for Housing services	
<ul style="list-style-type: none"> Review effectiveness of Income Analytics 	<ul style="list-style-type: none"> March 2021 	<ul style="list-style-type: none"> Group Manager Tenants and Leaseholders and Rent and Income Team Leader 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Confidence that system is providing value for money 	<ul style="list-style-type: none"> 6 month review completed. Team meeting to get feedback from officers due to take plan this month

Service Objectives:

- Reduce impact of unemployment and reduced income

Key Actions	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?	Quarter Update
<ul style="list-style-type: none"> Develop effective support for under 25s 	<ul style="list-style-type: none"> November 2020 	<ul style="list-style-type: none"> Tenancy Sustainment Team Leader 	<ul style="list-style-type: none"> No Impact – from existing post 	<ul style="list-style-type: none"> Improved sustainment of tenancies especially for those younger tenants or care leavers reducing eviction costs and rent arrears 	<ul style="list-style-type: none"> New post recruited and pre-tenancy training started online
<ul style="list-style-type: none"> Implement effective performance management 	<ul style="list-style-type: none"> March 2020 	<ul style="list-style-type: none"> Rent and Income Team Leader 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Reduction in evictions, bad debt and rent arrears 	<ul style="list-style-type: none"> Procedures updated and training completed with team.

for income collection					
<ul style="list-style-type: none"> Develop partnerships and processes to effectively support those moving on and off of Universal credit 	<ul style="list-style-type: none"> March 2021 	<ul style="list-style-type: none"> Rent and Income Team Leader 	<ul style="list-style-type: none"> Achieved savings set out in 2019/20 and expected in 20/21 	<ul style="list-style-type: none"> Reduction in arrears for those on UC 	<ul style="list-style-type: none"> Working on relationship with DWP and focussing on introductory tenants and those affected by COVID
<ul style="list-style-type: none"> Review Support charge to ensure covers needs of Supported Housing Service 	<ul style="list-style-type: none"> March 2021 	<ul style="list-style-type: none"> Supported Housing Team Leader 	<ul style="list-style-type: none"> Will ensure cost recovery 	<ul style="list-style-type: none"> The service charge will reflect the cost to run the service and match similar neighbouring providers 	<ul style="list-style-type: none"> Initial proposals drawn up with finance and will be taken to OSC in November

Group 4 – Housing Development

Group Manager: David Barrett

Service Objectives: Explore Funding Options to increase Affordable Housing delivery					
Funding					
Key Actions	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?	Quarter Update
<ul style="list-style-type: none"> Obtain Investor Partner status to enable grant applications for future funding 	<ul style="list-style-type: none"> July 2020 	<ul style="list-style-type: none"> Group Manager Development 	<ul style="list-style-type: none"> No impact – opportunity to secure funding to supplement the new build programme 	<ul style="list-style-type: none"> Opportunity for securing grant if the scheme is extended 	<ul style="list-style-type: none"> Awaiting release of the funding process for 2021. Attending training on the programme 26/10
<ul style="list-style-type: none"> Work with finance to assess and refinancing options to increase new build programme 	<ul style="list-style-type: none"> August 2020 	<ul style="list-style-type: none"> Group Manager Development 	<ul style="list-style-type: none"> This will need to be assessed once the detail is know 	<ul style="list-style-type: none"> Potential to increase new build programme 	<ul style="list-style-type: none"> Business Plan update submitted
<ul style="list-style-type: none"> Work with the Herts Growth Board to identify opportunities for accelerated delivery and funding options 	<ul style="list-style-type: none"> May 2020 	<ul style="list-style-type: none"> Group Manager Development 	<ul style="list-style-type: none"> Will need to modelled in the Business Plan 	<ul style="list-style-type: none"> Potential to accelerate delivery of new build programme 	<ul style="list-style-type: none"> Ongoing work with HCC to identify any sites that can be accelerated with funding or other interventions

Service Objectives: Off Site Manufacturing Delivery					
Key Actions	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?	Quarter Update
<ul style="list-style-type: none"> Identify the most appropriate manufacturers for use on the sites identified for the use of OSM 	<ul style="list-style-type: none"> August 2020 	<ul style="list-style-type: none"> Group Manager Development 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Completed
<ul style="list-style-type: none"> Ensure the chosen manufacturers supply chain is resilient following the impact of COVID 19 	<ul style="list-style-type: none"> August 2020 	<ul style="list-style-type: none"> Group Manager Development 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Ongoing and being monitored for any material supply shortages
<ul style="list-style-type: none"> Continue to support the consortium to determine if economies of scale can be achieved 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Group Manager Development 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Ongoing liaison with the Hertfordshire consortium to support the approach and volumes

Service Objectives: Building Regulation revisions and Building Safety Bill					
Key Actions	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?	Quarter Update
<ul style="list-style-type: none"> Monitor the updated requirements for compliance and design implications 	<ul style="list-style-type: none"> September 2020 	<ul style="list-style-type: none"> Group Managers Development & Property and Place 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Report issued to CMT with draft action plan
<ul style="list-style-type: none"> Additional training to all staff in respect of changes and requirements for competency 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Group Managers Development & Property and Place 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Collated detail of professional and academic qualifications relating to the competency framework

Service Objectives: Project Management Handbook					
Key Actions	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?	Quarter Update
<ul style="list-style-type: none"> Conclude the development of the Project Management Handbook, incorporating changes to reflect the Building Safety Bill and other statutory changes 	<ul style="list-style-type: none"> April 2021 	<ul style="list-style-type: none"> Group Manager Development 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Good progress made on updating

Service Improvement Plan

Action	Expected Improvement(s)	Planned Start Date	Lead
Review, update and consolidate policies and procedures			
on-line and telephone contact.			Team Leader
Continue to grow digital and online presence, developing a focused social media plan to support updates to tenants and leaseholders	Improved efficiency and use of all media to contact, communicate and engage with tenants and leaseholders	April 2020	Policy, Projects and Engagement Lead Officer
Continue to 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 2020	Strategy, Improvement and Engagement Team Leader/ Policy, Projects and Engagement Lead Officer

