



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 10 November 2021 at 7.30 pm

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 Harden
Councillor Adeleke (Vice-Chairman)
Councillor Mrs Bassadone
Councillor Imarni (Chairman)
Councillor Mahmood
Councillor Pringle
Councillor Durrant

Councillor Johnson
Councillor Oguchi
Councillor Hollinghurst
Councillor Barry
Councillor Freedman
Councillor Ransley

For further information, please contact Corporate and Democratic Support

AGENDA

1. MINUTES (Pages 3 - 10)

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. BERKHAMSTED SPORTS CENTRE (Pages 11 - 27)

7. QUARTER 2 BUDGET MONITORING REPORT (Pages 28 - 39)

8. QUARTER 2 PERFORMANCE REPORT - HOUSING (Pages 40 - 61)

9. QUARTER 2 PERFORMANCE REPORT - PEOPLE & COMMUNITIES (Pages 62 - 69)

10. ACTION POINTS FROM 13 OCTOBER 2021 (Pages 70 - 72)

11. WORK PROGRAMME (Pages 73 - 74)

**Dacorum Borough Council
Housing and Community OSC
Minutes of Meeting**

DATE: 13 October 2021

TIME:

LOCATION: Council Chambers, recorded via Teams

ATTENDEES:

Councillors

Isy Imarni	(Chair) (The Chairman)
Lara Pringle:	(Cllr Pringle)
Nick Hollinghurst:	(Cllr Hollinghurst)
Neil Harden:	(Cllr Harden)
Suqlain Mahmood:	(Cllr Mahmood)
Sammy Barry:	(Cllr Barry)
Hazel Bassadone:	(Cllr Bassadone)
Gbola Adeleke:	(Cllr Adeleke)
Alan Johnson	(Cllr Johnson)

Officers

Natasha N Beresford	Group Manager Strategic Housing
Paul Hunt	Housing Needs Team Leader
Layna Warden	Group Manager Communities
C Foster	Community Partnerships and Wellbeing Officer
A Care	Community Partnerships Team Leader
Sarah Turner	PA to the Corporate Directors (Minutes)

HC/051/21 APOLOGIES FOR ABSENCE

Apologies received from Cllr Durrant, Cllr Oguchi and James Deane.

HC/052/21 DECLARATIONS OF INTEREST

There were no declarations of interest.

HC/053/21 MINUTES AND ACTIONS

There were no comments on the previous minutes from 1 September 2021 and they were agreed and signed by the Chairman.

HC/054/21 PUBLIC PARTICIPATION

There were no items of public participation.

HC/055/21 CONSIDERATION OF ANY MATTER REFERRED TO THE COMMITTEE IN RELATION TO CALL-IN

There were no referrals.

HC/056/21 HOUSING ALLOCATIONS POLICY

N Beresford introduced the revised housing policy. N Beresford explained there had been a number of engagement sessions and noted that there is a legal requirement to review the policy every three years or upon legislative change. This review had been prompted by the three-year cycle and there had been no legislative change.

N Beresford stated that four minor amendments had been made. Firstly, the allocation of sheltered housing was to be altered so that applicants of any financial means could be considered for sheltered housing rather than those falling under a capital threshold of £250,000.

Secondly, the local connection to villages will be lowered from ten years to five years, allowing those with a connection to a village of five years or more to apply on that basis for social housing in the village.

The third amendment concerns income threshold for new applicants. It was noted that previously new applicants must have an income of no more than £60,000 across all accommodation types. The proposed amendment was to introduce a tiered approach to the income threshold across property types, with a threshold of £40,000 for one-bedroom properties, £50,000 for two-bedroom properties and £60,000 for properties with three or more bedrooms.

The final amendment will see an increase to the age up to which mixed sex siblings can share a bedroom, from five years to ten years.

Cllr Pringle queried whether the combination of amendments three and four would put large and particularly blended families at a disadvantage, as they are often in need of more space, and may have an income exceeding £60,000. N Beresford explained that the threshold was more generous than some other Local Authorities in Hertfordshire and that affordability data had been closely looked at. N Beresford was confident that those with an income of over £60,000 would be able to afford other means of housing, but that there is flexibility in the policy so exceptions can be made to the rule.

Cllr Pringle questioned the disruption for children having to share bedrooms if their sibling has special educational needs such as autism or ADHD which often led to poor sleeping patterns. Cllr Pringle asked whether the impact of this on other siblings had been taken into account. N Beresford agreed that this is something that is seen more regularly and assured Cllr Pringle that the team works with a multidisciplinary team to ensure that families are adequately supported and that additional bedrooms are authorised on appropriate grounds.

Cllr Pringle asked whether adjustments to sleeping arrangements due to positive Covid-19 cases had been taken into account, if siblings who shared bedrooms needed to self-isolate. N Beresford said that it had not been possible to take that into account when devising the policy, but that families are engaged with to ensure they are making the correct decisions to keep themselves safe in relation to Covid-19 or other health and safety issues.

Cllr Pringle asked whether there were allowances made for parents with shared custody orders as bedrooms would need to be allocated to both parents. N Beresford clarified that when there is a shared custody order granted by the Court, it is considered and a child can be included in two households.

Cllr Bassadone asked what was being done to encourage people living in large houses to vacate them if bedrooms were not being used. N Beresford stated that there is an incentive scheme to encourage this but that not many tenants had taken this up. N Beresford said that although this is a significant issue, there is a higher demand for smaller properties currently. N Beresford advised that the need for adapted houses is also currently very significant and there are hopes that registered providers and the development team will be able to address this.

Cllr Hollinghurst asked what part an applicant has to play in making a bid for accommodation and what constitutes making a bid. N Beresford explained that it is a choice-based letting system, that an applicant with an identified housing need can be put on the register and then bid for as many suitable houses as they like. N Beresford advised that the team works closely with vulnerable applicants who need more assistance in making bids. N Beresford explained that if an applicant bids for a property, is successful and then rejects it, this will have repercussions for the applicant. N Beresford confirmed that the website for bidding can be accessed in a variety of ways including from DBC's main website and can be accessed from all mobile devices.

