



Public Document Pack Housing and Community Overview and Scrutiny Agenda

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

Wednesday 3 March 2021 at 7.30 pm

Microsoft Teams - Microsoft Teams

The Councillors listed below are requested to attend the above meeting, on the day and at the time and place stated, to consider the business set out in this agenda.

Membership

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

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

For further information, please contact member.support@dacorum.gov.uk

AGENDA

1. MINUTES

To confirm the minutes from the previous meeting

2. APOLOGIES FOR ABSENCE

To receive any apologies for absence

3. DECLARATIONS OF INTEREST

To receive any declarations of interest

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

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

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

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

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

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

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

4. PUBLIC PARTICIPATION

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

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

6. BUDGET MONITORING Q3 REPORT

7. Q3 PERFORMANCE REPORT - CHILDREN SERVICES AND COMMUNITY SAFETY PARTNERSHIP, CUSTOMER SERVICES, THE OLD TOWN HALL, COMMUNICATIONS AND COMMUNITY PARTNERSHIPS (Pages 3 - 9)

8. Q3 HOUSING PERFORMANCE REPORT (Pages 10 - 73)

9. CLIMATE CHANGE UPDATE

Update via power point presentation

10. YOUTH PROPOSAL PAPER

Julie will provide a statement to the OSC but the paper itself is no longer required.

11. HRA BUSINESS PLAN (Pages 74 - 100)



AGENDA ITEM: 7

Report for:	Housing and Community Overview & Scrutiny
Date of meeting:	3 March 2021
PART:	
If Part II, reason:	

Title of report:	Quarter 3 Performance Report – Children Services & Community Safety Partnership, Customer Services, The Old Town Hall, Communications and Community Partnerships
Contact:	Cllr Julie Banks, Portfolio Holder for Community and Regulatory Services 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)
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 Q3 2020/2021 and also highlight key achievements over this same period.

2. Performance Reports 2020/21 – Quarter 3

2.1 Quarter 3 performance is detailed below. Members will note that overall performance is positive for quarter 3. 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 emergency appointments could still be held with officers if they could not be dealt with over the telephone or on-line.

OSC Report - Housing & Community - Performance, People and Innovation Dec-2020						
Indicator Name	Results Dec-2020	Last Months Results Sep-20	Last Years Results Dec-19	RAG	Comments	Actions
Building Community Capacity - Empower local community action and delivery						
CYP01a - Number of children attending Adventure Playgrounds	0 Attendances Info Only	2158 Attendances Info Only	749 Attendances Info Only		Updater Comments: Playgrounds closed for winter period	No Info
Dacorum Delivers - Performance excellence						
CSU10 - Call Handling: Average wait time	137 Second(s) Target: 300 Second(s)	138 Second(s) Target: 300 Second(s)	234.33 Second(s) Target: 300 Second(s)	0 1 3	Approver Comments: Target achieved.	No Info
CSU11 - Call Handling: Abandoned Call Rate	7.03% 1688 / 24004 Target: 20%	6.4% 1678 / 26224 Target: 20%	10.46% 2605 / 24913 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)	179.67 Second(s) Target: 450 Second(s)	0 0 4	Approver Comments: We were not open for face to face meetings during this period. We were able to offer an appointment if the customer was not able to have the query answered over the phone.	No Info
Dacorum Delivers - Reputation and profile delivery						
CSU06 - Percentage of customers satisfied with service received from the Customer Service unit	99.92% 2459 / 2461 Target: 80%	96.9% 1094 / 1129 Target: 80%	100% 794 / 794 Target: 80%	0 0 4	Approver Comments: Target achieved.	No Info

3. Quarter 3 Achievements

The following achievements are a sample of the projects/work undertaken by this group of services during the quarter 3 in 2020/2021.

3.1 Children Services and Community Safety Partnership

- 3.1.1 The Community Safety Team has continued to work with charities through the DEFRA grant fund providing funding to smaller charities supporting families with food provision.
- 3.1.2 The Adventure Playgrounds remain closed. The staff have continued assisting our Environmental Health teams updating business. The works to improve two Adventure Playgrounds, Grovehill & Adeyfield started during this quarter, with the new structures and 3G sports pitches due for completion at the beginning 2021.
- 3.1.3 The Verge Hardening project is busy with resident consultations, planning applications, plus schemes being completed. Planning permission has been granted for Hasedines Road - Warners End, Great Heart - Highfield, East Flint - Chaulden, Wheelers Lane - Cornerhall, Fallowfield Walk - Gadebridge and Brickmakers Lane in Leverstock Green. These schemes have been booked in for works to start in the coming months. Schemes which have been completed are Reynolds Close and Gadebridge Road - Gadebridge, Cromer Close - Gaddesden Row, East Flint - Chaulden and Wheelers Lane in Cornerhall. Resident Consultations have been completed for Upper Sales - Chaulden, The Holt - Adeyfield, Galley Hill - Gadebridge, Datchworth Turn - Leverstock Green and Deanfield in Bovingdon. All were a favourable response. There are 2 planning applications pending decisions for Datchworth Turn and Galley Hill.
- 3.1.4 Refurbishment works to the Cranstone Bridge in Gadebridge Park have been completed.

3.2 The Old Town Hall

- 3.2.1 The Old Town Hall along with all other theatres in the country remains closed to the public in line with government guidelines.
- 3.2.2 However, maintenance works have taken place including a major upgrade to the Old Town Hall heating system with a new boiler and associated pipework. This will improve the reliability and efficiency of the heating in the building.
- 3.2.3 A member of Old Town Hall staff who cannot work from home attends the building daily to ensure that all our building services are maintained and to report on issues requiring attention.
- 3.2.4 Those staff who are working from home have been engaged in the Old Town Hall re-opening strategy (when we are permitted to do so). The team has also reviewed and revised a number of internal working documents in preparation for welcoming customers and visitors back to the building under Covid 19 safe conditions.
- 3.2.5 The Old Town Hall team have also supported colleagues in other departments when required.

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

3.4.1 Hertfordshire Year of Culture 2020:

- Dacorum's Virtual Fun Palace took place on 5th October, which was a day of free online creative and cultural activities for people to join in with at home.
- Due to the success of the Dacorum Creatives Exhibition as part of HVA's Open Studios in September, the pop up exhibition in an empty shop unit in The Marlowes Centre continued throughout October, featuring new work and artists.
- Poetry display in The Marlowes Centre featuring poems by a local resident.
- Dacorum Stories: delivered in partnership with Pursued By A Bear Theatre Company. Older adults in Supported Housing Schemes and the wider community were invited to send in written stories about their lives and the women who have inspired them. The stories were interwoven by playwright Anna Reynolds and performed by 5 actors on Zoom (due to lockdown). The film premiered on the Active Dacorum YouTube Channel in January.
- Artists decorated 55 lanterns, after zoom workshops led by the Community Partnerships and Wellbeing Team, which were on show hanging from light trees in Marlowes Shopping Centre.
- Success with funding from Hemel BID to support the Subway Art Gallery Project for the costs of the frames for the subways. The project will be planned and delivered in 2021.
- #TAG finale weekend. To celebrate the end of HYOC2020 and the #TAG project a weekend of events was held from 11th-13th December including dance workshops, film watch parties, podcasts, a talk about the Alexa digital project with Q&A and the finale film release.

3.4.2 Sports and Physical Activity:

- The first Virtual Your Town event was held across a weekend in October and saw 102 participants take part across the weekend completing either 5/10k collectively raising just over £600 for our local NHS charity, Raise. All participants received their medals within four weeks of the event taking place.
- Resurfacing of tennis courts at Cupid green playing fields has been completed with the added provision of netball courts.
- Alongside HYOC the Active Dacorum team hosted a 12 days of Christmas event providing short physical activity, cultural and health-related activities via our Active Dacorum social media pages. Views reached 230 with great engagement and feedback.

- Shape Up – Online 12 week Male Weight Management Programme planning and promotions during December for a January course start date.
- The Dacorum Sports and Physical Activity Project Board met in December which focused on the future Local Plan and how sport and physical activity provision can be implemented in the plan.
- The Dacorum Football Working Group was also launched alongside the Project Board and Dacorum Planning and Sport Working Group meeting.

3.4.3 **Healthy Hub**

- We supported a total of 259 people between October and December with our partnership projects.
- We continued our partnership with Hertfordshire MIND, Citizens Advice Dacorum and the South Hill Centre in regards to virtual 'drop ins'.
- Work has started on creating a monthly newsletter which will be launched in late February 2021.

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; White Bridge restoration project; Bovingdon Market closure; EU transition; Berkhamsted Multi-storey car park; Local Government Reform; Green Flag Awards; RSPCA Awards; prosecutions (anti-social behaviour and health and safety); Green Community Grants; A41 litter clear-up and 300th new council home.

3.5.2 Internal communications – design and implementation of internal campaigns and projects including the Virtual Staff Update Session and Annual Staff Recognition Awards in October (attended by SLT, Leader of the Council and 300+ staff), conducted an organisation wide Staff Health and Wellbeing Survey in November; 39 internal campaigns (Service information campaigns and COVID-specific campaigns and messaging); and launched the IMT information cascade for Managers of People (two per week).

3.5.3 Publications and design – content management, design and delivery of Dacorum Digest (delivered to 61,000 households); 10 issues of Digital Digest (11,000+ subscribers), 10 issues of Members News; Local Plan summary guide and virtual exhibition; design of NHS/CCG's childhood winter illnesses publication.

3.5.4 Covid-19 Communications – Ongoing support during the Covid-19 pandemic. This includes dedicated campaigns such as the grants schemes; self-isolation guidance; public information campaigns from the Cabinet Office; public health campaigns from Public Health England and Local Resilience Forum; and service specific campaigns and updates from DBC services.

3.5.5 **Social media and website statistics**

Dacorum Facebook – October to December 2020
 Connections – 8,819
 Reach – 543,422
 Link clicks – 17,489
 Messages sent - 330

Dacorum Twitter – October to December 2020
 Connections – 8,407
 Reach – 3,571,549
 Link clicks – 12,072
 Messages sent - 320

Marketing Analytics - Top posts					
Top 5 posts/campaigns by clicks					
Account	Reach	Shares	Likes	Comments	Campaign
Dacorum Facebook (@dacorum)	4754	24	12	10	DBC recruitment campaign
Dacorum Facebook (@dacorum)	19160	83	11	6	Bovingdon Market closure
Dacorum Facebook (@dacorum)	7832	22	7	0	2020/21 Waste Calendars
Dacorum Facebook (@dacorum)	9355	62	10	2	Healthy Start campaign
Dacorum Facebook (@dacorum)	16216	35	12	4	Real Christmas tree recycling event
Top 5 posts/campaigns by reach					
Account	Reach	Shares	Likes	Comments	Campaign
Dacorum Facebook (@dacorum)	43282	146	45	21	Christmas and New Year bin collections
Dacorum Twitter (@DacorumBC)	24053	1	0	0	NHS campaign #HelpUsHelpYou
Dacorum Twitter (@DacorumBC)	23068	5	5	0	Love Food, Hate Waste Challenge
Dacorum Facebook (@dacorum)	20840	8	30	14	A41 clear-up
Dacorum Facebook (@dacorum)	19160	83	11	6	Bovingdon Market closure

Website analytics – October to December 2020

Most viewed pages	Page views	Unique page views
	1,286,624 % of Total: (100%)	911,294 % of Total: (100%)
1. Council Services – Payment Portal	131,544 (10.22%)	56,603 (6.21%)
2. My Bin Collections	127,285 (9.89%)	53,349 (5.85%)
3. Dacorum Borough Council Home Page	118,330 (9.20%)	94,555 (10.38%)
4. When are my bins collected	76,844 (5.97%)	66,515 (4.72%)
5. Search – Dacorum Borough Council	50,070 (3.89%)	38,033 (4.17%)
6. Search – Planning applications	47,312 (3.68%)	35,981 (3.95%)
7. Payment summary – Payment Portal	38,450 (2.99%)	27,266 (2.99%)
8. Complete you shopping – Payment Portal	33,797 (2.63%)	26,995 (2.96%)
9. Transaction complete – Payment Portal	33,003 (2.57%)	30,274 (3.32%)
10. Rent	28,285 (2.20%)	23,369 (2.56%)

Agenda Item 8



AGENDA ITEM: 8

SUMMARY

Report for:	Housing & Communities Overview & Scrutiny Committee
Date of meeting:	3 rd March 2021
PART:	1
If Part II, reason:	

Title of report:	2020/21 Quarter 3 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 3 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:	HRA – Housing Revenue Account HMO – Houses in Multiple Occupation GDPR – General Data Protection Regulations

1.0 Introduction

- 1.0.1 This report details the performance of the Housing Service during the third 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 third quarter was subject to various restrictions as a result of the Pandemic, as the County was placed into Tier 4. The restrictions continued to negatively impact performance in a number of areas. Homeless presentations remain high and the number of households requiring support from the tenancy sustainment or welfare support officers has also increased.
- 1.0.4 The service continued to respond well to the additional workload and changes to some of the methods of service delivery and in most areas performance remained within or above target.