Identify all Policies that are currently used by the Housing Service and review impact of pandemic to revise as necessary	All Policies and procedures updated and stored on team site, any actions from strategies updated	July 2020	Strategy, Improvement and Engagement Team Leader/ Group Managers
Data & Evidence			
Data cleansing of Orchard and collation of stock information to ensure the service is maximising data held: <ul style="list-style-type: none"> Building up profiling information on both stock and tenants It is compliant with new GDPR regulations 	Improve management information on the use of the stock and the impact of flexible tenancies and the roll out of Universal Credit	July 2020	Group Manager Tenants and Leaseholders and Group Manager Property and Place
Sheltered accommodation Prioritise recommendations from the review and determine viability of interventions	Develop medium to long-term strategy for the sheltered accommodation and the changing needs of the over 0's demographic	July 2020	Team Leader Supported Housing
Garages stock survey and investment strategy to be completed in conjunction with finance and estates teams 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	August 2020	Garage Officer
Benchmarking and information returns e.g. Housemark LAHS, P1E	Compare our performance against peers and identify opportunities for service	April 2020	Quality, Insight and

including Coronavirus impact monitoring through Housemark	improvement		Improvement Officer
---	-------------	--	---------------------

Page left blank intentionally

Page 90

Risk Register 2020 - 21

Housing Landlord - Fiona Williamson					
HL_F01 Failure to closely monitor operational and financial factors affecting the delivery of the HRA Business Plan					
Category: Financial	Corporate Priority: Affordable Housing		Risk Owner: Fiona Williamson	Portfolio Holder: Margaret Patricia Griffiths	Tolerance: Treating
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
2 Unlikely	4 Severe	8 Amber	1 Very Unlikely	2 Medium	2 Green
Consequences		Current Controls		Assurance	
Delivery of the Business Plan would not be achieved if income and financial control is not closely managed		Regular and then formal end of year review of Business Plan in partnership with Finance. Business Plan updated to reflect statutory changes and service priorities Any policy changes or government announcements that may impact the plan or its assumptions are quickly analysed and reflected into the Business Plan This enables for long term financial viability to always be visible and if there are foreseen issues in certain years programmes can be altered as needed or issues taken to mitigate		HRA Business Plan in development in conjunction with finance Sign off by Cabinet	
Sign Off and Comments					
The Business Plan is being updated to reflect the financial modelling and review of the strategic priorities to ensure the plan remains viable and aligns with the Corporate priorities. The impact of COVID on rental income in year is being assessed and voids loss, due to slower moves into sheltered accommodation due to limited demand. Build costs are being closely monitored to assess any impact from Brexit or material shortages.					

HL_I03 Failure to adopt a service specific best practice approach to Health and Safety (Housing Landlord)					
Category: Infrastructure	Corporate Priority: Safe and Clean Environment		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
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 completed and recommendations being implemented – Impact of Building Safety Bill has been reviewed and an action plan developed to ensure the Council is able to comply with the new legislation that will be introduced.					

Housing – Fiona Williamson

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

Category: Reputational	Corporate Priority: Safe and Clean Environment		Risk Owner: Natasha Beresford	Portfolio Holder: Margaret Patricia Griffiths	Tolerance: 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. Consideration of the risks associated with an outbreak of COVID in an HMO setting and the potential for homeless presentations. Backlog of inspections is being worked through to address any enforcement cases.					

HL_F02 Failure to closely monitor operational and financial factors relating to the delivery of the Council's Homelessness Service					
Category: Financial	Corporate Priority: Affordable Housing		Risk Owner: Natasha Beresford	Portfolio Holder: Margaret Patricia Griffiths	Tolerance: 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 & 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>Additional risk due to the impact of COVID-19 resulting in increased presentations and demand for temporary accommodation.</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 Co-lead the Accommodation Cell to address matters related to COVID-19</p>			
Sign Off and Comments					
<p>Successfully secured Rough Sleeper Grant funding and working with St Albans and Hightown to deliver outreach workers Applied for COVID funding for additional costs arising from the increased demand on the homeless service throughout the Coronavirus pandemic. Applied for Next Steps Accommodation programme funding to support the delivery of additional TA in the Borough.</p>					

Failure of the Total Asset Management Contractor to deliver the five strategic objectives and agreement on the year 5 benchmarking					
Category: Financial	Corporate Priority: Affordable Housing		Risk Owner: Alan Mortimer	Portfolio Holder: Margaret Patricia Griffiths	Tolerance: Treating
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
3 Likely	4 Severe	12 Red	3 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 completed and ongoing management of costs and quality through regular operational and Strategic meetings. . Consider the impact of the Coronavirus pandemic on the ability of Osborne to deliver the strategic indicators. Closely monitoring the performance of the contract at operational and strategic core group meetings.</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					
Category: Reputational	Corporate Priority: Affordable Housing		Risk Owner: Layna Warden	Portfolio Holder: Margaret Patricia Griffiths	Tolerance: Treating
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
3 Likely	4 Severe	12 Red	1 Very Unlikely	4 Severe	4 Green
Consequences		Current Controls		Assurance	
Appropriate Support to individuals living in sheltered accommodation and if not given there is risk to health and wellbeing of some of our most vulnerable residents		Supported Housing Operational Procedures. Partnership working with other agencies. Ongoing programme of training for supported housing staff Sheltered housing IT system replaced with Inform to enable more robust record keeping and management of visits and support plans Line management structure within supported housing including performance management structure (1:1s and appraisals).		Supported Housing Officer Procedures	
Sign Off and Comments					
Review of the Supported Housing Assets underway, to assess the suitability of the assets for current and future use. Consideration of the impact of COVID on the support needs and how this has been delivered and assessment of flexicare due to reduced capacity by the care provider.					

HL_R03 Failure to Deliver the Council's New Build Programme					
Category: Reputational	Corporate Priority: Affordable Housing		Risk Owner: David Barrett	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	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. COVID impact has been assessed, both on delivery timescales and rental income.					

Housing – Fiona Williamson

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

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

Funding

Current Budgets - Gen Fund & HRA

Gen Fund Housing

HOUSING & COMMUNITY COMMITTEE GENERAL FUND BUDGET DETAIL 2020/21			
	Draft 2020/2021 £	Variance 2019/20 - 2020/21 £ %	

Housing & Community

Housing Landlord (Fiona Williamson)

Housing Standards (Jason Grace)

Employees	50,520	5,180	+11%
Transport	0	0	
Supplies & Services	0	0	
Income	(35,110)	(690)	(2%)
Recharges	10,915	4,583	+72%
Net Expenditure: Housing Standards	26,325	9,073	+52%

Garages (Jason Grace)

Employees	41,840	1,550	+4%
Premises	685,440	111,470	+19%
Supplies & Services	0	0	
Capital Charges	719,300	0	+0%
Income	(3,570,780)	199,590	+5%
Recharges	436,950	3,751	+1%
Net Expenditure: Garages	(1,687,250)	316,361	#REF!