Cllr Hollinghurst queried whether those in tied accommodation were also considered. N Beresford advised that should they get notice of their employment and/or accommodation coming to an end, they will get support from the Homelessness Prevention Team and be put on the housing register if they are eligible.

Cllr Barry questioned the changes to income threshold, stating that an income of £60,000 would not enable somebody to buy a property. Cllr Barry also asked whether Children's Services had been involved in the decision to amend the age up to which mixed sex siblings can share a bedroom.

N Beresford responded that social housing is a diminishing resource and must be managed carefully, and the ability to afford private sector accommodation is considered. N Beresford said that the DBC threshold compares favourably to others in the area and that it is informed by data from the DWP and offered reassurance that the policy has flexibility and the ability to be amended following reviews if necessary. N Beresford advised that the team worked closely with social services and that all stakeholders were involved in the development of the new policy and that Social Services are closely consulted regarding families in need of extra support.

Cllr Barry asked if N Beresford knew the national living wage in Dacorum, and N Beresford responded that she did not and would seek to provide it.

Action: N. Beresford

Cllr Mahmood said that he felt £70,000 was a more appropriate threshold level for large houses. N Beresford explained that a robust financial assessment is undertaken and that the threshold has been changed to a tiered approach to allow for the people most in need and those who cannot access housing in another way to be served by the housing policy.

Cllr Mahmood stated he had compared DBC to other areas and felt that DBC had the biggest housing stock and also the biggest waiting list. Cllr Mahmood queried whether policy differences between boroughs accounted for this. N Beresford confirmed that the demand is very high in Dacorum, but that 4,000 from 6,000 applicants on the register have never placed a bid for properties. N Beresford highlighted that changes to the policy would mean some of these applicants would no longer be on the register.

Cllr Mahmood stated that he still disagreed with the £60,000 threshold and felt £70,000 to be more appropriate. N Beresford said that these households may not be able to afford to purchase a property but they could rent one privately or join other schemes such as a shared ownership scheme. When asked by Cllr Mahmood when people are removed from the register, N Beresford replied that they will be removed if they bid for a property but reject it, if they have certain antisocial behaviour orders, orders related to domestic abuse or rent arrears.

Cllr Mahmood believed that a procedure to cover exceptional circumstances should be included within the policy. N Beresford said that it is important to give exceptional circumstances consideration on an individual basis, and that if patterns emerge which means the exception is becoming the norm, the policy is reviewed.

Cllr Harden sought clarification on page 25 of the policy, in particular regarding the myth that those with the highest priority get housed. N Beresford advised that was solely due to village connection cases where an applicant with a village connection would supersede someone without.

Cllr Johnson asked if those who are to be removed from the housing register will receive advice. N Beresford stated that it will be a long and detailed piece of work and that all applicants will be asked to review their application and subsequently assessed against the revised policy. If they are no longer eligible, they will be

removed from the list. The changes will be managed in alignment of other demands on the council so as not to put a strain on resources.

Cllr Johnson asked about location being a stumbling block with supported housing. N Beresford said that the capital threshold for supported housing will not be the sole resolution to making sure this accommodation is occupied. P Hunt added that unoccupied supported housing will be offered to those aged 55 and then 50, but that removing the capital threshold as well as the stipulation to not currently have housing should mean more over 60s are eligible for this accommodation, improving their quality of life.

Cllr Adeleke stated that he would like thanks to be conveyed to the Tenants and Leaseholders Committee for their hard work that went into creating the new policy. The Chairman confirmed that the gratitude would be passed on and explained the role of the TLC in the creation of the policy.

The Chairman queried the tiered approach to antisocial behaviour and asked what a demoted tenancy is. N Beresford explained that the tiered approach was devised in consultation with the Antisocial Behaviour teams and the Community Safety teams and deemed fair and appropriate in dealing with a spectrum of antisocial behaviour. L Warden explained that a demoted tenancy means a tenant reverts back to an introductory tenancy from a secure tenancy for a year to prove that they can manage that tenancy successfully. L Warden highlighted that it was a way to more effectively support vulnerable people.

The Chairman queried the difficulties surrounding those with severe mental health issues being moved into properties where neighbours know that the council are aware of those issues. N Beresford confirmed that mental health is one of the biggest challenges faced by the housing service and that often these people are the ones that the policy is most focused on helping into social housing. N Beresford confirmed that there is relatively little supported housing and the threshold criteria is high. N Beresford said that dealing with this is done on a multidisciplinary basis, bringing adult services, mental health services and housing together in a wraparound package of support.

The Chairman queried the fairness of the village connection link favouring those with a higher priority need. N Beresford advised that it was important to the housing officers to help those with higher need, but that historical arrangements regarding village connections had to be honoured.

Cllr Pringle asked whether due to the increase in the need to support residents with mental health needs, should the team receive enhanced training or should a designated job role be created in the team to deal with this. N Beresford said that there was a belief that other statutory services should remain responsible for this, but that there is training being provided.

Cllr Pringle asked if the staff needed more support to deal with difficult situations. N Beresford listed the ways in which staff are supported including the EAP service, clinical supervision and additional counselling if required.

Cllr Harden asked if the housing team have any jurisdiction over housing associations and how they deal with vulnerable people. N Beresford explained that they do not have any jurisdiction but that they work closely with registered providers especially when there have been complaints regarding antisocial behaviour. N Beresford also advised that the only area where they retain power under the Housing Act 2004 is where they believe a provider is not taking appropriate regulatory action.

Cllr Hollinghurst asked if there is any power to ensure that policies of registered social landlords are aligned with policies of the authority. N Beresford said that we do not have any authority but we do work closely with them and when we make an offer, the registered social landlord will undertake further checks.