2.0 Housing Performance Report – Q3 2020/21

- 2.0.1 Appendix A shows performance against the 'Service Critical' performance indicators for the third Quarter of 2020/21.
- 2.0.2 **Performance Highlights:** Despite an impact on staffing numbers, from Covid cases and self-isolations, the Private Rented Sector (PRS) team managed to prevent three illegal evictions from taking place, allowing those households to remain adequately housed during the Tier 4 restrictions. There have been an increase in the number of households in the PRS who have approached the Council with concerns that they may be subject to eviction proceedings when the stay on evictions is lifted, which could be at the end of March 2021. The team are working closely with the strategic housing team, so that wherever possible there is contact made with the landlords to try and agree some interventions that will prevent a move to eviction. There has been a 67% increase in the number of cases that have received housing advice compared to this time last year, which the team have managed to assist.
- 2.0.3 The PRS team have continued to licence HMO's and there has been an increase in the number licenced from 78 this time last year to 102 at the end of Q3. The team are continuing to complete new applications, with the majority of the work being completed remotely. Some visits were able to take place prior to the Tier 4 restrictions being imposed during the quarter and some visits will be required once the current restrictions are lifted to ensure the licences are being effectively managed.
- 2.0.4 All adapted properties were let within target, and enabled two households to be moved into accommodation that was more suitable to their long term medical needs. The teams involved in overseeing the process have introduced some improvements, which have had a positive impact on this quarter's performance.
- 2.0.5 The percentage of cases supported by the tenancy sustainment team where rent arrears were reduced exceeded the target, with six of the seven cases being supported, managing to reduce their arrears.
- 2.0.6 Satisfaction with planned works remains high at 99.1% in the quarter, with the majority of works being undertaken are external, which reduces the disruption for the household and the risk of infection spread, should either party have asymptomatic COVID.
- 2.0.7 The gas servicing compliance, although amber, remained high throughout the quarter and any overdue cases were managed through the tenancy team and with the support of the contractor, Sun Realm.

- 2.0.8 The rent collection levels have remained above target in the quarter and increased since quarter two, which is a very positive result, as many of our tenants have had some negative impact on their household income during the Pandemic. The team are using Income Analytics software, to identify targeted early intervention, so that support can be provided to reduce the potential for accumulating large arrears that are more difficult to clear.
- 2.0.9 The number homeless approaches that have been prevented from becoming homeless has increased to 34 and is considerably higher than the same quarter last year when 22 cases prevented. These figures are extremely positive in the current climate as the overall numbers presenting are high and the requirements throughout the pandemic to bring “Everyone In” has increased expectation by a number of applicants that they will be immediately housed.
- 2.1.0 The housing development team handed over the 300th new build property on the Martindale site and 29, one and two bed fats at Magenta Court, on London Road. The 21 houses that were developed for market sale were completed and by the end of the quarter the majority were sold or under offer.
- 3.0.1 **Performance challenges:** The refurbishment work to all empty properties was recommenced during Q3, but operating under the workplace Covid measures, which resulted in a reduced number of trade operatives allowed in each property, therefore increasing the time for work to be completed. This is one of a number of factors that has contributed to the increased poor performance in the empty homes figures. Also during Q3 there was the release of a number of new build properties, which also reduced demand for some of the general needs properties that were advertised and a number of households postponed transfer, awaiting the lifting of restrictions. The biggest impact has been in the sheltered schemes and movement of those in the over 60 age demographic. There is a reluctance for many within this age group to consider a move, especially with the impact of Covid being more severe in the older age groups. Some schemes have been advertised through 6 cycles, without any interest.
- 3.0.2 The only category of empty homes let in target was adapted properties and these represented a very small number of the overall properties becoming void or ready to re-let in quarter 3.
- 3.0.3 There were issues with the performance of the lifeline call service, with the number of calls being answered within 60 seconds below target at 94.21%. Tunstall’s staffing structure has been impacted significantly by Covid-19. Their offices are Covid safe however the area in which the offices are located, were impacted significantly in Q3 with high infection rates. When an operator has to self-isolate they are unable to carry out their role working from home due to connection GDPR issues. They have completed two recruitment drives for 15 different operator roles, the majority of which are additional posts, which is aimed to address resilience within their teams. Further data has been obtained from Tunstall for the period which indicated there had been 9652 calls made from Dacorum connections and of these, 77% are classed as non-urgent (access / general enquiries / SHO on or off site / fault reporting). The average wait times for DBC connections during Q3 was 29.53 seconds. This is the average time users wait from the call hitting Tunstall’s network, to the operator answering the call and for those answered outside of 60 seconds no one was waiting for more than 90 seconds. The team are constantly reviewing the performance and working closely with Tunstall to improve upon this indicator.

3.0.4 The percentage of responsive repairs completed in target remains below target, but there has been a steady increase in the performance as the previous backlog of Covid repairs have all been completed, so the teams are only working on new day to day demand. The non-urgent repairs completed in target was also below target, at 91%. Analysis of the data, showed that where multiple trades were required to complete a repair, these had to be undertaken sequentially rather than concurrently, due to social distancing measures, which had impacted the ability of some to be completed in target. In addition there were a few operatives that were required to self-isolate which reduced the available workforce for a number of weeks during Q3.

4.0 Interventions to address performance below target and other initiatives

4.0.1 A number of performance issues have been raised through the escalation route on the Osborne contract and an agreement to develop a revised approach and methodology for the initially assessment of works required to empty homes and associated pricing mechanism, to improve the works time in the process. Osborne are going to run a meet the buyer event to increase the number of suppliers engage through their supply chain, to ensure improved delivery and resilience through the remainder of the pandemic.

4.0.2 The teams involved in the empty homes review have been working through the action plan to improve some of the processes by implementing some technological solutions that provide alerts both to the team, Osborne and the tenants at various stages of the process. There are a number of further stages that would benefit from the use of SMS text alerts to provide reminders for tenants to return keys and advise of any changes to the timescales, which are in development.

4.0.3 The review of supported housing schemes continues and the demand data is being considered in line with the ongoing review of the allocations policy, so that, the type, size and location of schemes is assessed against the demand. A further piece of work is required to assess if the pandemic has changed the views of some of our older tenants who have been living alone in general needs housing throughout the lockdowns. During the reassurance telephone calls made during the first lockdown a number indicated a desire to move to sheltered schemes that have communal facilities to try and reduce the social isolation that they have experienced. The other three stock retained districts in Hertfordshire, Welwyn Hatfield, Stevenage, and St. Albans have all been contacted to obtain benchmarking information to assess if they have experienced any reduction in demand for sheltered accommodation and establish further detail on the approach they are taking during the pandemic.


5.0 Housing Service Plan & Operational Risk Register


5.0.1 The updated 2020/21 Housing Service Plan and Operational Risk Register are contained in Appendix B.

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


Indicator Name	Results Dec-2020	Last Months Results Sep-20	Last Years Results Dec-19	RAG	Comments	Actions
Affordable Housing - Achieve good social housing						
PP12 - Percentage of non-urgent repairs completed within target	91.9% Target: 98%	93% Target: 98%	99.1% Target: 98%	2 0 2	Updater Comments: This indicator has under performed with the COVID enforced restrictions being a major factor	No Info
PP13b - Percentage of responsive repairs completed right first time	81.37% Target: 78%	84.33% Target: 78%	91.87% Target: 78%	0 0 4	Updater Comments: This indicator has steadily improved in the quarter	No Info
PP15 - Percentage of tenants satisfied with the service planned and responsive works	99.1% Target: 90%	99.66% Target: 90%	98.77% Target: 90%	0 0 4	No Comments	No Info
TL02 - Rent collected as a percentage of rent owed (excluding current arrears brought forward)	99.23% Target: 99%	96.63% Target: 99%	100.32% Target: 99%	0 2 2	Updater Comments: An increase on Q2 figure and just over 1% less rent collected than Q3 last year. Again this is a great achievement for the team who have worked so hard to support tenants financially affected by Covid-19. Changing the focus of the team from enforcement to early intervention and support for tenants is having a positive impact.	No Info
SH03a - Average time (working days) to re-let general needs properties	51 Days 2826 / 54 Target: 30 Days	59 Days 2667 / 54 Target: 30 Days	33 Days 2322 / 65 Target: 30 Days	3 1 0	No Comments Approver Comments: Empty Homes working group to continue to work towards action plan to improve outcomes. Reporting submitted to performance board via service summaries and in particular to highlight the impact of Covid in relation to enabling any significant reduction in turnaround times.	Actions to be undertaken by Empty Homes Working Group. Consider long term contract position as a result of outsourcing to additional contractors to
SH03b - Average time (working days) to re-let adapted properties	104, Days 208 / 2 Target: 151, Days	199, Days 1193 / 6 Target: 151, Days	123, Days 617 / 5 Target: 151, Days	1 0 3	No Comments Approver Comments: Targets for the quarter delivered successfully. Longer term adaptations may be impacted by covid measures and extended timescales/workforce requirements within properties.	Imbed learning from Aids & Adaptations work stream review.

Indicator Name	Results Dec-2020	Last Months Results Sep-20	Last Years Results Dec-19	RAG	Comments	Actions
SH03c - Average time (working days) to re-let sheltered properties	72 Days 3035 / 42 Target: 43 Days	79 Days 2910 / 37 Target: 43 Days	57 Days 2289 / 40 Target: 43 Days	4 0 0	<p>Updater Comments: A number of challenges impacting on the ability of being able to let properties more quickly, including access to technology for some older vulnerable people, inability to move due to shielding or lockdown restrictions, plus additional issues with tradesmen accessing properties.</p> <p>No Comments</p>	Time taken to let sheltered properties has not reduced significantly. Work is being undertaken via a dedicated project to engage with residents
SH04a - % of general needs properties let in target	11.11% 6 / 54 Target: 70%	31.48% 17 / 54 Target: 70%	47.69% 31 / 65 Target: 70%	4 0 0	<p>Updater Comments: Whilst an improvement in the outturn, performance is still significantly below what is acceptable. Outturn figures are however impacted by circumstances that are outside of the service control due to coronavirus guidance and restrictions works will take longer extending key to key times.</p> <p>Approver Comments: Continued work via the Empty Homes review group will look to explore opportunities to improve outturn. New Interim Team Leader in Property & Place working closely with Osborne and relevant teams to identify further opportunities to improve outturn and challenge performance.</p>	Actions to be undertaken in line with action plan with Empty Homes review group.
SH04b - % of adapted properties let in target	100% 2 / 2 Target: 70%	16.67% 1 / 6 Target: 70%	60% 3 / 5 Target: 70%	1 0 3	<p>No Comments</p> <p>Approver Comments: 1 property successfully let within targets set and household able to move into more suitable accommodation.</p>	No Info
SH04c - % of sheltered properties let in target	7.14% 3 / 42 Target: 70%	27.03% 10 / 37 Target: 70%	47.5% 19 / 40 Target: 70%	4 0 0	<p>No Comments</p> <p>Approver Comments: Slight improvement in outturn performance, however a number of factors causing delays to the performance within this area, which is further compounded by added delays in engaging with vulnerable older applicants such as need to shield and inability to move.</p>	Housing Needs Support Officer, undertaking project to try to increase take up and acceptance of sheltered housing stock, project started January 2021.
SH36 - Number of illegal evictions prevented	3 People Info Only	0 People Info Only	1 People Info Only		Updater Comments: 3 illegal eviction cases where officers worked with landlords and tenants to prevent an eviction taking place.	No Info
TL55 - % of tenants paying for their house or garage rent by Direct debit	54% Info Only	54% Info Only	50.9% Info Only		<p>Updater Comments: an increase on Q3 last year from 50% to 54%.</p> <p>Officers always try to encourage tenants to pay by DD.</p>	No Info