Supporting People (Jason Grace)

Recharges	7,500	0	+0%
Net Expenditure: Supporting People	7,500	0	+0%

Homelessness (Natasha Beresford)

Employees	878,760	60,630	+7%
Premises	109,950	3,570	+3%
Transport	1,000	1,000	
Supplies & Services	65,300	(15,000)	(19%)
Capital Charges	115,000	0	+0%
Transfer Payments	0	(50,000)	(100%)
Income	(950,660)	(327,330)	(53%)
Grants and Contributions	(606,920)	18,140	+3%
Recharges	200,073	71,483	+56%
Net Expenditure: Homelessness	(187,497)	(237,507)	

Housing Advice (Natasha Beresford)

Employees	106,640	11,640	+12%
Transport	0	0	
Supplies & Services	35,230	(9,320)	(21%)
Recharges	177,280	(17,931)	(9%)
Net Expenditure: Housing Advice	319,150	(15,611)	(4%)

Housing Strategy (Natasha Beresford)

Employees	555,320	135,510	+32%
Transport	2,720	50	+2%
Supplies & Services	18,020	(44,970)	(71%)
Transfer Payments	5,000	0	+0%
Income	(30,600)	(600)	(2%)
Recharges	139,331	3,732	+3%
Net Expenditure: Housing Strategy	689,791	93,722	+16%

Net Expenditure: Housing Landlord

(831,982) 166,038 +9%

HRA Summary

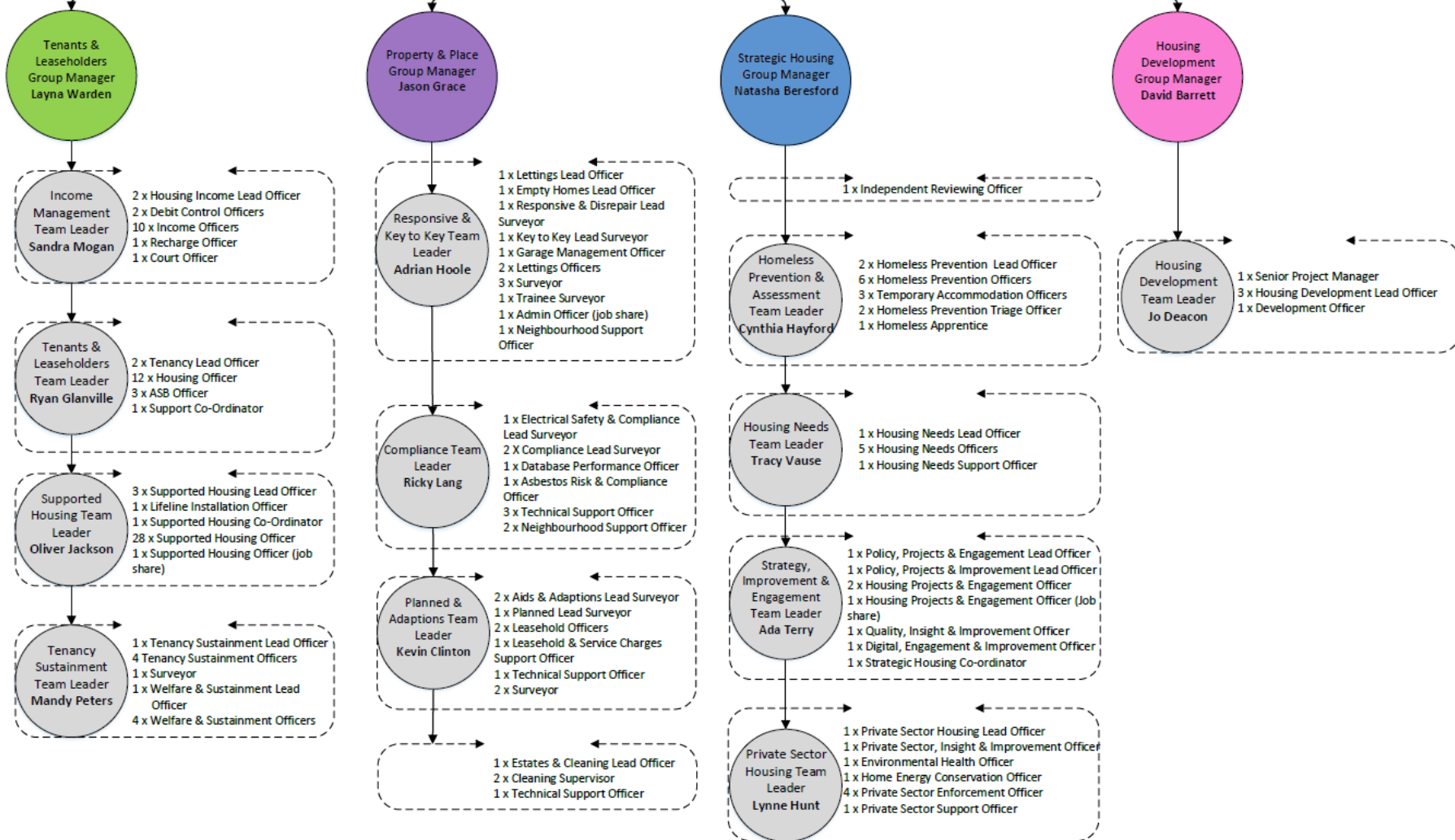
HOUSING REVENUE ACCOUNT BUDGET SUMMARY 2019/20 & 2020/21			
	Original 2019/20	Growth / (Savings)	Estimate 2020/21
£000			
Income			
Dwelling Rents	(52,536)	(1,899)	(54,435)
Non-Dwelling Rents	(102)	0	(102)
Tenant Service Charges	(1,626)	109	(1,517)
Leaseholder Charges	(487)	(106)	(593)
Interest and Investment Income	(435)	243	(192)
Contributions to Expenditure	(645)	0	(645)
Total Income	(55,831)	(1,653)	(57,484)
Expenditure			
Repairs and Maintenance	12,068	0	12,068
Revenue Contribution to Capital	5,480	375	5,855
Supervision & Management	12,783	1,413	14,196
Corporate and Democratic Core	307	28	335
Rent, Rates, Taxes & Other Charges	35	1	36
Provision for Bad Debts	975	0	975
Interest Payable	11,558	28	11,586
Depreciation	12,625	241	12,866
Total Expenditure	55,831	2,086	57,917
HRA Deficit / (Surplus)	0	433	433
Housing Revenue Account Balance:			
Opening Balance at 1 April	(2,892)		(2,892)
Deficit / (Surplus) for the year	0		0
Closing Balance at 31 March	(2,892)		(2,892)
Earmarked Reserves:			
Opening Balance at 1 April	(18,146)		(18,579)
Contribution from / (to) Pension Reserve		433	433
Closing Balance at 31 March	(18,146)		(18,146)