HC/057/21 PHYSICAL ACTIVITY AND SPORTS ACTION PLAN

L Warden introduced the delivery commitments and objectives and a plan had been developed to improve sports infrastructure, tackling inactivity and improving governance and partnership working. C Foster went on to highlight recent statistics:

- The action plan has engaged 4,751 Dacorum residents since April 2021, double 2020's figures
- The Wake Up and Dance initiative engaged 816 participants over 6 weeks
- The wellness festival engaged 400 participants over a week
- There is a total of £88,250 in investments brought to the Borough this year including £22,000 from sponsorship from a local electricity company for the basketball courts and £24,000 from Public Health towards the healthy hub project.

C Foster advised that the opening of the new netball and tennis courts was delayed due to Covid but since its opening, 315 residents have used the netball courts and 659 regularly participate in tennis. The facility had been transformed by £65,000 to provide the tennis courts, netball courts, seating areas, equipment storage and bins.

C Foster confirmed she had created The Dacorum Planning and Sports Working Group alongside Mark Gaynor to ensure all organisations are working towards the active Dacorum strategy and that this model had been used as best practice by other local authorities.

C Foster stated that to tackle physical inactivity, there had been virtual events such as a virtual Your Town Dacorum run, a Walk Dacorum virtual event and a wellness festival. These had had good participation levels and raised £1,400 for the Daisy Cave Foundation. C Foster stated that a return to physical events was being planned, starting with a 5K fun run.

Cllr Adeleke wanted to commend C Foster's progress as a one-man-band. Cllr Adeleke asked how many more projects are planned and if funding will increase. C

Foster replied that the plan is a working document so some items will be removed and some will return once completed. C Foster advised that her priority is increasing engagement. C Foster highlighted that funding for next year is uncertain as it comes from several different places but that there is work being done with partners to bring more funding into the borough.

Cllr Adeleke asked how much of the £346,000 budget had come from Dacorum and C Foster responded that £20,000 was from DBC finance and the rest was from external parties.

Cllr Hollinghurst stated that he felt the plan was very focused on Hemel Hempstead and asked why park runs are no longer able to happen at Tring Park now it is managed by the Woodland Trust, and that Tring is in need of a replacement skate park. L Warden responded that they are aware of the changes at Tring Park and have been in discussion with the Woodland Trust as an intermediary but no progress had yet been made. A Care stated that work is going on regarding the Tring skate park and that she is unsure of the current status of the work, and will provide the Councillor with an update.

Action: A Care

Cllr Hollinghurst queried why Tring Park had been handed to the Woodland Trust on a 400-year lease and that as it is publicly owned the control of it should not be entirely in the Woodland Trust's hands. L Warden mentioned that she believed the lease to be on a 100-year basis and that the lease gives the Trust the authority to make decisions.

Cllr Harden sought clarification on the inclusion of Nordic walking and this was explained to him by C Foster and A Care. Cllr Harden also enquired as to what can be done to encourage vulnerable people who live alone to be outdoors more for health reasons.

A Care responded that the arts and culture team had run a forest therapy initiative which was very successful and it was hoped that they would receive funding to run it more widely. Cultural walks and trails were also planned to encourage people to get out and about to help with mental health.

Cllr Mahmood praised the report and sought clarification on what had been meant by community engagement. C Foster said that it meant participation in events. Cllr Mahmood asked whether there were plans to implement an e-scooter scheme. A Care stated that this was being looked into as a project but it would require funding. A Care stated that there had been some government pilots and they were waiting to hear the results of those. Cllr Mahmood raised concerns about e-scooters clashing with pedestrians. A Care stated that this was part of the feedback and it would be looked at in detail.

Cllr Ransley asked if the 30 sports organisations in the network in Tring were being engaged. C Foster stated that they were part of the Dacorum Sports Network and they contribute on a regular basis.

Cllr Hollinghurst queried if the council's focus was on active exercise, do e-scooters burn as many calories as cycling or walking? C Foster responded that research shows that the use of e-scooters is linked with an increase in physical exercise and more time spent outdoors, increasing an active lifestyle.

HC/058/21 GARAGES PROJECT PRESENTATION

The Chairman stated that this would not be covered due to James Deane's absence following a family emergency and canvassed an opinion on whether an interim TEAMS meeting would be feasible to cover this. This was answered positively. The Chairman stated she would look for a time and date and revert by email.

Action: Cllr Imarni

HC/059/21 WORK PROGRAMME

There were no additions to the Work Programme.

HC/060/21 ACTION POINTS

The Chairman requested Cllr Pringle to send images to Matt Rawdon (ph).

Action: Cllr Pringle

There being no further business, The Chairman closed the meeting at 9.35pm.



AGENDA ITEM:

SUMMARY

Report for:	Housing and Community Overview and Scrutiny Committee
Date of meeting:	10th November 2021
Part:	Part I
If Part II, reason:	

Title of report:	Berkhamsted Leisure Centre
Contact:	<p>Cllr Andrew Williams, Leader of the Council and Portfolio Holder for Corporate and Contracted Services</p> <p>Author/Responsible Officers:</p> <ul style="list-style-type: none"> • Mark Brookes, Assistant Director (Corporate and Contracted Services)
Purpose of report:	To report progress to Committee at the end of the RIBA Stage 2 (Concept Design) phase of work regarding the development of a new Berkhamsted Sports Centre and to seek authority to proceed to Stage 3 (Spatial Coordination) with delegated authority to proceed to Stage 4 (Technical Design).
Recommendations:	<ol style="list-style-type: none"> 1. That Committee note the Concept Design of the project and the proposed facility mix as set out in Section 4, inclusive of a spa facility, to allow the next stages of the project to be developed and considered in more detail during the next project stage. 2. That Committee note:- <ol style="list-style-type: none"> (a) the consultation undertaken with stakeholders during this phase of work and the further consultations required, including public consultation, as set out in Section 3.