Indicator Name	Results Dec-2020	Last Months Results Sep-20	Last Years Results Dec-19	RAG	Comments	Actions
PP13a - Percentage of responsive repairs completed within target	94.69% 1981.33 / 2092.33 Target: 97%	93.06% 1800 / 1934.33 Target: 97%	99.01% 2162.67 / 2184.33 Target: 97%	 0 2 2	Updater Comments: This indicator has steadily improved throughout the quarter	No Info
SH07a - Number of new housing advice cases received	644 Cases Info Only	546 Cases Info Only	391 Cases Info Only		Updater Comments: New approaches this quarter higher than the last quarter and almost double the figure for same time last year. This quarter is usually the quietest out of all three quarters but definitely not so this year. Would put this down to the current climate.	No Info
PP04 - Percentage of properties passing QA checks Repairs and voids	99.07% Target: 98%	99.13% Target: 98%	99.33% Target: 98%	0 0 4	No Comments	No Info
PP05 - Percentage of properties passing QA checks Planned works	100% Target: 98%	100% Target: 98%	100% Target: 98%	0 0 4	No Comments	No Info
TST02 % of Tenancy Sustainment cases where rent arrears were reduced	86% 6 / 7 Target: 70%	73% 16 / 22 Target: 70%	71% 5 / 7 Target: 70%	0 0 4	Updater Comments: On a quarterly basis, rent arrears continue to reduce as a result of intervention and support.	No Info
PP01 - Percentage of dwellings with a valid Gas Safety Certificate	99.98% Target: 100%	99.98% Target: 100%	99.97% Target: 100%	0 4 0	Updater Comments: Considering the restrictions placed upon us due to COVID this indicator has performed very well in the quarter	No Info
SH20e - Total household on waiting list broken down by 1,2 ,3 and 3+ bedrooms	7945 Applications Info Only	7764 Applications Info Only	7322 Applications Info Only		Updater Comments: 7945 In total who are active or suspended. An increase from last Q 1 Bed- 5469 2 Bed- 1676 3 Bed- 640 4 Bed- 120 5+ Bed- 20	No Info
PP10 - Percentage of emergency repairs completed within 4 hours	99.77% 143 / 143.33 Target: 99%	99.8% 165.67 / 166 Target: 99%	99.64% 136.5 / 137 Target: 99%	0 0 4	No Comments	No Info

Indicator Name	Results Dec-2020	Last Months Results Sep-20	Last Years Results Dec-19	RAG	Comments	Actions
SH37 - Number of rough sleeper cases relieved	30 People Info Only	25 People Info Only	0 People Info Only		Updater Comments: Number of rough sleepers relieved has increased slightly and that is reflective of the numbers we worked with this quarter. Most are relieved into the Elms, some into social housing through Part 6 and others into private rented accommodation. Officers working with Outreach Workers to make sure rough sleepers are kept in their accommodation and do not return to the streets.	No Info
SH38 - Number of main duty applications	30 Applications Info Only	48 Applications Info Only	45 Applications Info Only		Updater Comments: Additional agency staffing assisting with resourcing pressures within the team. High numbers of on the day presentations impacting on overall number of main duty cases.	Additional agency staffing assisting with resourcing pressures within the team. High numbers of on the day presentations impacting on overall
SH39 - Total number of successful prevention	34 People Info Only	26 People Info Only	22 People Info Only		Updater Comments: Successful prevention has improved compared to the last quarter and same period last year. There is still room for improvement and staff looking at all prevention options at present to ensure that more cases are prevented. Approver Comments: Whilst there is always a need for continued focus on prevention, these figures are extremely positive in the current climate and the pressures that the service area under in reacting to government guidance during the pandemic and reducing overall potential placements into temporary accommodation.	Continue to work collaboratively to explore opportunities to prevent homelessness.
SH40 - Total number of successful relief	25 People Info Only	49 People Info Only	26 People Info Only		Updater Comments: On the other hand, successful relief cases has gone down compared to the last quarter. It is becoming increasingly difficult to relieve homelessness especially when applicants are placed in temporary accommodation.	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)	24 People Info Only	32 People Info Only	36 People Info Only		No Comments	No Info
SH33 - Overall spend on engagement activity per property	£14 Info Only	£18 Info Only	£31 Info Only		Updater Comments: Year to date figure (excl HE725) according to Lucy Tash's spreadsheet is £27.71	No Info

Indicator Name	Results Dec-2020	Last Months Results Sep-20	Last Years Results Dec-19	RAG	Comments	Actions
TL13a - Percentage of Community Alarm calls answered within 1 min	94.21% Target: 97.5%	96.3% Target: 97.5%	98.4% Target: 97.5%	0 2 2	Updater Comments: Performnace for the quarter is below the contractual KPI. Regular contract monitoring meetings taking place. Targets set for KPI to be achieved for March 2021.	No Info
Dacorum Delivers - Reputation and profile delivery						
HL05a - Stage 1 Complaints responded to within target for Housing	No Data Target: 85%	85% Target: 85%	83.78% Target: 85%	2 0 1	No Comments	No Info
Safe and Clean Environment - Maintain a clean and safe environment						
SH34 - Total number of Houses in Multiple Occupation (HMO's) with a license	102 Dwellings Info Only	98 Dwellings Info Only	78 Dwellings Info Only		Updater Comments: We have 102 licenced HMO's currently in the borough. The team are continuing to complete new applications, this will be done remotely. Visits to properties will be done when lockdown restrictions are lifted.	No Info
					Approver Comments: Lockdown restrictions will impact on the number of backlogged visits within the service as inspections are required at intervals to ensure that the licence is being effectively managed and complies with regulations.	
SH35 - HMO licence applications received	8 Dwellings Info Only	6 Dwellings Info Only	48 Dwellings Info Only		Updater Comments: In total we have received 8 applications this quarter currently in the process of having an inspection, awaiting for the end of the 21-day objection period to grant full licence or with our Support officer, whereby we are awaiting supporting documentation before we can process them. Staff are working through these remotely, licences will be issued, visits will take place to check compliance when lockdown measures are lifted.	Propose reduction of time available to landlord to provide information and a move to enforce action where engagement has not been satisfactory.
					Approver Comments: Consideration is being given to reducing time available to landlords for provision of supporting licence documentation, the number of pending licences means the process is administratively heavy and requires much chasing from the service.	

Indicator Name	Results Dec-2020	Last Months Results Sep-20	Last Years Results Dec-19	RAG 	Comments	Actions
TL15 - Satisfaction with the outcome of medium level ASB cases	67% 67 / 100 Target: 75%	50% 50 / 100 Target: 75%	58% 14 / 24 Target: 75%		Updater Comments: A 17% increase in satisfaction this quarter. Of the 15 questionnaires returned in the last quarter - Very dissatisfied - 03 Fairly dissatisfied - 02 Neutral - 03 Fairly satisfied - 03 Very satisfied - 04	The new Lead Officer for Tenancy Enforcement will be tasked with scrutinising this feedback in far more detail when they commence their role.

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

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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>
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		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?	Quarter 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"> Shielded individuals identified for additional support and intervention
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"> This is in progress at the moment. Will be utilising the information held on the Housing Register those over 60 to encourage moving to sheltered housing and any assistance needed. SH adverts will be reviewed and updated to improve quality in Q4. Social media campaign to follow

					once applicants have been contacted – first quarter 21/22.
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"> PID issued for comment to commence a feasibility project
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"> PID issued for comment to commence a feasibility project

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?	Quarter Update
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"> Ongoing, Covid has had a massive impact on the progress of this objective. Void halted during the 1st lockdown. As a

					<p>result a number of properties are within the void process and engagement with Osborne/contractors to progress at the earliest opportunity. Ongoing work from GM from P&P leading an audit in relation to key to Key time, further opportunity to identify areas of improvement. AD is also leading a project group following on from consultation.</p>
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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"> Progress has been made with the EST scenario modelling exercise. The funded Social Housing Technical

					Assistance Pilot will provide another layer of data. In addition we are undertaking a health check of AssetPro to determine suitability/quality of existing 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"> New schemes are reviewed to assess what measures can be implemented.
<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"> 	<ul style="list-style-type: none"> The Energy Savings Trust have captured all data to produce scenario models that will identify the areas for investment
<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"> 	<ul style="list-style-type: none"> Exploration of intelligent controls has progressed with more products entering the

					market. An AICO product that links in with existing smoke alarms is of particular interest and a presentation to DBC is taking place on 12/02/21. Would suggest an options appraisal before presenting to a focus group
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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?	Quarter Update
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 	<ul style="list-style-type: none"> System suitability is under constant assessment. Geometra provides a robust fire safety system and we are now migrating electrical safety on to the same system. Work continues to assess asbestos data and whether this can

				evacuation plans where appropriate.	be captured in AssetPro – possible RPA exercise identified. Exercise to assess options for stock condition surveys has commenced
Review of requirements in Building Safety Bill and establish appropriate roles and experience within the service	<ul style="list-style-type: none"> September 2020 	<ul style="list-style-type: none"> Group Manager property and Place and Team Leader Compliance 	<ul style="list-style-type: none"> In year growth bid may be required, dependent upon level of skills, experience and competency of staff within the team 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Monitoring the industry and central government updates in advance of the bill. Building Safety Manager to be recruited following growth bid
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"> A new training matrix has been developed that captures all qualifications held within the service. This allows the GM and TL's to undertake gap analysis and identify potential areas of 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"> Q3 – report and executive summary submitted to new DBC CEO, to review overall position in respect of a new 2 year concessionary contract,

					by direct award.
<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"> Ongoing quarterly core group monitoring and monthly operational meetings. Transition to new contract will be supported by service.

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"> Completed - Analysis of BRE data on unlicensed HMO, using this data we have then completed risk assessed data to produce a risk assessment action plan to tackle and enforce against these.
<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 – Through the team plan communications have been published on a number of areas, factsheets updated on the website. Advice and information on the teams remit given via quarterly newsletters

<ul style="list-style-type: none"> Recruitment of Empty Homes Lead to scope and deliver project 	<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 term post 	<ul style="list-style-type: none"> Assessment of empty homes and the potential for use as affordable housing in the PRS 	<ul style="list-style-type: none"> Completed in September 2020 due to C-19 and delays in recruitment.
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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"> Completed results presented to TLC
<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"> Age UK delivered a Covid secure social event at one of the sheltered schemes whilst in Tier 4 which was well received by residents On Line events have been organised to engage with tenants and leaseholders and the TLC meetings have been conducted over Zoom.

<ul style="list-style-type: none"> Determine if KPI's are relevant and sufficiently customer focused 	<ul style="list-style-type: none"> Sept 2020 	<ul style="list-style-type: none"> SIE Team Leader 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Increased clarity on customer satisfaction to support review and improvements to service delivery. 	<ul style="list-style-type: none"> Ongoing review and discussions with tenants and leaseholders and await further detail on the Customer Charter approach that will be required by the Regulator for Social Housing in line with the Social Housing White Paper
<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"> Paper on building Safety Bill produced and circulated to members of the Horizon scanning workgroup
<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"> Review of cost base undertaken with Housemark and tailored feedback session scheduled for Q4
<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"> Horizon scanning group established and first meeting scheduled for Q4
<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"> Due to the limitations on the ability to run consultation events that are inclusive for those without access

					to the internet, this has been postponed to 2021-22. Options on the proposed revisions to the tenancy agreement are still being explored.
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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"> Ongoing. Upgrade installed, testing being finalised at present and further testing due to technical issues arising. Go Live during Q4.
<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"> Elements of this project have been halted due to covid restrictions (e.g. pre tenancy inspections). Civica upgrade is in final stages of completion and interface to be finalised in Q4. Additional pre-tenancy actions to be progressed once upgrade is completed to support the development of the new Allocations Policy

<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 	<p>(currently in progress).</p> <ul style="list-style-type: none"> The allocations policy is in full review. Have met with TLC & members to discuss proposed changes in Q3. Full consultation will start Q4 for all applicants and prospective applicants/stakeholders. The proposed changes will have a positive impact on DBCs Housing Register. Implementation of the new policy is scheduled for Q3 of 2021
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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"> In progress, meetings commenced with RPs in Q3 to notify of intention to introduce charging. Further meetings with remaining RP's in Q4. Charges have been calculated with GM and the finance team, submitted as income generation from October

					2021.
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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"> Tender process not undertaken for contract. Report with executive summary submitted to DBC chief executive for review and consideration of direct award of Concessionary contract.
<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"> 9 placements made, delays due to Covid. Further placements pending in Q4 once suitable properties identified. RSI 4 funding to be awarded in Q1 21/22
<ul style="list-style-type: none"> Launch of 2020-24 Homeless and Rough sleeping strategy 	<ul style="list-style-type: none"> August 2020 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Strategy completed, approved at Cabinet and launched in Q2. Communications plan developed and provided to Corporate

<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"> • 	<p>sleeping</p> <ul style="list-style-type: none"> • Reduced demand for temporary accommodation and social housing 	<p>Communications.</p> <ul style="list-style-type: none"> • Ongoing placements made into PRS to prevent homelessness, where possible. Developments in this area have been impacted by Covid 19 and development of a PRS offer and support to landlords, has not progressed due to capacity with legal teams to support review of key documents. Submission of bid for leasing of 36 units via NSAP rejected in Q3 by MHCLG. Officer targets introduced to increase levels of prevention into PRS< despite Covid Officers have been successful in preventing homelessness for 34 households in last Quarter.
<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"> • Ongoing – this has been affected by the Covid pandemic as the introduction of several working groups across the district in response to this have taken this work forward for the time being.