Page left blank intentionally



Housing Organisation Chart
Last Updated: June 2020

Assistant Director
Fiona Williamson



Workforce Planning Report

Group 1 – Strategic Housing

Staff turnover and risk	
Recruitment <ul style="list-style-type: none"> • Are there any skills that may prove difficult to recruit? • How are you making these roles more attractive? 	<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>
Skills development <ul style="list-style-type: none"> • What new skills do you need to deliver service objectives? • Could we develop these in-house? • How are you transferring or developing specialist skills? 	<p>Housing Needs Team have undertaken 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>
Single Points of Failure <ul style="list-style-type: none"> • Are there any single points of failure? • How are you dealing with them? 	<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 Officer have had a significant impact on the service delivery and performance in empty homes/lettings. The service has now made these roles generic in function to reduce single points of failure and build in resilience.</p>
Leadership <ul style="list-style-type: none"> • How are you developing leadership in the team? 	<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

Staff turnover and risk	
<p>Recruitment</p> <ul style="list-style-type: none"> • Are there any skills that may prove difficult to recruit? • How are you making these roles more attractive? 	<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 be given to what options are available to make the roles more attractive to attract and retain the correct candidates</p>
<p>Skills development</p> <ul style="list-style-type: none"> • What new skills do you need to deliver service objectives? • Could we develop these in-house? • How are you transferring or developing specialist skills? 	<p>Quantity Surveying, Risk management, compliance related skills including gas, Fire Risk assessments, Legionella , asbestos and M&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>
<p>Single Points of Failure</p> <ul style="list-style-type: none"> • Are there any single points of failure? • How are you dealing with them? 	<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>
<p>Leadership</p> <ul style="list-style-type: none"> • How are you developing leadership in the team? 	<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

Staff turnover and risk	
Recruitment <ul style="list-style-type: none"> • Are there any skills that may prove difficult to recruit? • How are you making these roles more attractive? 	<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>
Skills development <ul style="list-style-type: none"> • What new skills do you need to deliver service objectives? • Could we develop these in-house? • How are you transferring or developing specialist skills? 	<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>
Single Points of Failure <ul style="list-style-type: none"> • Are there any single points of failure? • How are you dealing with them? 	<p>All single points of failure have been addressed through realignment and reviewing responsibilities.</p>
Leadership <ul style="list-style-type: none"> • How are you developing leadership in the team? 	<p>A joint team plan for the T&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

Staff turnover and risk	
Recruitment <ul style="list-style-type: none"> • Are there any skills that may prove difficult to recruit? • How are you making these roles more attractive? 	<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>
Skills development <ul style="list-style-type: none"> • What new skills do you need to deliver service objectives? • Could we develop these in-house? • How are you transferring or developing specialist skills? 	<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>
Single Points of Failure <ul style="list-style-type: none"> • Are there any single points of failure? • How are you dealing with them? 	<p>No</p>
Leadership <ul style="list-style-type: none"> • How are you developing leadership in the team? 	<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>