	<p>(b) the working project timeline in Section 6.</p> <ol style="list-style-type: none"> 3. That Committee note the requirement for a maximum drawdown of £550,000 to proceed with the next project stage (RIBA Stage 3 – Spatial Coordination). 4. That Committee note the approvals strategy set out in Section 3 and note the requirement for a maximum drawdown of £425k to proceed with RIBA Stage 4 (Technical Design) and the submission of a planning application and delegate the decision for proceeding from Stage 3 to Stage 4 to the Assistant Director, Corporate and Contracted Services and the S.151 officer in consultation with the Leader of the Council. 5. That Committee note and endorse the Main Contractor procurement strategy set out in Section 5, utilising the Procure Partnerships Framework for a two stage, design & build tender process and delegate authority to the Assistant Director, Corporate and Contracted Services and the S.151 officer to award the first stage pre-contract services agreement to the preferred Main Contractor. 6. That Committee endorse the proposal to provide a further update once the on and off-site football provision and potential residential option has been developed in more detail (within the next phase of work) and at the end of RIBA Stage 4 (Technical Design), at which point cost certainty will be achieved for the proposed Main Contract, aligned with the known project risks and Operator strategy.
<p>Corporate Objectives:</p>	<p>A modern leisure provision is central to delivering a borough that people can enjoy and remain fit and healthy.</p> <p>A new leisure facility will help to ensure Berkhamsted and the wider borough has a leisure facility that continues to meet the needs of current and future residents.</p>
<p>Implications:</p>	<p><u>Financial</u></p> <p>An update of the financial implications of the project have been presented in full to the Finance and</p>

Resources OSC and will be further developed into a more detailed costed proposal and business plan once further design and stakeholder consultation has been progressed in the next phase of work, RIBA Stage 3.

This report seeks approval to proceed to RIBA Stage 3 and a drawdown of £550,000 for the project team fees and survey costs required at that stage.

Further approval is sought to progress to RIBA Stage 4 with a forecast cost of £425,000 for the project team fees and survey costs required at that stage, with delegated authority for doing so on the successful completion of RIBA Stage 3.

Operational

Subject to agreement on contractual terms, the sports centre will continue to be run by Everyone Active until the end of their contractual term, however a new build facility would require a reassessment of the existing terms.

The aim (as far as is possible) will be to keep the existing facility open until the new facility is ready to be opened in order to minimise disruption to existing users.

The Happy Days Nursery and existing external 5-a-side pitches will need to be closed for the duration of the construction period of the new centre. Mitigation by way of temporary measures for both facilities are being considered.

Value for Money

The development will provide a new facility, which will be designed to last for the next 40 years and flexible enough to adjust to changes in user demands during that period.

The main building contractor will be competitively tendered separately to the consultant project team and an appropriate and compliant route will be selected to ensure value for money is achieved.

Further detail and recommendations are provided within this report and key decisions will be provided to

	Cabinet for approval in future.
Risk Implications:	Failure to invest in the facility could leave it in a condition which will not meet the Councils and users expectations and could lead to reduced usage contrary to the Council's Sports Strategy.
Community Impact:	The proposal will continue to be developed to ensure that it has no adverse impacts on the community with an aim to increase participation across all groups. Consideration of all protected groups is being continually assessed as the project develops and consultation has taken place with the Council's Diversity & Community Inclusion Lead Officer. This will continue through Stages 3 & 4 and a formal Community Impact Assessment will be completed during those stages.
Health And Safety Implications:	A new centre will result in significant additional investment in the site and improve the Health and Safety of the facility by bringing it up to modern standards.
Monitoring Officer/S.151 Officer Comments:	<p>Monitoring Officer:</p> <p>There are no legal issues to highlight at this stage as the report is recommending proceeding to RIBA Stage 3 and 4 where further design, cost/revenue planning, and site due diligence work be carried out.</p> <p>All surveys and additional appointments made during this phase of work have been undertaken in a compliant manner, as directed by Procurement officers.</p> <p>S.151 Officer:</p> <p>The recommendation for the Berkhamsted Leisure Centre Development to move to Stage 3 requires funding of £550k, with an additional requirement of £425k for Stage 4 if further approval is granted.</p> <p>These funds can be drawn-down from the Dacorum Development reserve in 2021/22 or 2022/23 as required.</p>

	<p>During the delivery of the RIBA Stage 3 work, more detailed understanding of future income and expenditure analysis will be available, and a specific funding proposal for the scheme will be developed as part of the Stage 3 completion.</p>
<p>Consultees:</p>	<p>As part of the Concept Design stage of work, a significant amount of NGBs, stakeholders and interested parties have been consulted, including:</p> <ul style="list-style-type: none"> • Berkhamsted Town Council • Dacorum Member Working Group • Everyone Active • Sport England • Crime Prevention Officer • Diversity & Community Inclusion Officer • Hertfordshire County Council Highways • Housing and Community Overview and Scrutiny Committee • Finance and Resources Overview and Scrutiny Committee <p>A full schedule of consultees is included within this paper.</p>
<p>Background papers:</p>	<p>Strategic Review Indoor Sports and Leisure Facilities – (October 2016)</p> <p>Active Dacorum: A Physical Activity and Sport Strategy for Dacorum 2019-2024 (the Sports Strategy)</p> <p>Cabinet reports March 2019, January 2020, April 2021.</p> <p>Feasibility Study – Knight, Kavanagh & Page Ltd (May 2020)</p> <p>RIBA Stage 2 Report – Berkhamsted Leisure Centre Project Team (September 2021)</p>
<p>Glossary of acronyms and any other abbreviations used in this report:</p>	<p>Dacorum Borough Council (the Council)</p> <p>Everyone Active (EA)</p> <p>Berkhamsted Sports Centre (the Sports Centre)</p> <p>Office for National Statistics (ONS)</p> <p>Overview and Scrutiny Committee (OSC)</p> <p>Berkhamsted Town Council (BTC)</p> <p>Knight, Kavanagh & Page (KKP)</p>