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"> Liason with Osbornes and the Unions has been ongoing to determine the scope of work that was delivered in Q3 under the Tier 4 restrictions

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"> Average cost of a repair is being tracked and reduced slightly with the move to urgent only repairs, but increased once the backlog of repairs were reintroduced and all day to day repairs remobilised

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"> Health Check of Asset Pro database commissioned and commenced in Q3 to identify the current data quality, and systems limitations of Asset Pro. Report will be produced in Q4 with any actions or recommendations

					implemented thereafter.
<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 audit information gathered in Q3 for the work to be undertaken in Q4

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"> Cleaning service has been subject to a number of changes in Q3 including the introduction of fogging machines to assist with the control of infection, so this action has been deferred to Q4
<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 	<ul style="list-style-type: none"> Review of the management and supervision costs for the new blocks has been undertaken on a cost recovery basis through service charges, so this will be reviewed in Q4 and determine if additional resources are required.

				addressed.	
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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"> Procedures have been drafted and reviewed by Team Leaders ready for final approval. County wide protocol will tie in with the Community Safety Action Group (CSAG) for partners to adopt and sign up
<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"> Where tenants naturally end their 5 years they are receiving a new secure tenancy. Due to Covid restrictions no additional contact to sign a new tenancy have been made.
<ul style="list-style-type: none"> Launch Tenancy health checks committing to visit every tenant at 	<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"> Delayed until April 2021 due to Covid restrictions

least once every 5 years					
<ul style="list-style-type: none"> Review Enforcement and ASB service 	<ul style="list-style-type: none"> February 2021 	<ul style="list-style-type: none"> Group Manager and Team Leader Tenancy and Leasehold 	<ul style="list-style-type: none"> Additional post funded by previous recharge to ASB team 	<ul style="list-style-type: none"> Early intervention for ASB cases preventing escalation and providing reassurance for tenants 	<ul style="list-style-type: none"> Review completed. Actions identified from spotlight review and new Lead has been recruited and starts in March when final actions will be completed

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 migrated to Orchard Classic. Upgrade to latest release completed and Orchard are current monitoring frequency and pages used so to identify best way to move to new web-based Orchard modules.
<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"> Completed. Report provided to HSMT highlighting the information obtained about Supported Housing and Sustainment Team

<ul style="list-style-type: none"> Investigate integration between Orchard, InForm and Civica linking with New Normal 	<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 understanding an effective CRM for Housing services 	<ul style="list-style-type: none"> Integration between Civica and Orchard in progress.
<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 and report taken to HSMT. Meeting held with staff and Orchard to make slight improvements and further review will be completed in April.

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 	<ul style="list-style-type: none"> Completed. Officer in post and starting to already provide extra support to this age group

				and rent arrears	
<ul style="list-style-type: none"> Implement effective performance management for income collection 	<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"> Completed. Despite Covid implications on a large number of tenants arrears only 0.5% higher than this time last year showing the improvement from better performance management
<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"> In progress. UC officer working very well and will be made permanent at the end of the fixed term to continue to support tenants.
<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 work completed and identified increase to charge would be required. Due to changes to service from Covid any increase will be delayed until April 2022.

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 	Meeting with Homes England to be set up
<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 	Ongoing
<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 	Ongoing

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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
<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

Service Objectives: Building Regulation revisions and Building Safety Bill					
Key Actions	By When	Who is Responsible for	Impact on MTFS	What will be different once	Quarter Update

		Delivery		this is done?	
<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"> 	Ongoing
<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"> Ongoing

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"> 	Ongoing

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
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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. The impact of a reduction in in-year investment has been modelled within the updated business plan and taking into account the additional resources required for the Building Safety Bill and the climate emergency investment over the forthcoming years.					

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. Q3 ongoing work to ensure Risk assessed method statements are in place to address Covid 19 related risks.					

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. Agency resources employed to address the backlog of inspections					

HL_F02 Failure to closely monitor operational and financial factors relating to the delivery of the Council's Homelessness Service					
Category:	Corporate Priority:	Risk Owner:	Portfolio Holder:	Tolerance:	
Financial	Affordable Housing	Natasha Beresford	Margaret Patricia Griffiths	Treating	
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
3 Likely	4 Severe	12 Red	2 Unlikely	4 Severe	8 Amber
Consequences		Current Controls		Assurance	
<p>DBC Could be open to legal challenge if the service is not fit for purpose due to lack of resources for this statutory service. Health & 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. Next Steps Accommodation programme funding secured by Hightown 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		<p>Supported Housing Operational Procedures.</p> <p>Partnership working with other agencies. Ongoing programme of training for supported housing staff</p> <p>Sheltered housing IT system replaced with Inform to enable more robust record keeping and management of visits and support plans</p> <p>Line management structure within supported housing including performance management structure (1:1s and appraisals).</p>		Supported Housing Officer Procedures	
Sign Off and Comments					
<p>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.</p> <p>Ongoing assessment of the supply and demand for sheltered accommodation and whether this has been impacted by the Pandemic and perception of communal Cat 2 sheltered schemes.</p>					

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					
<p>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.</p> <p>Work underway on 1-4-1 receipts and the options to ensure all are expended within the timescales as some schemes delivered by Housing Associations have been subject to delays or not progressed.</p> <p>Met with Homes England to assess the Affordable Homes next round of grant funding and options for the Council to access funding</p>					

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>Mentoring of Tech RICS roles ongoing</p> <p>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

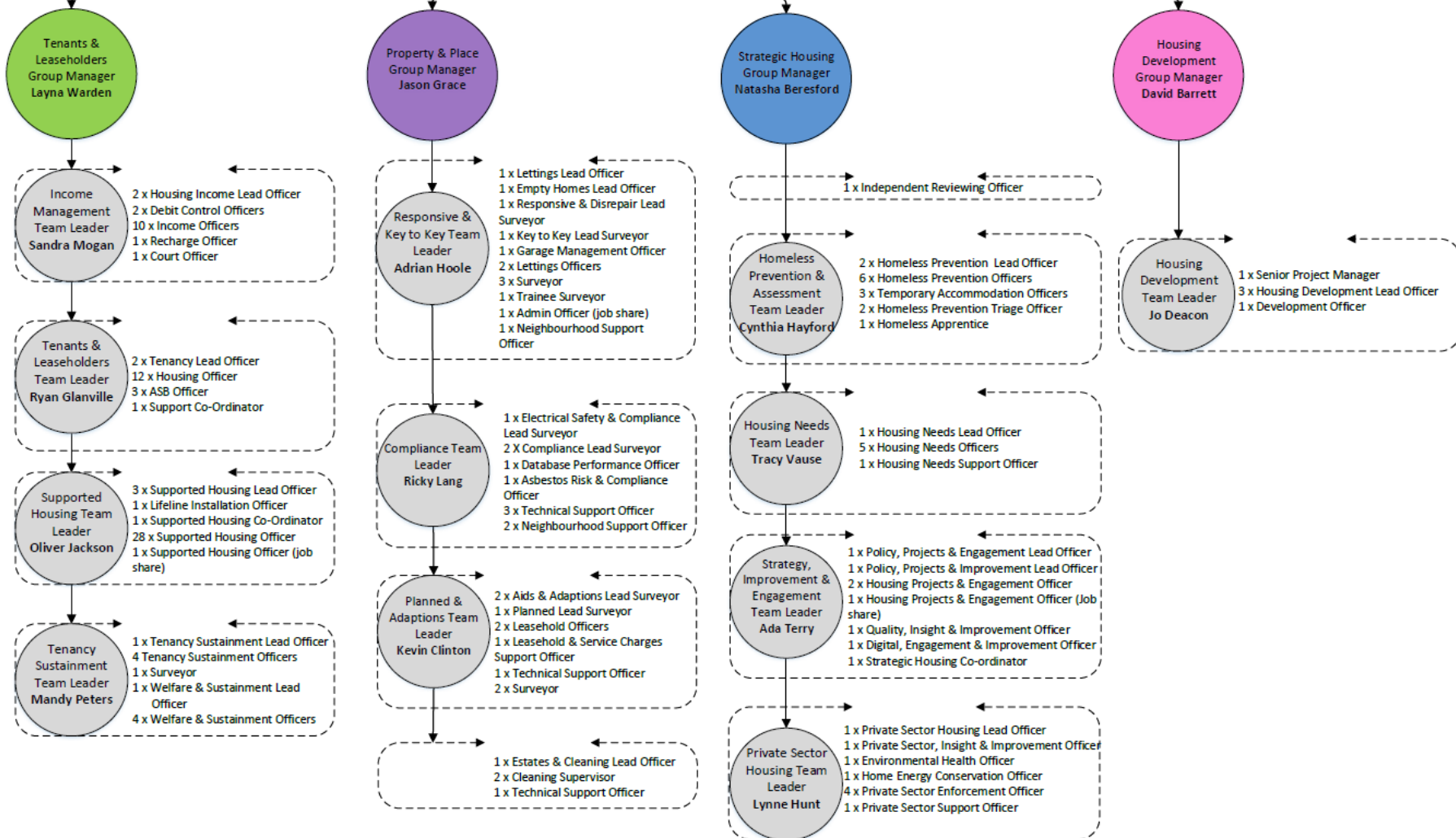
HOUSING REVENUE ACCOUNT BUDGET SUMMARY 2019/20 & 2020/21			
	Original 2019/20	Growth / (Savings)	Estimate 2020/21
£000			
Income			
Dwelling Rents	(52,536)	(1,899)	(54,435)
Non-Dwelling Rents	(102)	0	(102)
Tenant Service Charges	(1,626)	109	(1,517)
Leaseholder Charges	(487)	(106)	(593)
Interest and Investment 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)

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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 being 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>



Report for:	Housing and Communities Overview and Scrutiny Committee
Date of meeting:	3rd March 2021
Part:	Part I
If Part II, reason:	

Title of report:	Housing Revenue Account Business Plan 2021/ 2024
Contact:	Margaret Griffiths, Portfolio Holder Housing Fiona Williamson, Assistant Director Housing
Purpose of report:	To update the Committee on the Annual Review of the Council's Housing Revenue Account Business Plan
Recommendations	<ol style="list-style-type: none"> 1. That the Committee note the revised Housing Revenue Account Business Plan 2021-2024 2. That the Committee note the revised development programme budgets as set out in Section 9.3
Corporate Objectives:	Delivering Affordable Housing
Implications:	<u>Financial</u> Regular review of the Council's Housing Revenue Account (HRA) Business Plan is essential to ensure short, medium and long term viability of the Business Plan
'Value For Money Implications'	<u>Value for Money</u> All contracts and services are tendered in line with the Council's procurement procedures to ensure Value for Money. The Council's Housing Landlord service annually compares running costs with other social landlords through 'Housemark' benchmarking data.
Risk Implications	Monitoring of the Housing Revenue Account Business Plan has been identified as a key risk of the Housing Service and is reported to the Council's Housing & Communities Overview & Scrutiny Committee on a quarterly basis.
Equalities Implications	The Housing Revenue Account is a 'ring fenced' account for income and expenditure solely related to the Council's housing stock, tenants and leaseholders. Community Impact Assessments are produced for all policies that relate to the delivery of housing services and these are reflected in the Business Plan.
Health And Safety	Health & Safety is identified as a key risk of the Housing

Implications	Service and is reported to the Council's Housing & Communities Overview & Scrutiny Committee on a quarterly basis.
Consultees:	Mark Gaynor, Corporate Director of Housing & Regeneration James Deane, Corporate Director Finance & Operations Nigel Howcutt, Assistant Director Finance Fiona Jump – Group Manager Financial Services David Barrett – Group Manager Housing Development Natasha Beresford – Group Manager Strategic Housing Layna Warden – Group Manager, Tenants and Leaseholders Jason Grace – Group Manager Property and Place
Background papers or appendices	Appendix A HRA Business Plan 2021-2024
Glossary of acronyms and any other abbreviations used in this report:	HRA - Housing Revenue Account TAM - Total Asset Management RTB – Right to Buy UC - Universal Credit TA – Temporary Accommodation MHCLG – Ministry for Housing, Communities and Local Government DWP – Department for Work and Pensions PWLB – Public Works Loan Board CPI – Consumer Price Index

1. Background

- 1.1 In April 2012 the Council agreed its first 30 year Housing Revenue Account (HRA) Business Plan. It was a requirement following the introduction of Self Financing (replacing the HRA Housing Subsidy System). This report details the update to the HRA Business Plan and explains the issues and assumptions, which required consideration, including the impact of the Coronavirus pandemic. This report is to update members of the Housing and Communities Overview and Scrutiny Committee on the content of the Business Plan and assumptions that have been made in the financial model, investment strategy and the ongoing development pipeline.