Risk No.	Risk Description	Cause	Consequence	Date Risk Identified / Changed	Risk Owner	Risk Status	Likelihood (5 = high and 1 = low)	Impact (5 = high and 1 = low)	Current Evaluation	Risk Proximity (Immediate = 5, Medium Term = 3 and Long Term = 1)	Controls recommended	Further Planned or ongoing action	Remobilisation Planning actions	Action Owner	Risk High/Low
1 STATUTORY & COMPLIANCE															
1.1 HOMELESSNESS															
1.1.1	Increase in homeless presentations from breakdown of family units or need for self isolation during period of lockdown	COVID 19 restrictions and self-isolation	Street homeless increase and failure of statutory duty	24.03.2020 25.08.2020 8/10/2020	NB	Open	3	4	12	3	Maintain a staff rota to ensure resilience of staff team. Monitor updates from MHCLG and options for centralised accommodation provision	Identification of staff with transferable skills and potential for training being considered	Staff returned to the Forum on a rota basis to comply with social distancing and COVID secure workplace measures	NB	36
1.1.2	No TA available in DBC stock	Increased demand from homeless presentations	Street homeless increase and failure of statutory duty	24.03.2020 25/08/2020 8/10/2021	NB	Open	4	3	12	5	Use of hotels and B&B if necessary	Contact has been made with hotels to assess if they are available to take residents. NB co-chairing the Herts wide accommodation cell so directly involved in assessing any potential risks	Ongoing liaison with B&B accommodation and applied for grant funding through NSAP	NB	60
1.1.3	Insufficient staff available to work with homeless applicants due to self isolation or localised lockdown	COVID 19 restrictions and self-isolation	Increased pressure on limited staff numbers	24.03.2020 25/08/2020 8/10/2022	NB	Open	3	4	12	3	Use of rota, maintenance of details about staff and self isolation. Identification of home location for staff.	Other staff who can be redeployed who have worked in the homeless or service teams to be redeployed if possible. Ongoing redeployment where feasible and assessment of staff's health	Working with HCC and MIT to identify the priority and outcome of any local outbreak	NB	36
1.1.4	Ending of temporary suspension of possession proceedings or mortgage repossession	Coronavirus temporary legislative changes, economic shock from impact of COVID 19	Increase in evictions from private rented sector and homelessness from mortgage repossessions	25/08/2020 08/10/2020	NB	Open	3	4	12	5	Monitoring of the legislative changes, proactive engagement with the PRS landlords	Applied for Next Steps Accommodation program Grant funding to secure additional temporary accommodation		NB	60
1.2 SUPPORTED HOUSING															
1.2.1	Inability to provide necessary support to the sheltered housing tenants due to staff self isolation	COVID 19 restrictions and self-isolation	Social isolation or deterioration in health resulting from long periods alone or without basic necessities	24.03.2020 25.08.2020	OJ	Open	2	5	10	5	Daily review of staffing levels and options to redeploy. Telephone calls replacing face-to-face contact to reduce the risk of spread	Ongoing review of the situation to make sure that there is sufficient resource to cover the service and consider redeployment of staff	SHO's returned to face to face visits for those tenants who have requested support on 10.08.2020	OJ	50
1.2.2	Tenants in self isolation becoming withdrawn or depressed	COVID 19 restrictions and self-isolation	Deteriorating physical and mental health	24.03.2020 25.08.2020 08/10/2020	OJ	Open	3	4	12	3	Regular contact with tenants and set up befriending service with volunteers to keep in regular contact	Ongoing review of volunteering offers and the use of the food hub - investigating options for voluntary sector supported events	SHO's returned to face to face visits for those tenants who have requested support on 10.08.2021	OJ	36
1.2.3	Clusters of COVID cases in single schemes	COVID 19 restrictions and self-isolation	Potential for increased spread from use of communal facilities	24.03.2020 25.08.2020	OJ	Open	3	4	12	5	Closure of communal lounges, increased frequency of cleaning in communal corridors and laundry, SHO's making telephone rather than face to face contact.	Closure of communal lounges, increased frequency of cleaning in communal corridors and laundry, SHO's making telephone rather than face to face contact.	Continue to monitor government guidance and assess risks associated with the management of communal areas within schemes		60
1.3 PRIVATE RENTED SECTOR															
1.3.1	Increase in complaints from tenants in HMO's or other premises with shared facilities, concerns over infection risk or HERS hazards within the property	COVID 19 restrictions and self-isolation	Concerns over the condition of properties and the Health and Safety of residents in HMO's or other private sector properties	24.03.2020 25.08.2020	LH	Open	3	5	15	3	Telephone contact with tenants and use of photographs or video clips to assess the condition of properties whilst enforcement visits remain a high risk within HMO's	Identification of properties which will require inspection as soon as restrictions are relaxed to enable identification of properties requiring works or enforcement activity.	Recommendation site visits and enforcement action with appropriate PPE and COVID risk assessments		45
1.3.2	Inability to make verification visits to confirm if works have been completed or licence conditions have been satisfied, resulting in some properties being unlicensed	COVID 19 restrictions and self-isolation	A number of properties will remain unlicensed during the lockdown and may require works to make them compliant.	24.03.2020 25.08.2020	LH	Open	2	4	8	3	Identification and management of licensing cases to ensure that inspections are carried out at the earliest opportunity.	Review of staffing levels to make sure that there is sufficient resource to cover the service and consider redeployment of staff	Recommendation site visits and enforcement action with appropriate PPE and COVID risk assessments		24
1.4 REPAIRS															
1.4.1	Inability to access properties due to self isolation of automatic tenants	COVID 19 restrictions and self-isolation	Increased damage to property, potential H&S implications	24.03.2020 25.08.2020 08/10/2020	JG	Open	3	4	12	5	Triage all works before any undertaken and check on the health of operatives	Ongoing daily review of issues or change in circumstances	Task and finish group set up to address the backlog of repairs in the system		60
1.4.2	Large backlog of work will need to have a priority system once works resume and agreed delivery timescales	COVID 19 restrictions and self-isolation	Long delays in getting works completed and managing tenant expectations	24.03.2020 25.08.2020 08/10/2020	JG/OPSL	Open	2	4	8	3	OPSL and DBC to agree how this will be managed and draft communications to send to residents when restrictions lifted.	Working task and finish approach adopted and reduced backlog with targeted approach to the management of historic and new demand	Backlog reduced and triage of new repairs requests undertaken		24
1.5 LEGIONELLA															
1.5.1	Inability to carry out periodic flushing of sentinel outlets, external hoses or descale shower heads	COVID 19 restrictions and self-isolation	Increased risk of legionella	24.03.2020 25.08.2020 08/10/2020	RL	Open	3	4	12	5	Communication with residents to keep using their showers - continued flushing of sentinel outlets and check any external hoses are disconnected where possible	Replacement shower heads to be sourced for switchover if necessary	Any outlets which have not been accessed for flushing, to be undertaken under controlled conditions and with use of face masks.		60
1.6 FIRE SAFETY															
1.6.1	Clear Landings patrols suspended to all but high risk high rise blocks during lockdown	COVID 19 restrictions and self-isolation	Potential for build up of items on the landings and increased risk of fires or compromising the means of escape	24.03.2020 25.08.2020	AM	Open	3	4	12	3	Additional signage and phone calling to residents to advise them to observe the clear landing policy	Patrols suspended but under constant review on government advice	Recommencement of clear landings patrols and enforcement activity		36
1.7 ASBESTOS MANAGEMENT															
1.7.1	Full repairs service has been reinstated, all follow survey procedure to establish if ACM's present.	COVID 19 restrictions and self-isolation	Potential for asbestos exposure incident, or prosecution from non-compliance - repairs work has been fully reinstated	24.03.2020 25.08.2020 08/10/2020	RL	Open	2	5	10	1	All requests to come through the in-house asbestos team	Asbestos information being migrated onto a single database to enable access to be provided to all contractors	Backlog of repairs in the system, completed and now working to prioritise day to day repairs including any asbestos removals		10