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1. Background & Context

- 1.1 In March 2019 Cabinet considered a report regarding options for the redevelopment of Berkhamsted Sports Centre.
- 1.2 The options considered were Minor Refurbishment, Major Refurbishment or New Build facility. Members agreed that further feasibility work should be carried out on the New Build option.
- 1.3 In January 2020 Cabinet endorsed the following Minimum Project Requirements and approved the commencement of a RIBA Stage 1 Feasibility Study to consider potential options for a replacement New Build option with a baseline facility mix:
 - To create a high quality sporting environment which is inclusive and accessible to all users.
 - To ensure that the facility mix considers the needs and requirements of all user groups.
 - To create a sports centre which considers its impact on the environment and implements measures to mitigate that impact.
 - To create a sports centre which is financially sustainable in terms of its running costs against projected income and a centre which can be developed within the Council's affordability criteria.
- 1.4 The Feasibility Study outlined two options for the replacement of the Berkhamsted Sports Centre, detailed as the 'Essential Option' and the 'Desirable Option'. It is important to note that these options were developed for the feasibility stage to ensure that the Council's minimum requirements could be met whilst addressing the feasibility and affordability of additional facilities.
- 1.5 In April 2021 Cabinet approved the appointment of a multi-disciplinary Project Team led by Faithful+Gould, procured via the CCS Project Management & Full Design Team Services Framework for the delivery of the project, with contractual break clauses at the end of each RIBA stage.
- 1.6 RIBA Stage 2 (Concept Design) commenced in May 2021 with surveys being procured to further understand the site conditions whilst engagement with stakeholders allowed the scheme to be developed.



RIBA Plan of Work 2020

The RIBA Plan of Work organises the process of briefing, designing, delivering, maintaining, operating and using a building into eight stages. It is a framework for all facilities on construction projects and should be used solely as guidance for the preparation of detailed professional services and building contracts.

Stage Boundaries: Stages 0-4 will generally be undertaken one after the other. Stages 4 and 5 will overlap in the Project Programme for most projects. Stage 5 commences when the contractor takes possession of the site and finishes at Practical Completion. Stage 5 starts with the handover of the building to the client immediately after Practical Completion and finishes at the end of the Defects Liability Period. Stage 7 starts concurrently with Stage 6 and lasts for the life of the building.

Planning Note: Planning applications are generally submitted at the end of Stage 3 and should only be submitted earlier when the threshold of information required has been met. If a Planning Application is made during Stage 3 a mid-stage gateway should be determined and it should be clear to the project team which tools and deliverables will be required. See Overview guidance.

Procurement: The RIBA Plan of Work is procurement neutral – See Overview guidance for a detailed description of how each stage might be adjusted to accommodate the requirements of the Procurement Strategy.

- Employer's Requirements
- Contractor's Proposals

	0 Strategic Definition	1 Preparation and Briefing	2 Concept Design	3 Spatial Coordination	4 Technical Design	5 Manufacturing and Construction	6 Handover	7 Use
Stage Outcome at the end of the stage	The best means of achieving the Client Requirements confirmed. <i>If the outcome determines that a building is the best means of achieving the Client Requirements, the client proceeds to Stage 1.</i>	Project Brief approved by the client and confirmed that it can be accommodated on the site.	Architectural Concept approved by the client and aligned to the Project Brief. <i>The brief remains "hot" during Stage 2 and is dropped in response to the Architectural Concept.</i>	Architectural and engineering information Spatially Coordinated.	All design information required to manufacture and construct the project completed. <i>Stage 4 will overlap with Stage 5 on most projects.</i>	Manufacturing construction and Commissioning completed. <i>There is no design work in Stage 5 other than responding to Site Queries.</i>	Building handed over, Aftercare initiated and Building Contract concluded.	Building used, operated and maintained efficiently. <i>Stage 7 starts concurrently with Stage 6 and lasts for the life of the building.</i>
Core Tasks during the stage	Prepare Client Requirements Develop Business Case for feasible options including review of Project Risks and Project Budget. Ratify option that best delivers Client Requirements. Review Feedback from previous projects. Undertake Site Appraisals.	Prepare Project Brief including Project Outcomes and Sustainability Outcomes, Quality Aspirations and Spatial Requirements. Undertake Feasibility Studies. Agree Project Budget. Source Site Information including Site Surveys. Prepare Project Programme. Prepare Project Execution Plan.	Prepare Architectural Concept incorporating Strategic Engineering requirements and aligned to Cost Plan, Project Strategies and Outline Specification. Agree Project Brief Designations. Undertake Design Reviews with client and Project Stakeholders. Prepare stage Design Programme.	Undertake Design Studies, Engineering Analysis and Cost Exercises to test Architectural Concept resulting in Spatially Coordinated design aligned to updated Cost Plan, Project Strategies and Outline Specification. Initiate Change Control Procedures. Prepare stage Design Programme.	Develop architectural and engineering technical design. Prepare and coordinate design team Building Systems information. Prepare and integrate specialist subcontractor Building Systems information. Prepare stage Design Programme.	Finalise Site Logistics. Manufacture Building Systems and construct building. Monitor progress against Construction Programme. Inspect Construction Quality. Resolve Site Queries as required. Undertake Commissioning. Prepare Building Manual.	Hand over building in line with Plan for Use Strategy. Undertake review of Project Performance. Undertake seasonal Commissioning. Rectify defects. Complete initial Aftercare tasks including light touch Post Occupancy Evaluation.	Implement Facilities Management and Asset Management. Undertake Post Occupancy Evaluation of building performance in use. Verify Project Outcomes including Sustainability Outcomes. <i>Adaptation of a building for the end of its useful life begins in Stage 6.</i>
Core Statutory Processes during the stage:	Strategic appraisal of Planning considerations.	Source pre-application Planning Advice. Initiate collation of health and safety Pre-construction Information.	Obtain pre-application Planning Advice. Agree route to Building Regulations compliance. Option: submit outline Planning Application.	Review design against Building Regulations. Prepare and submit Planning Application. <i>The Planning Notice is submitted during Planning Application submission at the end of Stage 3.</i>	Submit Building Regulations Application. Discharge pre-commencement Planning Conditions. Prepare Construction Phase Plan. Submit form F10 to HSE if applicable.	Carry out Construction Phase Plan. Comply with Planning Conditions related to construction.	Comply with Planning Conditions as required.	Comply with Planning Conditions as required.
Procurement Route Design & Build 1 Stage								
Information Exchanges at the end of the stage	Client Requirements Business Case	Project Brief Feasibility Studies Site Information Project Budget Project Programme Procurement Strategy Responsibility Matrix Information Requirements	Project Brief Designations Signed off Stage Report Project Strategies Updated Outline Specification Cost Plan	Signed off Stage Report Project Strategies Updated Outline Specification Updated Cost Plan Planning Application	Manufacturing Information Construction Information Final Specifications Residual Project Strategies Building Regulations Application	Building Manual including Health and Safety File and Fire Safety Information Practical Completion Certificate including Defects List Asset Information <i>Finalised Construction Information is required verification must be achieved.</i>	Feedback on Project Performance Final Certificate Feedback from light touch Post Occupancy Evaluation	Feedback from Post Occupancy Evaluation Updated Building Manual including Health and Safety File and Fire Safety Information as necessary