2.0 Housing Revenue Account Business Plan

- 2.1 The resources available following the move to 'Self Financing' in 2012, has enabled the Council to establish a strategic approach towards the long term investment plans for the stock. It was possible, and essential, to not only consider the existing housing stock, but also wider issues such as community development, improving the environment and the potential to build new Council homes, to attempt to address the increasing demand yet decreasing supply of social and affordable housing.
- 2.2 The Business Plan not only concentrates on the financial related strategy and objectives, but also the service priorities of the Council's landlord function to its tenants and leaseholders. The long term perspective is crucial to ensure that the service and its primary assets, the housing stock, are fit for purpose for the whole period and beyond.

3.0 Performance of the Business Plan

- 3.1 The performance of the Business Plan is monitored through monthly financial management meetings and due to the complex nature of the HRA, and the impact of external factors, including the Coronavirus pandemic, the performance against budget can be subject to various areas of over and underspend throughout the year. These are reported to the Council's Senior Leadership Team, Cabinet and Scrutiny Committees on a quarterly basis.
- 3.2 There have been a number of areas of investment that has been undertaken to the existing stock since the move to self-financing and table 1 below provides details of the delivery of some of the main elements that have been renewed. In addition there has been investment in roof renewals to sheltered schemes, houses and flat blocks, external wall insulation projects and estate improvements, as well as sufficient resources to enable the delivery of the new build programme.

Table 1

Improvement Works	2012/ 13	2013/ 14	2014/ 15	2015/ 16	2016/ 17	2017/ 18	2018/ 19	2019/ 20
Kitchens	456	721	433	351	246	437	551	326
Bathrooms	426	529	327	235	210	328	277	294
Re-Wires	605	784	411	252	14	210	118	2
New Doors	1935	3480	2568	1284	907	1044	637	755
Boilers	770	963	782	782	916	1065	875	942

- 3.3 Specific estate wide projects, including the refurbishment of 3 blocks at Summer Court, to incorporate a biomass boiler and the refurbishment of the block at Longlands, which included thermal upgrading and the addition of 6 new flats as a rooftop development, have been delivered under self-financing.
- 3.4 The total number of new homes completed is 338, of which 21 have been for market sale to cross subsidise further delivery of social rent properties, 12 self-contained flats for use as temporary accommodation, a 41 bed Hostel and 264, allocated to local people, at social rent since the first HRA Business Plan in 2012.
- 3.5 The pipeline has the potential, subject to planning, to deliver a further 368 properties and the development team are constantly looking at any sites that become available to assess the viability for social housing. To align with corporate priority. Table 2 below contains the proposals for the continuation of the development programme over the next 5 years, with further development planned in excess of those that were outlined in the last business plan report, in January 2020.

Table 2

Scheme	Status	Unit Nos	
Built to date	Farm Place, St Peters, Elms, Aspen Ct, Queens St, Able House, Longlands	138	338
Kylna Court	Completed January 2019	79	
Swing Gate Lane New	Completed Autumn 2019	9	
Swing Gate Lane Refurb	Completed Autumn 2020	3	
Magenta Court	Completed September 2020	29	
Martindale	Completed November 2020	65	
Northend Garage Site	Completed June 2020	6	
Westerdale Garage Site	Completed July 2020	6	
Gaddesden Row	Completed January 2021	3	
Eastwick Row	Start on Site Spring 2021	36	
Coniston Road	Start on Site Spring 2021	10	
Bulbourne	Design Commenced	10	322
St Margarets Close	Design Commenced	48	
Wilstone	Submitted for Planning Approval	6	
Randalls Ride	Submitted for Planning Approval	30	
Garage Sites	Submitted for Planning Approval	20	
Paradise Depot	Design Commenced	40	
Paradise Fields	Planning Approval Achieved	58	
Cherry Bounce	Design Commenced	80	
LA1	Design Commenced	30	
Total		706	

4.0 Factors considered in the the updated HRA Business Plan

4.1 Government Policy & Proposals

- 4.2 As detailed in previous years' review of the HRA Business Plan, the 1% rent reduction had a negative impact on the income of approximately £33m over the total 4 year period. This reduced resources available to build new homes and invest in the current housing stock.
- 4.3 The Regulator of Social Housing's Rent Standard, whereby increases will be limited to the Consumer Price Index (CPI) rate of inflation plus 1%, has been implemented from 2020/21, and reflects the Government's Policy Statement on rents. Both of these frameworks set rents for existing tenants and no longer have any provision for a move to convergence (target rent). There is some limited flexibility to increase rents by up to 5% for General Need's stock or 10% for Supported or Sheltered Housing, but this is on the basis of some form of enhancement to either the property or services delivered.
- 4.4 The lifting of the Debt Cap, in October 2018, has provided the Council with the opportunity, through prudential borrowing, to consider the impact of increasing the new build programme or additional investment in the existing stock. Although this has resulted in no externally imposed limit, the Council need to assess the affordability of any projects, for which the additional borrowing is to deliver and the need to demonstrate that it can prudentially afford to make the repayments associated with any borrowing.
- 4.5 The affordability of borrowing to fund more house building within the HRA is determined within the this Business Plan, and is influenced by a number of factors and forecasts e.g. rent levels, investment required for existing stock, running costs, land prices, build inflation, borrowing costs etc.
- 4.6 The government is currently considering the future of the decent homes standard, which was last reviewed in 2006, and set out the minimum standards acceptable for the condition of social housing. The full details of the new standard have not been agreed, and further consultation with tenant representatives will be undertaken to develop a the new standard which are likely to include improved building safety and thermal performance.
- 4.7 Additionally upgrading the existing stock to adapt to a changing climate and zero carbon targets by 2050, will have some impact on the business plan. There is provision made for investment in both measures to improve the thermal performance of the existing stock and also to address the move away from Gas and use of fossil fuels to renewable and electric based technologies. The Council are working with the Energy Savings Trust and the Greater South Eastern Energy Hubs to model the best measures for the various construction types, to ensure the investment maximises the carbon reductions and that the technology is sustainable.

5.0 Sale of High Value Council Homes

- 5.1 This proposal, within the Housing & Planning Act 2016, for Local Authorities to sell its high value homes to in effect fund the Right to Buy (RTB) extension to Housing Associations, has been subject to a pilot scheme. The uptake was considerably lower than anticipated but has not been completely discounted at this stage.
- 5.2 Following professional advice, the HRA business plan currently assumes no payment or loss of stock related to this policy. Should detail be issued during 2020/21, the Business Plan will be reviewed and presented to the Council's Cabinet for approval.

6.0 Universal Credit

- 6.1 From December 2019, all new working age benefit claims or those households with a significant change in circumstances have been migrated to Universal Credit. The only remaining exception covers a limited number of rent categories, which continue to be paid by Housing benefit, such as temporary accommodation and specialist support accommodation. One of the biggest risks is that tenants directly receive the housing element of UC, whereas Housing Benefit is directly credited to the rent account. As a landlord the Council can apply for a direct payment of rent or rent arrears from the DWP for those tenants who have difficulties paying rent due to certain vulnerabilities.
- 6.2 A significant challenge has been to accurately identify the long term impact of UC on the collection of rents, which has been further compounded by the impact of the Pandemic. A large number of tenants have contacted their income officers for advice, due to being furloughed or made redundant and for some, it is the first time that they have needed to access benefits.
- 6.3 The roll out in Dacorum has started in small pockets and is due to complete in December this year, 2021. In April 2019, 517 of the Council's tenants, were in receipt of UC and by the end of December 2020, this had risen to 2201 tenants. The number that are now expected to migrate or be new claimants of UC in Dacorum has increased from 2800 to 3200 in 2020.
- 6.4 From the information currently available in respect of arrears levels for those in receipt of UC, at the end of December 2020, the current rent arrears for tenants claiming UC, as a percentage of the annual rent debit, equates to 2.7%. The Business Plan has been adjusted to include a provision for irrecoverable debts to £2m in 2020/21 to provide a prudent estimate of the impact of UC and the pandemic.

7.0 Right to Buy

- 7.1 The re-invigoration of the Right to Buy Policy, (RTB) in 2013, resulted in an immediate and sustained increase in the number of sales. Table 3 below provides the numbers in the past five years and the year to date number for 2020/21. There is a degree of volatility in the numbers of RTB's completed in each year and which had an impact on receipts into the Council and a reduction in rental income from tenancies.

Table 3

Year	Right to Buy sales
2015/16	90
2016/17	93
2017/18	52
2018/19	29
2019/20	38
2020/21 year to date	29 (to 19 th Feb 21)

- 7.2 The assumptions in the Business Plan have been updated to reflect this and the current projection is 726 sales over the remainder of the 30 year plan.

8.0 Increased Development Costs

- 8.1 The costs associated with delivering the new build schemes have gradually increased against the assumptions originally made in the first iteration of the Business Plan (due to increases in construction costs and increased tender costs). The impact of Brexit has been reflected in some material costs, which have increased as a result of the fall in the value of sterling and there is ongoing uncertainty regarding the availability of skilled labour. The pandemic has also resulted in measures to make sites Covid secure, which has introduced new costs and also resulted in some increased project timescales, with the associated additional pro-rata preliminary costs. It is hoped that these will be temporary in nature' but these factors have caused problems with determining budget forecasts and prudent assumptions have been made, based upon the information currently available.

9.0 Housing Revenue Account Business Plan 2021/2024

- 9.1 The revised draft of the Business Plan, can be found in Appendix A. All areas of the plan have been reviewed by officers in both housing and finance.
- 9.2 Appendix 1, of the plan itself, details a number of financial assumptions which are required to enable a level of future financial planning. They have been made based on past and future trends along with the current knowledge of political and external factors. They are however subject to change and close monitoring throughout the year will ensure that, if there is significant change, this can be factored in and the impact reported as required depending on the significance.
- 9.3 As a result of the revisions and updating of the Business Plan the 2021/24 Business Plan reflects the current 30 year financial forecast, for the Housing Revenue account and some of the key issues are as follows:
- Rents are will rise at CPI plus 1% for the next 5 years and is modelled with just a CPI increase for the remaining years of the plan.
 - The Council's selective disposal strategy will continue. An assumption of £1m income per year has been made.
 - The level of RTB sales remains forecast at 24 annually. Close monitoring on a quarterly basis will be required to ensure that receipts generated

are in line with financial assumptions and it aligns with the 1-4-1 receipt reinvestment.