1.8 GAS SERVICING															
1.8.1	Inability to access properties due to self-isolation and gas services going overdue	COVID 19 restrictions and self-isolation	Increased risks of CO release or other failure associated with gas appliances	24.03.2020 25.08.2020 08/10/2020	RL	Open	2	4	8	3	Following gas safety controlled breaking and proactive recording of self isolation cases and rebooking Measures in place with engineers working in separate room to tenants and additional cleaning and hand sanitising after each service.	Continue to proactively manage those tenants in 14 day self quarantine and arrange new appointments. Self referral to Regulator for social housing if compliance percentage continues to not be sufficient	Access rates improving with lifting of restrictions, but plans in place to address any issues arising from a localised lockdown.		24
2 FINANCIAL															
2.1 GRANTS															
2.1.2	Expenditure higher than any revenue available and cash flow pressure	COVID 19 restrictions and self-isolation	Risk of s14 notice	24.03.2020 25.08.2020 08/10/2020	FW	Open	2	5	10	1	Determine procedure for reimbursement of costs from HCC's rough sleeper and homeless fund	Ongoing engagement with other Herts H&H and MHCLG	Reductions in expenditure have been identified to offset any reduced income or budget pressures resulting from COVID measures or reduced productivity.		10
2.2 RENTAL INCOME															
2.2.1	Increase in tenants requiring financial support for 19/20	COVID 19 restrictions and self-isolation	Decrease in the rental income received in year and possible cash flow issues.	24.03.2020 25.08.2020 08/10/2020	LW/SM	Open	3	5	15	3	Monitoring rental income on a weekly basis. Support being provided to tenants from the income team to provide advice for claimants and how best to ensure they pay their rent as a priority and the impact of not so doing.	Continue to liaise with DWP/LP and housing benefit and the tenants to get them to set up a fixed monthly direct payment for rent	Ongoing support and advice being provided to tenants to assist with budgeting and payment of rent		45
2.2.2	Revenue for the new build will not be achieved later in the year and have an impact on the projected income levels throughout the year	COVID 19 restrictions and self-isolation	Reduction in forecast income against budget	24.03.2020 25.08.2020 08/10/2020	DB/LW/FW	Open	3	3	9	3	Monitoring the financial impact and profile of rental income across the year, to adjust output position accordingly.	Consideration of any measures to accelerate site delivery within COVID secure guidance	All sites now operating at capacity within the guidelines and materials supply chain being monitored		27
2.4 DEVELOPMENT															
2.4.1	Impact of localised outbreak or lockdown on workforce	COVID 19 restrictions and self-isolation	Reduced or no productivity on site	24.03.2020 25.08.2020 08/10/2020	DB	Open	3	5	15	3	Ongoing monitoring of the status of Diacorum within the new 3 tiered restrictions and all sites operating within social distancing and COVID secure guidance to reduce impact of any localised	Ongoing review of any changes to measures required to maintain development sites operational	All sites now operating at capacity within the guidelines and materials supply chain being monitored		45
2.4.2	Shortage of materials due to suspension in production during initial lockdown	COVID 19 restrictions and self-isolation	Impact on program and delay in completion and generation of rental income	24.03.2020 25.08.2020 08/10/2020	DB	Open	2	4	8	3	Early ordering to accommodate increased lead times for materials	Horizon ordering to assess which materials may be in short supply	Consideration of alternative materials if required underway.		24
2.4.3	Market sales properties at Martindale - risk not all sell	Economic pressure and market confidence reducing	Most properties sold or under offer, but interest slowing	08-Oct-20	DB	Open	3	2	6	3	Continue to proactively market and assess levels of interest and completions	Continue to monitor any factors that could influence market conditions or the availability of other new build sites.	N/A		18
3 LEGAL															
3.1 CONTRACTUAL DISPUTES															
3.1.1	Claims from contractors for frustration	COVID 19 restrictions and self-isolation	Costs and resource to defend cases	24.03.2020 25.08.2020 08/10/2020	FW	Open	2	4	8	3	Review of contractual provisions with legal advisors and establish any conditions that could give rise to a claim	Ongoing updates and regular meetings with contractors to enable issues to be identified prior to any formal notices	Remobilise works to levels that can be sustained within budget and work with service providers to determine resolutions/issue.		24
3.1.2	Disagreed claims or failure to comply with timescales for repairs	COVID 19 restrictions and self-isolation	Costs and resource to defend cases	24.03.2020 25.08.2020 08/10/2020	JG	Open	3	3	9	3	Communications to tenants on-line and by social media so that expectations are managed in respect of what is being delivered during and after restrictions lifted	Agree a RAG rating for those backlogged repairs so that the contractors are aware of the approach and can schedule accordingly	Backlog of repairs and need to mobilise supply chain - possible material shortages.		27
3.1.3	Performance Bonds not covering pandemic in insurable risks	Market unable to support influx of claims	Contractor insolvency, procurement costs will need to be covered by the authority	24.03.2020 25.08.2020 08/10/2020	FW	Open	3	5	15	3	Check with contractors that Bond providers are covering COVID as an event - Ongoing monitoring of Contractors Dunn and Bradstreet rating to flag any potential problems	Ensure risk exposure minimised and identify options in case of contractor insolvency	Liaison with framework providers and local suppliers		45
4 STAFF MANAGEMENT & HEALTH & SAFETY															
4.1 STAFF															
4.1.1	Staff levels drop below levels to be able to deliver the statutory service functions due to self isolation or childcare responsibilities	COVID 19 restrictions and self-isolation	Inability to deliver statutory functions and provide the necessary levels of support to vulnerable individuals	24.03.2020 25.08.2020 08/10/2020	FW	Open	2	5	10	3	Staff skills and experience in other areas of the service has been reviewed for potential redeployment into other areas of the service if required.	Ongoing monitoring of staff levels at daily update meeting and use of agency staff to provide support for front line officers where appropriate	Forum capacity 30% of staff, which provides some resilience in terms of risks associated with localised outbreaks and need to self-isolate. Re-opening of schools will reduce pressure on daily childcare responsibilities		30
4.2 H&S - SAFEGUARDING															
4.2.1	Limited PPE available for front line services.	Lock down restrictions or insufficient supply available	Increased risk of infection for staff working in areas where there could be a risk of cross contamination	24.03.2020 25.08.2020 08/10/2020	FW	Open	2	4	8	3	Provide details for centralised supply and distribution. Make sure staff aware of when PPE appropriate, so as not to stockpile reserves unnecessarily	Ongoing monitoring of appropriate use of PPE	Monitor use of PPE to ensure supplies available. Respond to any changes in government guidance in respect of face coverings or other measures.		24
4.2.2	Staff unable to distance due to working patterns or space restrictions	COVID 19 restrictions and distancing	Failure to comply with government restrictions	24.03.2020 25.08.2020 08/10/2020	FW	Open	2	5	10	3	All cleaning staff and surveying staff to travel to site individually and maintain social distancing whilst on site. Forum layout enables adequate social distancing	Ongoing monitoring of appropriate use of PPE and staff to continue to risk assess and complete the pre-inspection COVID questionnaire	Ongoing monitoring of appropriate use of PPE and staff to continue to risk assess and complete the pre-inspection COVID questionnaire		30
4.2.3	Vulnerable tenants not receiving appropriate food and medical supplies	COVID 19 restrictions and self-isolation due to high risk pre-existing medical conditions	Tenants requiring urgent medical supplies or food	24.03.2020 25.08.2020 08/10/2020	LW/M/P	Open	2	5	10	3	Identification of those tenants who have no support network and are self-isolating or shielded. Cross reference these with the HCC list	Identify improved ways of recording and collating information so that food parcels can be distributed to those most in need	Face to face visits recommenced, so any welfare issues are being identified and interventions put in place		30