Core RIBA Plan of Work terms are defined in the RIBA Plan of Work 2020 Overview glossary and set in Bold Type. Further guidance and detailed stage descriptions are included in the RIBA Plan of Work 2020 Overview. © RIBA, 2020

Figure 1 – RIBA Plan of Work

2. Project Governance & Approvals Strategy

- 2.1 The project governance structure is set out below and continues to operate effectively. The major budgetary approvals will be approved by full Council and the strategic project decisions made by Cabinet, with delegations down to the Project Board or the Portfolio Holder for Corporate and Contracted services to ensure that the more operational decisions can be made efficiently.
- 2.2 Scrutiny will be provided to Cabinet decisions through the Finance and Resources OSC in relation to finance/budgetary matters with scrutiny in relation to sports development and community impact provided by the Housing and Community OSC.
- 2.3 Informal member engagement is carried out through a cross-party working group, which has provided valuable feedback as the scheme develops.

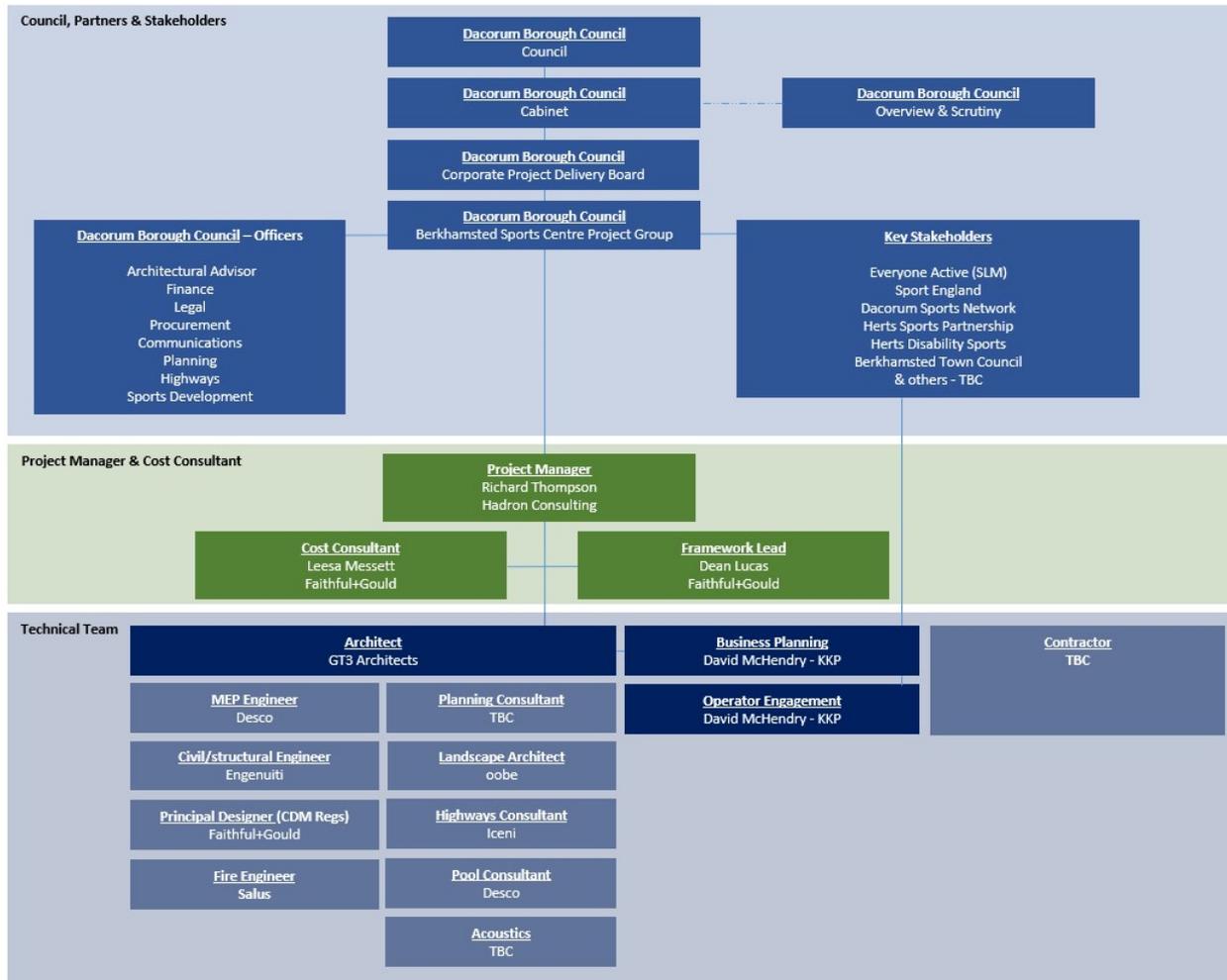


Figure 2 – Project Governance Chart

- 2.4 This report provides an update to members on the conclusion of Stage 2 and subject to the Committee’s comments will go to Cabinet to seek authority for the forecast project costs and agree a maximum drawdown of £550,000 to proceed with the next project stage (RIBA Stage 3 – Spatial Co-ordination) and develop a Planning Application.
- 2.5 This report (subject to this Committee’s comments) will also seek that Cabinet recommend Council agree a maximum drawdown of £425k to proceed with RIBA Stage 4 (Technical Design) and the submission of a planning application, and delegate the decision for proceeding from Stage 3 to Stage 4 to Assistant Director, Corporate and Contracted Services, and the S.151 officer in consultation with the Leader of the Council.
- 2.6 The proposal to proceed from Stage 3 to Stage 4 with delegated authority is to allow the project to maintain progress and only return to Cabinet (and Council) should there be a significant change. Upon approval of the Concept Design it is not envisaged that, aside from the on and off site football provision and residential considerations, there

will be significant change and therefore it should only be necessary to return to Cabinet once key decisions are able to be made.