- The capital programme of investment in the current housing stock remains significant. The budgets in this area are to be approved within the Council's annual budget setting process. Each year would be subject to review and budget approval. The forecast for the next five years is detailed within table 4 below:

Table 4

2020/21 Current year	2021/22	2022/23	2023/24	2024/25	2025/26
£11.708m	£17.023m	£18.066m	£18.100m	£18.542.m	£17.523m

- Investment in the Council's New Build programme, over the same period is detailed in table 5 below:

Table 5

2020/21 Current year	2021/22	2022/23	2023/24	2024/25	2025/26
£7.743m	£24.337m	£33.911m	£37.781m	£22.190m	£16.375m

- 9.4 The financial model allows for the use of the 1-4-1 receipts being reinvested. The Council are assessing the opportunity to bid for the next round of the Affordable Homes Grant programme, for the period 2021-26, and await publication of the prospectus, which is due out imminently. Homes England who administer the grant on behalf of MHCLG, have indicated that schemes delivered for social rent and using modern methods of construction, will be given additional consideration in the assessment process. If the Council are able to secure funding, rules governing the use of mixing 1-4-1 receipts and Affordable Homes Grant will need to be adhered to maximise the use of any grant awarded.
- 9.5 Following an announcement in the November 2020 Spending Review, the Government reduced PWLB borrowing rates to gilts plus 80 basis points (0.08%) for its Certainty Rate borrowing. Certainty Rate borrowing is 20 basis points (0.02%) lower than Standard Rate PWLB borrowing and is available to authorities who provide the Government with information on their plans for long term borrowing and associated capital expenditure. Short term borrowing rates have been reduced accordingly in the current business plan. Longer term borrowing rates are unchanged from the plan approved by Cabinet in January 2020, having already been modelled at a prudent level.
- 9.6 The current business plan has a peak debt of £396.7m in 2025/26, which incorporates the additional borrowing requirement to deliver the additional units and retain an appropriate level of investment in the existing stock. This has reduced from the peak debt modelled in the January 2020 Business Plan, which had a peak debt of £403.7m in 2024/25.
- 9.7 Residual debt is forecast at £16.6m at the end of 30 years, previously at £69.61m in the January 2020 plan. The HRA is forecast to be debt free at the end of 32 years, previously 34 years in the January 2020 plan.

10. Recommendations

- 10.1 That the Committee note the updated HRA Business Plan 2021/2024, as set out in Appendix A.
- 10.2 That the Committee note the revised investment and development programme budgets, as set out in section 9.3 of this report.



People: Property: Place

Dacorum Borough Council Housing Revenue Account

Business Plan

2021 – 2024



Draft for consideration



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Appendix One

1. Financial Assumptions

1.0 Introduction

1.0 Introduction

Dacorum Borough Council Housing Service is the landlord for approximately 10,200 council homes across the borough, 2000 of which are sheltered housing for older people. We also own the freehold for approximately 1800 leasehold flats.

Housing is a vital part of the Council's long-term vision for the borough. The Council's Corporate Plan identifies 'Affordable Housing' as a key priority and commits to '*providing good quality affordable homes, particularly to those most in need*'.

The Council has continued to deliver a strong development programme to provide new homes, at social rent, across the borough for local people. In addition to these much-needed homes, a 41-bed homeless hostel, the Elms, and two blocks providing 12 self-contained units of temporary accommodation have been developed. To date we have completed 338 new homes and have a further 368 in the pipeline, with ambition to build more.

Since 2012 and the introduction of self-financing, whereby the Council retains all of the rental income and any growth capital generated to fund investment in the housing stock, a business plan has been developed to enable long term planning. The financial model enables various scenarios of investment to be modelled to make sure there is an appropriate balance between investment in existing homes and new build developments. The financial model is reviewed annually to take account of any external legislative changes that can increase or reduce the availability of revenue, such as the statutory decrease in rents.

The current Business Plan will be for a three year period, as it is acknowledged the Social Housing White paper and Building Safety Bill, as well as the ongoing impact of the Coronavirus pandemic and the response to the Climate emergency, will all require some adjustment in the priority areas of investment.

This plan identifies how the Council will utilise the HRA income and continue to deliver a great housing service, this includes;

- Ensuring tenants' views are listened to and acted upon
- How investment will be made to address priority areas in existing stock and build new homes
- Showing our plans are laid on firm foundations and sustainable
- What additional resources we might have for investment
- Key risks in the delivery of this business plan with actions to mitigate these



2.0 Overview

2.0 Overview

The HRA business plan has been reviewed and updated to include the latest vision, priorities and the financial position of Dacorum's Housing Service. It is aligned to the Corporate Priorities and includes details as to how the housing service can contribute to the net carbon zero targets. The Asset Management strategy is in the process of being updated and a new stock condition survey being commissioned to ensure our investment is in line with the current condition of the housing stock and estates.

The Council has a financial model that demonstrates a sound financial long term plan for its Housing Revenue Account.

This updated business plan starts at the beginning of the financial year 2020/21 and extends over the next 30 years. It incorporates the latest budgetary forecasts and contingency provision has been made for increased investment to address the forthcoming legislative requirements in respect of building safety.

This plan is written for Elected Members, tenants and staff involved in the governance or the management of our housing service and it demonstrates;

- the sustainability of our existing homes;
- how viable our current investment plans are in the long-term;
- the finances available for investment in new homes and investment in our existing stock and service;
- the role of the housing service in the Council's overall vision and priorities.

At the time of updating this business plan we are aware of a number of challenges already impacting the housing service and Dacorum residents. The full implications of the Pandemic upon our tenants and leaseholders, is yet to be realised, but there has been an increase in those applying for Universal Credit and requiring support from our welfare and sustainment teams. The potential increase in bad debt provision is reflected in the financial assumptions.

In addition, the Social Housing White Paper will result in greater external scrutiny and regulation, which may require differing ways of working and delivery of services. The Homelessness Reduction Act and the "Everyone in" ask, during the pandemic have dramatically increased the numbers of households presenting to the Homeless team.



3.0 Delivering for Dacorum

3.0 Delivering for Dacorum

Around three quarters of our homes are in Dacorum's largest town, Hemel Hempstead, with the remainder spread across the other Hertfordshire towns of Berkhamsted and Tring as well as the surrounding villages.

Dacorum has a population of 154,800. Twenty percent of the population are under 16 and we have significantly less 16 – 24 year olds than the national average. The largest age group totalling 84,800 are aged 25-64; we also have higher than England averages for people aged 85+. On the whole we know that Dacorum is an affluent borough.

We have significantly better than England average levels for income deprivation, child poverty and older people living in deprivation. However analysis of indices of multiple deprivation scores indicates our homes generally exist in the small concentrated pockets of deprivation that exist in some wards in Dacorum. The pandemic may have impacted the employment opportunities of some of our tenants and leaseholders and it is important for us as a Housing Service to work with our tenants to understand their needs, priorities and how best to support them.

Housing plays a key role in delivering on a number of the Council's visions, *by providing good quality affordable homes, in particular for those most in need, creating a clean safe and enjoyable environment by working with tenants and leaseholders to help build strong and vibrant communities.*

Provision of affordable housing, helping people into work and creating employment opportunities through our contracts with external partners and the tenant academy, mean we can assist in creating economic growth and prosperity.

The annual investment of over £30 million into existing homes and assets and our new build programme, ensures we are providing good quality affordable homes in particular for those most in need. Through tenant engagement and homelessness prevention we contribute to clean, safe and enjoyable environments that build strong and vibrant communities. Finally, we are continuing to explore how the use of technology and innovative ways of working can deliver a more efficient and modern service that benefits our tenants.



4.0 Our Housing Service

4.1 Our Housing Strategy

The Housing Service is comprised of four teams that focus upon the various areas of service delivery:

- Tenants and Leaseholders – responsible for the management of the housing landlord functions, from initial sign up, throughout the period of tenancy to the termination of tenancy.
- Property and Place - responsible for the repairs, cyclical maintenance and improvements of our homes and estates.
- Strategic Housing - which includes responsibilities such as fulfilling our homelessness statutory duties and influencing other housing providers such as the private rented sector and housing associations.
- Housing Development – responsible for overseeing the development process from initial designs, through planning and construction to completion and handover of new homes.

Our purpose is to ensure we can meet people’s housing need within Dacorum, whether this is through social housing, owned and managed directly by the Council, affordable homes owned and managed by Registered providers or through a more secure and stable private rented sector.

Whilst the HRA is solely used for the delivery of our landlord duties, there are benefits for operating the housing service as a single entity with clear and shared visions and objectives. This will help us to understand the needs for a range of good quality affordable housing tenures in Dacorum and provide a seamless service for residents.

Working with staff, tenants and leaseholders we came up with the following vision for the Housing Service. *‘We want Dacorum to be a place people are proud to call home. We will involve our tenants & leaseholders in decisions, provide good quality, affordable homes, help maintain tenancies and prevent homelessness – and be honest about improvements we still need to achieve.’*

To support our shared vision our Housing Strategy also includes the following key strategic objectives:

- Work in partnership to meet the demand for quality, affordable housing Dacorum
- We proactively and effectively tackle poor housing conditions across Dacorum’s private housing sector
- We understand our housing stock and use it to provide the right homes to meet tenants needs
- We support and empower our Dacorum Borough Council tenants



4.2 Our Tenant Involvement Strategy

Dacorum Borough Council is committed to listening to and working with its tenants and leaseholders, giving them a voice to influence the services and decisions made by the Housing service.

By building strong working relationships with our involved Tenants and Leaseholders, we are able to deliver a sustainable service that meets local housing need.

This four-year strategy demonstrates our commitment to genuine partnerships with Tenants and Leaseholders to deliver a great housing service.

Our vision for the new 'Get Involved' strategy 2020-2024 is for all our tenants to have the opportunity to engage with us and directly influence the delivery of services to them by the housing service.

We are committed to ensuring that our tenants feel listened to, so that they are empowered to influence decisions and services.

Tenant involvement provides us with the tenant experience of our services and helps us to prioritise what is important to our tenants, ensuring value for money and excellence in services.

Following the publication of the 'New deal for social housing', we are intent on listening to our tenants and ensuring they have a real voice, tackling the stigma of social housing and making our communities safe and clean environments.

The strategy is underpinned by four commitments which are:

Commitment 1: All Dacorum Tenants and Leaseholders have the opportunity to 'Get Involved'.

Commitment 2: Dacorum Borough Council works in partnership to ensure the housing service is shaped by the needs of our tenants.

Commitment 3: Dacorum Borough Council will proactively celebrate and promote the positive attributes and value of our social housing and tenants to challenge any stigma.

Commitment 4: Dacorum Borough Council is accountable to its Tenants and Leaseholders.



5.0 Governance and Delivery

5.0 Governance and Delivery

The HRA business plan is a living document, which articulates the short, medium and long-term strategies for the management, maintenance, improvement and addition to the Council’s housing stock.

Officers from both housing and finance undertake an annual review of the financial model to ensure it reflects changes to the new build programme, or the impact of external factors and any changes approved by the Council’s Cabinet on an annual basis.

Once approved, it is the responsibility of the officers in the Housing Service and Finance Department to monitor and deliver the plan.

To ensure transparency the Tenant and Leaseholder Committee, the top level committee in the ‘*Get Involved*’ Strategy will receive strategic updates on the financial position of the Housing Service against its target. This will also be presented to elected members on the Council’s Housing and Communities Overview and Scrutiny Committee.

Each year we will use the annual report to publish our top line figures from the HRA business plan. This will help to keep our tenants informed and offer information around value for money. The annual report is also our opportunity to pull together satisfaction information collected throughout the year and publish our annual goals for the service based on what our tenants feel is important. These are shown through our annual ‘promises’. This is outlined further in section 7.

This business plan is supported by a financial model that uses the latest budgetary information to outline the expenditure required for all the key services and priorities of the Housing landlord functions. It does not include the Strategic Housing, which is financed by the Council’s General Fund.

Any fundamental changes or circumstances that will see expenditure increase above those provided, or income fall below expectations then the plan will be revisited with support from the stakeholders listed. Swift action allows us to remedy any shortfalls and assess to the medium and longer-term impact to the plan. This flexibility is particularly important as it allows us to consider and react to the numerous changes previously mentioned.



6.0 Homes for the Future

6.1 Our Asset Management Strategy

In year 2017 we produced our Asset Management strategy called 'Homes for the Future'. It commits to having the right homes that meet the required standards and that we work with our tenants, leaseholders and contractors to provide good quality homes for the future. It recognises our homes are the Council's most valuable asset.