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

Title of report	Supported Housing service: Update
Contact	<p>Cllr Margaret Griffith, Portfolio Holder for Housing</p> <p>Author: Oliver Jackson, Team Leader Supported Housing</p>
Purpose of report	To inform members of prominent areas of work within the service
Recommendations	That members consider the report and make comments as felt appropriate.
Period for post policy/project review	12 months
Corporate objectives	<p>Affordable Housing</p> <p>Delivering an efficient and modern Council</p>
Implications:	<p><u>Financial</u></p> <p>Understanding the financial impact of the current support charge arrangement, and considering the long term impact upon the Housing Revenue Account of any potential changes will be beneficial for financial long term planning.</p> <p><u>Value for money</u></p>

	Reviewing the charge that tenants pay in supported housing ensures that they are receiving value for money for the service. Additionally understanding elements that are subsidised and costs of the service can give opportunity to improve the service and increase value for money
Risk implications	Reviewing support charges to reflect the cost of the service can reduce the financial risk on the organisation and lead to increased investment in the Supported Housing Service. Charges must be balanced with tenant's affordability to ensure needs can be met by this service
Community Impact Assessment	An assessment will be carried out prior to decisions being made that will impact the service
Health and safety Implications	
Consultees:	Layna Warden – Group Manager, Tenants and Leaseholders Fiona Williamson – Assistant Director, Housing Mark Gaynor – Corporate Director, Housing and Regeneration
Background papers:	
Glossary of acronyms and any other abbreviations used in this report:	DBC – Dacorum Borough Council SH – Supported Housing HRA – Housing revenue account HCC – Hertfordshire County Council HRS – Housing Related Support CAT 1 and CAT 2 – Category 1 and Category 2

1. Introduction and executive summary

- 1.1 Since 2003 a mandatory charge has been applied for all tenants moving into supported housing. At Dacorum this is referred to as the supporting people charge. The charge contributes towards the cost of the support these tenants have access to. This approach is in line with both local and national providers of housing for older people.
- 1.2 Since the introduction of the supporting people charge there has been significant change within the supported housing sector for older people's housing. The support needs of tenants are broader, models of provision have changed as has funding arrangements for this specific type of housing.
- 1.3 This report outlines the current charge, historical arrangements associated with it and the financial impact upon the council. It moves on to discuss work carried out around splitting intensive housing management and support, and then examines key areas to consider going forward.

2. Historical and current arrangements:

- 2.1 In 2003 the supporting people programme was introduced to consolidate a number of different funding streams for supported housing via the supporting people grant. Supported or sheltered housing services received funding to enable them to provide enhanced services to support vulnerable groups including older people, learning disabilities and mental health services. Dacorum Borough Council's (DBC) supported housing service received this funding from Hertfordshire County Council (HCC).
- 2.2 Pre 2011 DBC's supported housing service was 83% funded by the Supporting People grant awarded by HCC, and 17% funded by the Housing Revenue Account (HRA). In 2013 the service was 40% funded by the HRA, with grant from HCC reduced to 60%. Subsequently Supporting People grant funding from HCC was removed entirely for supported housing. The only funding that remained was Housing Related Support (HRS) for our sole flexi care scheme.
- 2.3 In order to respond to the reduction and subsequent removal of supporting people grant funding the service has been remodelled over time to its current structure. As a result of these changes the support charge applied to the properties has also changed. The current supporting people charges are as follows:
- | | |
|-------------------------------------|----------------|
| Cat 1 – Dispersed supported housing | £5.65 per week |
| Cat 2 – Scheme property | £6.90 per week |
- 2.4 Upon the reduction of the supporting people funding in 2011, DBC took the decision that anyone signing a tenancy who **did not** receive Housing Benefit is required to pay the charge. A decision was also made to continue to

subsidise the support charge to those who moved in before this date. These tenants are referred to as 'pass-ported' tenants. It was also agreed that DBC would continue to pay the supporting people charge for all current and future tenants who are in receipt of Housing Benefit. This arrangement has a significant impact upon the HRA.

2.5 Of the current tenant population living with supported housing 64% are either in receipt of Housing benefit or are 'pass-ported'. Due to the current arrangement with housing benefit, which will be considered in more detail below, the decision to subsidise the support charge for those in receipt of housing benefit and for those in the passported group has a negative impact on the HRA of £206,157.

3. Intensive housing management and support

3.1 Housing Benefit can be claimed on any charges that are classed as Housing Management. To alleviate the financial impact of the removal of the supporting people grant many providers sought to recoup costs via housing benefit (HB) through classifying a proportion of Supported Housing charges as HB eligible intensive housing management.

3.2 DBC only claimed HB on approximately 15% of the support charge for Cat 2 supported housing which was classed as the 'communal living charge', this was not applied to Cat 1 supported housing. In 2019 an exercise was carried out to classify regular Supported Housing Officer tasks into intensive housing management and support. In agreement with DBC HB department it was agreed a 45% / 55% split between intensive housing management and support. This allowed a greater amount to be claimed from HB reducing the amount subsidised by DBC. In the financial year 2019/20 this increased income into the HRA by £157k. This report will recommend that a further exercise takes place to gain a greater understanding of the split and in turn facilitate a review of the arrangement with HB.