- 2.7 In addition to the above, it is recommended that the Committee endorse the proposal to provide a further update to Cabinet once the on and off-site football provision and potential residential option has been developed in more detail (within the next phase of work) as this is identified as a key decision.
- 2.8 It is also proposed to present to Cabinet at the end of RIBA Stage 4 (Technical Design), at which point cost certainty will be achieved for the proposed Main Contract, aligned with the known project risks and Operator strategy.

3. Consultation strategy

3.1 As part of the Feasibility Study, the first stage of the consultation strategy was undertaken. The majority of stakeholders were engaged on a one to one basis to better understand their current and future requirements/needs and seek their input into the facility mix for the development.

3.2 The following organisations/groups were engaged with:

- ❖ Everyone Active
- ❖ Berkhamsted Town Council
- ❖ Herts Disability Sports Foundation
- ❖ Herts Sports Partnership
- ❖ Dacorum School Sports Manager
- ❖ Thomas Coram School
- ❖ Dacorum Sub-Aqua Club
- ❖ Watford FC Community Trust
- ❖ Dacorum Sports Network
- ❖ Herts Valley Clinical Commissioning Group (CCG)
- ❖ Herts Community NHS Trust
- ❖ Hertfordshire Community NHS Trust
- ❖ Hertfordshire Libraries
- ❖ Happy Days Pre-School
- ❖ England Indoor Bowls Association
- ❖ Hannah Marie Dance Academy
- ❖ Berkhamsted Swim Club
- ❖ England Volleyball
- ❖ Sport England
- ❖ Tring Town Council
- ❖ England Netball
- ❖ Swim England
- ❖ Herts Cricket
- ❖ Ashlyn's School
- ❖ APEX
- ❖ Toad Hall Nursery

- ❖ Badminton England
- ❖ England Basketball
- ❖ British Gymnastics
- ❖ Ministry of Air
- ❖ Herts CC
- ❖ Banks Physio
- ❖ Mind & Body
- ❖ Apex Dance
- ❖ Scraggs Roller Skating
- ❖ Hawks Lacrosse
- ❖ Hemel Swim Club
- ❖ Marcel Fairs

- 3.3 The consultation responses were carefully considered and the facility mix options were developed to respond to the consultation exercise.
- 3.4 During the Concept Design stage, further engagement has been held with key stakeholders, most notably HCC Highways, Everyone Active, Berkhamsted Town Council, Happy Days Nursery and Marcel Fairs, to consider elements of the facility mix. Observations captured in earlier consultation remain relevant and were reviewed against the developing scheme at this stage.
- 3.5 During this stage of work the Project Group also met on a monthly basis to review emerging options and a Member Steering Group was consulted to ensure appropriate engagement took place.
- 3.6 A key aspect of the scheme relates to on and off-site football provision. As such, a number of off-site options have been considered and consultation with relevant landowners has taken place. A decision relating to football provision is to be made in the next stage of work once the appropriate options have been considered.
- 3.7 It is acknowledged that any proposals for Lagley Meadow will require public engagement and consultation and the area is to remain freely accessible open space for public use. The Concept Design proposals include a number of options for consideration and a budget allocation for potential improvements, which will be tested further in the next stage of work with appropriate input from the public.
- 3.8 Initial engagement has taken place with Hertfordshire County Council Highways regarding the proposed new access from Gossom's End. It will be necessary to gain an approval in principal early in the next stage of work.
- 3.9 Upon approval to proceed with the next stage of work, the intention is to prepare for and hold a wider public consultation, which may include a consultation day with drop in sessions if possible or on-line consultations and feedback. This will help progress considerations for

Lagley Meadow and ascertain the level of support for the proposed scheme.

- 3.10 Further consultation will be continued as the design evolves through the project stages and will include specialist input at appropriate stages by using processes such as Design Review Panels and Community Review Panels.
- 3.11 As part of any planning application the public, stakeholders and NGBs will be consulted and able to feedback. By undertaking the above consultations it is hoped that any major considerations or issues are identified and mitigated.

4. Scheme options & facilities mix including Concept Design

- 4.1 As set out in the Feasibility Study two options were developed, the 'Essential Option' and the 'Desirable Option', as detailed below. During the Concept Design stage, a 'Hybrid' Option has been ascertained in consultation with stakeholders to determine the most appropriate facility mix.

Essential Option	Desirable Option	Stage 2 'Hybrid' Option
Office/Admin Space	Office/Admin Space	Office/Admin Space
Café/Kitchen	Café/Kitchen	Café/Kitchen
Soft Play Area (within Café)	Soft Play Area (within Café)	Soft Play Area (within Café)
Viewing Spectator Seating	Viewing Spectator Seating	Viewing Spectator Seating
Staff Room	Staff Room	Staff Room
M&F WCs	M&F WCs	M&F WCs
Cleaners Store	Cleaners Store	Cleaners Store
Community Meeting/Class Room	Community Meeting/Class Room	Community Meeting/Class Room
4x Treatment Rooms	4x Treatment Rooms	4x Treatment Rooms
	<i>Spa Zone/Health Suite</i>	Spa Zone/Health Suite
Pool Filtration/Main Plant	Pool Filtration/Main Plant	Pool Filtration/Main Plant
6 Lane Pool Hall	6 Lane Pool Hall	6 Lane Pool Hall
Training Pool	Training Pool	Training Pool
	<i>Splash Pad</i>	Splash Pad
First Aid	First Aid	First Aid
Air Handling Plant	Air Handling Plant	Air Handling Plant
Pool Store	Pool Store	Pool Store
Wet Change Village/Accessible Change	Wet Change Village/Accessible Change	Wet Change Village/Accessible Change
3x Studios (Activity/Holistic/Spin)	3x Studios (Activity/Holistic/Spin)	3x Studios (Activity/Holistic/Spin)
Fitness Suite (90 Stations)	<i>Fitness Suite (120 Stations)</i>	Fitness Suite (120 Stations)
		External Fitness Area and active roof space
2x Fitness Change	2x Fitness Change	2x Fitness Change
Nursery	Nursery	Nursery
4 Court Sports Hall	<i>6 Court Sports Hall</i>	4 Court Sports Hall
Dry Change (Sports Hall)	Dry Change (Sports Hall)	Dry Change (Sports Hall)