The strategy, is currently under review and a stock condition survey will be undertaken to supplement the existing information and provide up to date details of the condition of the components. Once completed a revised strategy will be developed and incorporate the ongoing energy improvement measures and building safety upgrades that will be required to keep our homes fit for the future.

The new strategy will consider the current four commitments and be developed in consultation with a range of stakeholders, including tenant led focus groups, intelligence gathered by our contractors and feedback from the STAR survey. The development of current strategy resulted the following four commitments:

- **Commitment One:** Our housing assets meet the current and future needs of our tenants
- **Commitment Two:** Our tenants live in homes that are safe and maintained to the agreed standard
- **Commitment Three:** Through investments and improvements our assets generate income and support the housing service (HRA) business plan
- **Commitment Four:** We get the best value from our assets and develop homes for the future

In 2014 the Council entered into a number of contracts, for external service providers to deliver the repairs, cyclical maintenance and compliance works and planned improvement work. The contracts are monitored monthly and an annual review undertaken to ensure they are delivering to the promises that they made at tender stage. The options for future delivery models are being explored, so a smooth transition can be achieved and to allow for engagement with tenants and leaseholders.

By achieving effective asset management, the Council can provide good quality accommodation, which can contribute to the carbon reduction targets and enable tenants to live independently, to improve their quality of life and deliver a sustainable service for the future.



6.0 continued

6.2 Our Stock Investment Requirement and Financing

The table below shows the projected Capital spend requirements for our housing stock to both improve and maintain it over the next 30 years. All new homes that have been completed, are underway or approved as part of the Council's new build programme have been accounted for. We have also included a budget for further new homes where sites have not yet been formally approved.

Year	1	2	3	4	5	6	7	8	9	10	11-15	16-20	21-25	26-30	Total
Description	2020.21	2021.22	2022.23	2023.24	2024.25	2025.26	2026.27	2027.28	2028.29	2029.30	2030.31-2034.35	2034.35-2039.40	2040.41-2044.45	2045.46-2049.50	
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Expenditure															
Capital Maintenance	11,708	17,023	18,066	18,100	18,524	17,523	15,428	15,708	15,993	16,284	84,886	94,146	117,614	134,474	595,477
New Build	7,743	24,337	33,911	37,781	22,190	16,375	0	0	0	0	0	0	0	0	142,337
Total expenditure	19,451	41,360	51,977	55,881	40,714	33,898	15,428	15,708	15,993	16,284	84,886	94,146	117,614	134,474	737,814
Financing															
Revenue Contributions to Capital	(5,855)	(7,371)	(6,900)	(6,068)	0	0	0	0	0	0	0	0	0	0	(26,194)
Capital Receipts and Reserves	(4,624)	(16,258)	(3,006)	(1,766)	(1,000)	(8,500)	(737)	(757)	(778)	(799)	(3,260)	(5,055)	(13,992)	(5,057)	(65,589)
Major Repairs Reserve	(6,915)	(10,477)	(13,320)	(13,320)	(13,320)	(13,320)	(14,691)	(14,951)	(15,216)	(15,485)	(81,626)	(89,090)	(97,225)	(106,090)	(505,045)
Right to Buy Receipts	(2,057)	(7,255)	(6,550)	(2,902)	(2,794)	(2,813)	0	0	0	0	0	0	0	0	(24,370)
Borrowing	0	0	(22,200)	(31,825)	(23,600)	(9,266)	0	0	0	0	0	0	(6,397)	(23,328)	(116,616)
Total financing	(19,451)	(41,360)	(51,977)	(55,881)	(40,714)	(33,898)	(15,428)	(15,708)	(15,993)	(16,284)	(84,886)	(94,146)	(117,614)	(134,474)	(737,814)
Net (over)/ under financing	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0

All of the expenditure assumptions detailed in the table include the impact of inflation and how this will affect the cost of improvements and maintenance of our stock. The funding for capital expenditure is raised through our rents and sales of properties. An integral accounting adjustment for depreciation results in a charge to the HRA that is then credited to a major repairs reserve, which in turn funds capital works.

A formula used nationally dictates how much we should credit the major repairs reserve. If there is a shortfall in funding capital works we are able to top this up with revenue contributions from the HRA.

Right to Buy receipts help fund both capital works and new build expenditure, in particular '1-4-1' receipts which we go on to discuss in more detail in sections 8 and 9.

Other capital receipts and grants received by the HRA are a result of shared ownership properties and properties purposefully built to sell on the open market. This allows us to subsidise the cost of building new affordable homes.

In the later stages of the plan we detail required borrowing for the HRA account. This is further explained in section 8.

Overall this table shows the HRA can afford to meet our capital investment, maintenance and current new build targets.

7.0 Our Priorities

7.0 Our Priorities

In 2020 we conducted the Survey of Tenants and Residents (STAR). STAR is a satisfaction survey that helps landlords to identify and evidence how well they are meeting the needs of tenants and leaseholders and engaging them in the work that they do.

The results showed we are delivering a good quality service to our tenants and leaseholders. We found that 77% of our general needs tenants, 90% of our supported housing tenants and 62% of leaseholders who responded to the survey are satisfied with the overall service they receive.

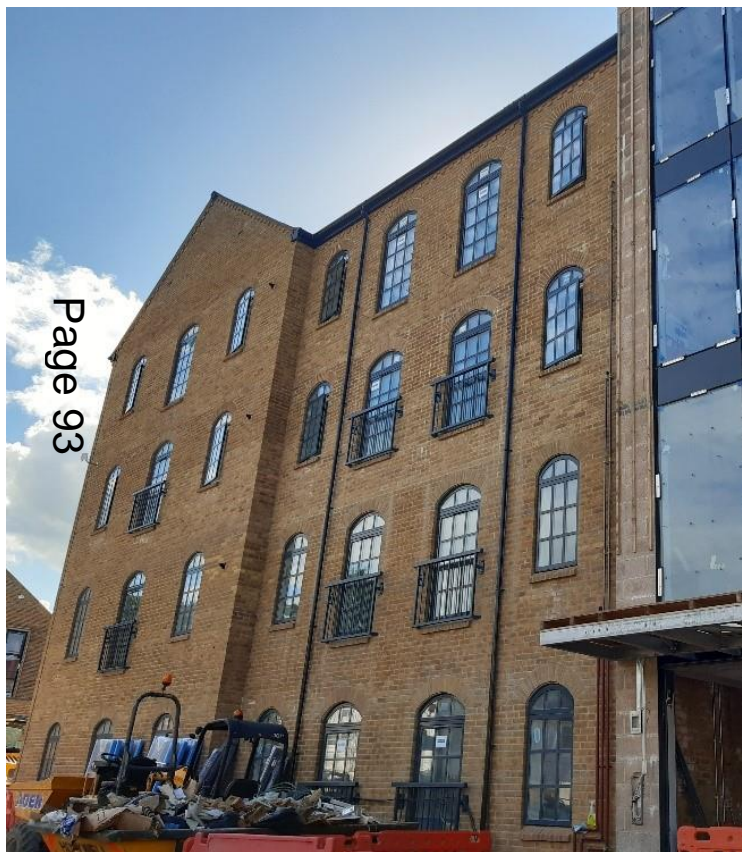
Key action points arising from the survey are that we need to work in partnership with our TAM partner, Osborne Property Services Ltd to improve satisfaction. The expenditures dedicated to repairs within this plan will offer certainty to our tenants and leaseholders that improving and maintaining our stock continues to be a main priority for the Housing Service.

Another recommendation is to improve tenants' and leaseholders' perceptions of feeling listened to. Our new approach and structure for delivering Tenant Involvement and investment in digital communications will achieve this.

The forthcoming Building Safety Bill, which has been developed following the Dame Judith Hackitt Review of the tragic fire at Grenfell Tower in London, will require the management of health and safety to be undertaken in line with new Building Regulations and Statutory instruments and the need for high rise (over 18M) higher risk buildings to be certified as compliant. The Council has for some time had a robust approach to managing Fire Safety, Gas Servicing and other statutory compliance within its housing stock and is undertaking the necessary preparations to ensure we are able to comply with the new regulatory requirements.

The Council has committed to building new homes across the borough and this remains a priority. There is always an appetite to deliver more homes and all options to support this endeavour are considered. With a growing demand for housing and the need for it to be affordable, we will where possible seek to extend our development programme above the expenditure detailed within this plan.

As well as the 338 new homes already completed, there are approximately 368 either on site or at the planning stages with a future pipeline being finalised.



8.0 The HRA Finances

8.1 The HRA Forecasts

In section 6.2 we have shown that we can meet our core investment needs as per the asset management strategy and deliver additional affordable homes.

This section reviews the HRA and the day to day income and expenditure forecasts. See appendix one for the details behind the HRA and Capital forecasts including assumptions made.

As part of the national self-financing settlement the HRA took on debt of £354million in place of making an annual subsidy contribution. This in effect made HRA business plans easier to produce as it enables us to project our finances and understand what resources are available.

The Government lifted limits placed on HRA borrowing during 2018/19. This limit was known as the 'HRA debt cap'. The lifting of the debt cap gives the Council more flexibility in the financing of its HRA capital programme.

The borrowing to date has been predominantly through the Public Works Loan Board (PWLB), which was supplemented in the early years of the plan through direct borrowing from the General Fund reserves.

A number of assumptions, which are contained in Appendix A, are used to inform the forecasts and there are contingency sums included in the forecast for the costs associated with the increased regulatory requirements arising from the Building Safety Bill and investment in Energy efficiency measures.

It is also recognised that in order to provide tenants with more information that relates to their tenancy and their homes, that there will need to be investment in a customer portal so that real time rental information, gas servicing certificates, electrical test certificates repairs report status and other information relating to the property or their tenancy can be accessed online. Provision for investment in new systems is included in the capital forecasts and will be delivered to align with other corporate ICT projects.



Business Plan Forecast 2020-2050

Year	1	2	3	4	5	6	7	8	9	10	11-15	16-20	21-25	26-30	Total
Description	2020.21	2021.22	2022.23	2023.24	2024.25	2025.26	2026.27	2027.28	2028.29	2029.30	2030.31- 2034.35	2035.36- 2039.40	2040.41- 2044.45	2045.46- 2049.50	
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Income															
Rental Income	(54,358)	(55,465)	(56,866)	(59,355)	(62,927)	(63,718)	(65,187)	(66,338)	(67,509)	(68,699)	(363,694)	(396,870)	(433,045)	(472,457)	(2,286,490)
Service charge income	(2,175)	(2,500)	(2,545)	(2,596)	(2,656)	(2,709)	(2,763)	(2,818)	(2,875)	(2,932)	(15,563)	(17,183)	(18,972)	(20,946)	(99,233)
Other Income	(357)	(357)	(363)	(371)	(379)	(387)	(395)	(402)	(410)	(419)	(2,222)	(2,454)	(2,709)	(2,991)	(14,217)
Total income	(56,890)	(58,322)	(59,775)	(62,322)	(65,962)	(66,814)	(68,345)	(69,559)	(70,794)	(72,050)	(381,480)	(416,508)	(454,726)	(496,394)	(2,399,940)
Expenditure															
Management	14,673	14,069	14,334	14,683	15,060	15,444	15,754	16,071	16,395	16,725	88,808	98,112	108,394	119,757	568,280
Bad debt provision	2,075	975	1,003	1,047	1,110	1,124	1,150	1,170	1,191	1,212	6,418	7,003	7,642	8,337	41,458
Responsive & Cyclical Repairs	7,899	11,608	11,890	12,294	12,719	13,174	13,552	14,013	14,454	14,936	81,269	93,104	106,648	122,145	529,705
Total expenditure	24,647	26,652	27,227	28,024	28,889	29,742	30,457	31,255	32,040	32,873	176,494	198,219	222,684	250,239	1,139,443
Capital financing costs															
Interest paid	11,586	11,586	11,745	12,822	13,709	14,042	13,923	13,616	13,250	12,900	58,540	51,182	38,723	14,004	291,628
Interest received	(93)	(191)	(172)	(165)	(183)	(199)	(229)	(280)	(302)	(269)	(1,326)	(1,528)	(1,332)	(1,307)	(7,575)
Depreciation	12,866	12,905	13,216	13,602	14,030	14,401	14,691	14,951	15,216	15,485	81,626	89,090	97,225	106,090	515,392
Capital financing costs	24,359	24,299	24,790	26,259	27,556	28,244	28,385	28,287	28,163	28,115	138,840	138,745	134,617	118,786	799,445
Appropriations															
Revenue contribution to repayment of debt	0	0	1,166	2,028	9,007	8,489	9,222	9,895	10,498	11,025	65,750	79,140	97,089	126,845	430,151
Revenue contribution to capital	5,855	7,371	6,900	6,068	0	0	0	0	0	0	0	0	0	0	26,194
Revenue contribution to reserves	2,029	0	0	0	0	0	0	0	0	0	0	0	0	0	2,028
Appropriations	7,884	7,371	8,067	8,095	9,007	8,489	9,222	9,895	10,498	11,025	65,750	79,140	97,089	126,845	458,373
Net (income)/ expenditure	0	0	308	56	(510)	(340)	(281)	(122)	(93)	(37)	(396)	(404)	(337)	(524)	(2,679)