4. Value for money

4.1 Appendix 1 is a small scale benchmarking exercise carried out by the team to understand what charges other providers were applying both locally and nationally. As you will see the cost charged by DBC is less than all those other providers listed and we have been unable to find a provider who charges less than DBC.

4.2 An exercise is being undertaken with the HRA accountant to understand the true cost of the service. While this is yet to be finalised, it is clear that the current support charge does not cover the cost of the service. When

considering the cost of the service it appears that the actual cost, should it be divided between all tenants on a weekly basis would be in the region of £13-£15 per tenant, per week.

4.3 This is a considerable increase from the existing charge and with little demand for some Supported Housing properties any decisions that could impact on the further demand of tenants moving into this homes needs to be carefully considered. There is considerable evidence that Supported Housing reduces lengthy hospital stays and tenants needed to move into residential care homes and therefore there is a wider benefit to a low support charge.

4.4 In the 2019/20 Tenants and Leaseholders survey there was a specific section that referred to supported housing. One of the questions that was asked was whether the current support charge offered value for money. Of the respondents, 92.6% stated that they felt it did.

5 Models of delivery

5.1 As stated earlier in this report the support charge is a mandatory charge and is attached to all properties. The charge does not take into account the level of support that an individual has. It is therefore common to have a situation where tenants with significantly different levels of support being provided, paying the same charge.

5.2 The benchmarking exercise carried out (Appendix 1) shows that some other providers offer a tiered service, where tenants will pay differing charges relating to the level of support that they receive. This approach offers choice to tenants to move easily within the tiers to ensure that the amount of support charge they pay is reflective of the service that is provided to them. Initial conversations with the Income team, who collect the supporting people charge, suggests that this would not be problematic from an administrative or collection perspective.

5.3 While the tiered approach to service delivery would promote choice for tenants, there is some concern about the moral stance should tenants require a higher level of service but be unable to afford to pay a higher tier payment. Additionally, support needs are often 'hidden' outside of their regular contact with an officer, for example a tenant agreeing to a quarterly, regular visit only for them to approach the member of staff on site on a much more frequent basis.

6 Areas to consider

1. Should DBC continue to pay for the support charge for those tenants on housing benefit, or should they make a contribution?
2. Should DBC continue to pay for the support charge for those tenants in the pass ported group?
3. Should DBC adopt a tiered approach to service delivery / charging?
4. Given the current climate, should DBC consider increasing the charge to reflect the true cost of the service and to bring it further in line with other providers, or should the charge remain the same and be used to show that we provide value for money?
5. If the charge is to be increased, should this be applied to all existing tenants or should the target rent model be followed and the increase only applied to new tenants?
6. If the charge is to be increased, should this be done on an incremental basis over a three year period?

7 Next steps

7.1 It is anticipated that service wide consultation will be carried out with supported housing tenants in relation to the above. It would also be prudent to consult with key partner agencies to understand the potential impact upon voluntary and statutory services.

7.2 A Community Impact Assessment will be carried out to consider the potential impact on tenants. It is worth noting that some of our tenants are vulnerable due to their care and support needs, but also due to their inability to maximise income.

Supported Housing
Support charge – Benchmarking exercise

Organisation	Scheme support charge	Dispersed property support charge	Comments:
Dacorum Borough Council	£6.90	£5.65	
Welwyn and Hatfield Council	£11.40	£10.85	Includes out of hours response
Stevenage Borough Council	£18.30	£18.30	Includes out of hours response
Milton Keynes Council	Tiered service: £9.12 £14.79 £18.25	N/A	The weekly charge relates to the level of service tenants receive
Basildon Council	£12.99	N/A	
Bristol Council	Tiered service: £12.49 £18.65 £31.28	N/A	The weekly charge relates to the level of service tenants receive

Northampton Borough Council	<p style="text-align: center;">Tiered service</p> <ul style="list-style-type: none"> • level one - £5.64 weekly • level two - £12.25 weekly • level three - £17.99 weekly 		
East Riding of Yorkshire Council	<p style="text-align: center;">Tiered service</p> <p>Bronze - £8.78 per fortnight, this level of service requires that a tenant has a minimum of two emergency contacts within a 45 minute response time of their home.</p> <p>Gold - £12.92 per fortnight, this level of service includes a response from the responder service in the event of an emergency.</p> <p>WSW - £37.08 per fortnight, this level of service enables a tenant to have a visit on a daily basis 365 days of the year or an option of their choice.</p>		

Agenda Item 10

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
4 November 2020	23 October 2020	Budget Monitoring Q2 report	Group Manager for Financial Services Fiona.jump@dacorum.gov.uk	To review and scrutinise quarterly performance
		Children Services and Community Safety Partnership, Customer Services, The Old Town Hall, Communications and Community Partnerships Q2 Performance Report	Assistant Director for Performance, People and Innovation linda.roberts@dacorum.gov.uk	To review and scrutinise quarterly performance
		Housing Performance Q2 report	Assistant Director for Housing Fiona.williamson@dacorum.gov.uk	To review and scrutinise quarterly performance
		Supported Housing Review	Assistant Director for Housing Fiona.williamson@dacorum.gov.uk	To review proposals for the Supported Housing Charges and improvements to schemes.
1 December 2020	20 November 2020	Joint Budget <i>Ideally no further items to be added</i>		
		Garage Investment Strategy	Assistant Director for Performance, People and Innovation linda.roberts@dacorum.gov.uk	To present the proposed Investment Strategy for DBC's garage

				stock
5 January 2021	25 December 2021	HRA Business Plan	Assistant Director for Housing Fiona.williamson@dacorum.gov.uk	
2 February 2021	22 January 2021	Joint Budget <i>Ideally no further items to be added</i>		
3 March 2021	19 February 2021	Budget Monitoring Q3 report	Group Manager for Financial Services Fiona.jump@dacorum.gov.uk	<i>To review and scrutinise quarterly performance</i>
		Children Services and Community Safety Partnership, Customer Services, The Old Town Hall, Communications and Community Partnerships Q3 Performance Report	Assistant Director for Performance, People and Innovation linda.roberts@dacorum.gov.uk	<i>To review and scrutinise quarterly performance</i>
		Housing Performance Q3 report	Assistant Director for Housing Fiona.williamson@dacorum.gov.uk	<i>To review and scrutinise quarterly performance</i>