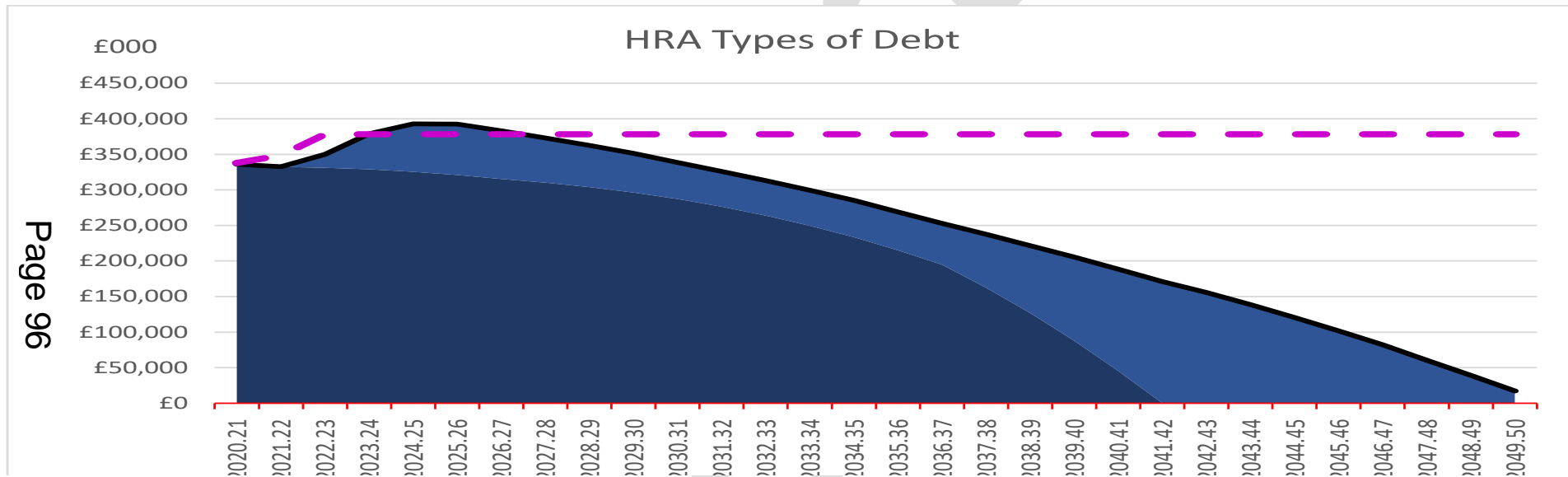
This table shows the forecast net income/ expenditure on the HRA. It indicates that the HRA can remain balanced over the 30 years projected.

Forecast HRA income and expenditure allows the HRA to meet: the cost of day to day management and repairs for our housing stock; manage interest charges; the depreciation charge that funds capital works through the major repairs reserve; and top up the funding for capital works through revenue contributions. A minimum balance has been set within this financial model to ensure the HRA working balance does not go below an agreed figure.

8.2 The Treasury Management Strategy

The treasury management strategy determines how the business plan will be financed and considers income received, through rents, 1-4-1 receipts, selective market sales of new build units or borrowing, against the costs of management and supervision, maintenance of the existing stock and new build programmes and repayment of interest and capital on the debt.

This graph shows our projected borrowing position. It highlights our capital expenditure needs against the required HRA balance.



The dark blue area shows the balances for the original loans taken out with the transition to self-financing. This will be fully repaid by year 22. In line with the capital funding requirements in section 6.0, new borrowing is required to fully finance the capital programme in the later years. This is shown in lighter blue. New borrowing is a result of changes to rent policy causing a reduction in previously anticipated levels of income, an increase in numbers of right to buys and the need to match fund 70% of the new build programme to avoid losing receipts. The purple dotted line shows the level of the former HRA debt cap for comparative purposes.

In summary the HRA will remain balanced, fully funded and become debt free in 32 years.

8.0 Continued

8.3 HRA Resources Available

Whilst the HRA has a minimum balance set for unforeseen short-term impacts such as high responsive repairs expenditure, we cannot assume that there are additional resources available to meet all the priorities outlined in section 7.

Additional resources available to the HRA are primarily through borrowing. Additional borrowing incurs additional interest payments on the associated debt, which has an impact on the minimum HRA balance.

In summary, whilst the HRA has borrowing capacity to fund tenants' priorities, it is essential we understand the potential impact associated with each of the priorities listed before committing resources.

The annual update of this business plan will allow us to effectively monitor and make such decisions and the financial model that determines the viability of the business plan is reviewed to ensure any external variables have been accounted for and that the plan is deliverable.

The impact of the Pandemic cannot be fully assessed, but there has been an increase in the bad debt provision to allow for any ongoing economic shock that impacts the ability of our tenants to pay their rent. It is anticipated that there will be an ongoing need to support a number of households to sustain their tenancies and that there could be a changing view of sheltered accommodation, but at the time of writing it is not possible to understand the full financial implications.

The lockdown restrictions and concerns from tenants regarding internal works being carried out has resulted in a reduced level of capital investment in 2020-21, which has been smoothed over the next two years, as it is likely that the first two quarters of 2021-22, will still be impacted until the vaccination programme has been fully delivered.



9.0 Risks and Challenges

9.0 The Risks and Challenges

We have identified four key areas that could have significant impact to the financial projections detailed in section 8.

Risks

Cost Inflation

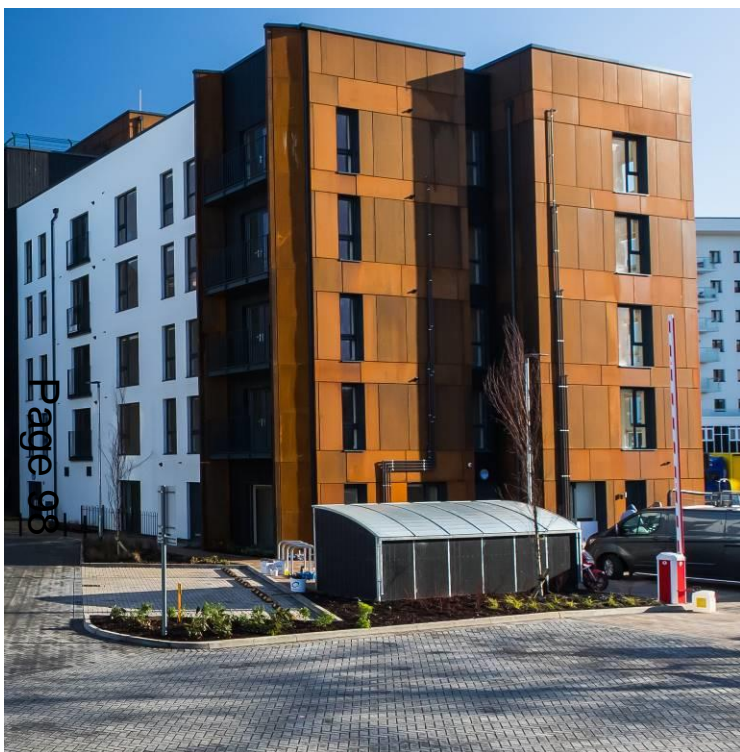
Following the exit of the UK from the European Union, interest rates have and are predicted to remain low, but the threat of inflation remains. Although a trade deal was reached with the EU, there are a number of materials that are imported and as the value of sterling remains lower than in the past, has resulted in costs increasing. If this continues and alternative UK produced materials are not available, this could affect both our ability to maintain our current homes and our ability to deliver our New Builds. This means our current available resources within the plan would become increasingly limited.

Right to Buys

There is a level of volatility regarding levels of Right to Buy and prediction is difficult, especially in the current economic climate. An increase in uptake for Right to Buy would see a reduction in our rental income. A decrease in sales results in more income but more properties to maintain and less receipt for use. Each sale results in a '1-4-1' receipt which we have to spend on providing new affordable homes within a 3-year timeframe. With the development costs of 70% falling to us and the remaining 30% from these receipts, we are under additional pressure to either build new homes in a shorter timescale, absorb our portion of the cost to do so, or return these receipts to Central Government. We are actively working with a number of Registered Social Landlords who we can 'grant' these receipts to for the provision of affordable housing, but a number of schemes have suffered delays through the pandemic. Ministry for Housing Communities and Local Government has granted a small extension of these timescales.

Challenges

Housing White Paper The detail is not currently available on the new role of the social housing regulator and the impact upon stock retained local authorities. Whilst the detail of the recommendations of the Housing White paper are understood and the Council are currently delivering many of these within the current service offering, there could be additional costs associated with demonstrating compliance with a set of performance indices that have not been developed.



9.0 The Risks and Challenges continued

Climate Emergency

The challenge is to try and improve upon the target of 2050, which is the national target set for domestic dwellings. The Council are working with Energy Savings Trust to model the stock and identify those energy efficiency measures, which result in the maximum carbon reduction for the least financial investment. The reality of the situation is that the actions of the occupiers have the greatest impact on the ability to reduce the carbon use and it is essential that we work with tenants to consider the various methods to reduce the energy consumption of households.

Short to Medium term impact of the pandemic on the economy

The potential for a number of tenants or leaseholders to be negatively impacted financially, from the economic effects of the Pandemic, is one which could impact the bad debt provision and consultation with leaseholders will be even more important before works are programmed, to understand any risks of recovering costs through the Section 20 process.

Evictions from the private rented sector after suspension of all court activity

Throughout the pandemic there has been a desire for everyone to remain in their accommodation, so that during periods of lockdown everyone has accommodation, even if this is temporary in nature. One of the mechanisms that was introduced to achieve this objective was a suspension of court activity that would result in eviction of tenants from their accommodation. The period of suspension on evictions has been extended as the impact of the pandemic required further periods of lockdown. Housing advice has been provided to a number of households in the private rented sector who are at risk of eviction when the courts recommence eviction proceedings and this could result in an increase in households requiring support from the Council to secure suitable accommodation, or a number becoming homeless. It is anticipated that this could put pressure on the need for temporary accommodation and move on accommodation, some of which may be funded through the HRA and impact the business plan.



Appendix One

Financial Assumptions

The 30-year business plan has been based on the approved budget for 2020/21, adjusted for any revenue impact of new build schemes yet to receive formal approval. The capital expenditure has been derived from the housing asset management database and current new build programme. In order to project forward the remaining 29, years certain assumptions have to be made in order to provide for the projections. These are:

Item	Assumption
Rent Increases	Years 2 onwards CPI + 1% for the next five years, and CPI for the remaining years throughout plan. New tenancies re-let at (social) formula rent.
RPI	Year 2 RPI (1.3%), Year 3 RPI(2.8%), and 3.0% for the remainder years throughout plan– applies to service charges, other income, management costs, repairs and maintenance costs
Minimum HRA Balance	5% of turnover
Major Repairs Reserve Balance	Nil – to be fully utilised each year to fund capital works and new build
New Build Programme	264 units built, 46 in progress, 367 in pipeline. Let at existing (social) formula rent levels.
Voids and Bad Debts	Voids: 0.8% of gross income Bad Debts: 1.80%.
Right to Buy sales	Assumption of 24 sales per year. The self-financing settlement assumed an average of 20 per year. The HRA benefits from all retained right to buy receipts.
Interest Rates	On existing borrowing the loan interest rates are fixed with levels between 3.0% and 4% depending on the duration. New borrowing which is assumed in the plan is modelled at 1.7% in 21/22 and 4.0% thereafter.