Sports Hall Store	Sports Hall Store	Sports Hall Store
Family Change	Family Change	Family Change
150x Car Parking Spaces	150x Car Parking Spaces	150x Car Parking Spaces
Mini Soccer (1 x 7v7 / 2 x 5v5)	Mini Soccer (1 x 7v7 / 2 x 5v5)	Mini Soccer (1 x 7v7 / 2 x 5v5)
New Access Road	New Access Road	New Access Road
Relocation of MUGA	Relocation of MUGA	Relocation of MUGA
Outdoor Play Area	Outdoor Play Area	Outdoor Play Area
Storage	Storage	Storage
		Lagley Meadow external play options

Table 1 – Options and facilities mix

- 4.2 The Concept Design proposals have been developed and a RIBA Stage 2 Cost plan and aligned revenue business plan for the proposals has been completed.
- 4.3 A Stage 2 Briefing Paper will be presented at the meeting to provide a summary of the scheme development, site constraints, concept site layout and general arrangement layouts, initial phasing considerations and initial sustainability strategy.
- 4.4 It will be necessary to develop the strategy for mitigating the temporary (or permanent) loss of on-site football provision and the Nursery during the construction phase, as both existing facilities will need to be taken out of use on site to allow construction of the new leisure centre.
- 4.5 A needs analysis and affordability assessment has been undertaken on the spa facility identified within the Desired Model and included within the Stage 2 Option. Further detail will be set out in presentation to members; however, the analysis and assessment support the inclusion of the spa facility within the new leisure centre.
- 4.6 Whilst the Stage 2 scheme includes a 7 a side 3G pitch (or two 5 a side pitches), it is acknowledged that should a suitable off-site solution for football be identified, it may allow for the area allocated for on-site football to provide a number of residential units. This is a key decision and both on and off site football and residential considerations require further development and consultation prior to being in a position to present for a decision. This does not impact the development of the leisure centre elements of the scheme therefore it is recommended to proceed to Stage 3 (Spatial Co-ordination) which will also allow further detail to be developed, and engagement with stakeholders and Planning Officers, to allow a recommended option to be identified. It is intended that a decision regarding on and off site football and

residential facilities is presented for a Cabinet decision at the appropriate time.

5. Main Contractor Procurement

- 5.1 To progress procurement options for the Main Contractor, an initial Procurement Workshop was held with members of the Project Team and Procurement Officers to consider the key drivers, potential procurement routes and market conditions.
- 5.2 Whilst the development of the scheme is at an early stage, it can take some time to undertake a procurement process and it is important that options are considered at the earliest opportunity to ensure potential routes are not missed.
- 5.3 It is considered that the most appropriate procurement route for the delivery of the Berkhamsted Sports Centre project is via a Two Stage Design & Build route. This allows control of the project to a suitable level of detail whilst benefiting from early contractor involvement to inform buildability issues and assist with accessing supply chains for input.
- 5.4 It is also considered that it would be beneficial to utilise a compliant Framework, rather than via an OJEU route. As such, a number of Framework options were considered and engagement meetings held with Procure Partnerships Framework and Southern Construction Framework to better understand the benefits that could be provided to DBC. The Crown Commercial Services Framework was also considered.
- 5.5 Following engagement meetings with frameworks and Procurement Officers, it was concluded that the preferred framework route is via the Procure Partnerships Framework Lot 10 East of England. Upon approval of this report, the First Stage tender process will commence.
- 5.6 The First Stage tender process seeks confirmation of framework contractor's overheads & profit, proposed project team and relevant experience, approach to delivery and the Pre-Contract Services Agreement (PSCA) fee for the Main Contractor to work alongside the Project Team during Stages 3 & 4 to develop the scheme and provide input to the planning application.
- 5.7 At the conclusion of the First Stage, a Main Contractor is selected; this is the contractor who will construct the new leisure centre if the Second Stage reaches an acceptable conclusion – this will be presented to Cabinet at the end of Stage 4 for a decision to enter into a Main Contract. The Main Contractor is therefore appointed for the PCSA

period only and will assist the Project Team in undertaking the Second Stage procurement during Stage 4. Should the Main Contract not be awarded for any reason, the Council are only liable for the PCSA fee.

6. Project timetable

6.1 Working with the Council's consultants a project/delivery plan has been developed to highlight the key steps required to deliver the project together with an outline development timetable:

Milestone	Date	Comments
RIBA Stage 2 commencement	31 May 2021	Standstill period and completion of appointments to take place between Council meeting and commencement of Stage 2.
RIBA Stage 2 completion	17 September 2021	
DBC Cabinet / Council	November 2021	To approve Stage 2 outputs
RIBA Stage 3 commencement	Following approval	
RIBA Stage 3 completion	2 March 2022	
Target Planning Application submission	12 April 2022	
Target Planning Decision & Discharge Pre-commencement conditions completion	22 February 20 July 2022	
Stage 4A / Tender completion	6 December 2022	
Authority to proceed and Contractor appointed completion	12 January 2023	
Start on Site	10 February 2023	
Practical Completion New Leisure Centre	29 October 2024	
Opening New Leisure Centre / Commencement of demolition existing centre	26 November 2024	
Project completion	27 May 2025	

Note: the above indicative timetable assumes no significant procurement, planning or construction delays. The overall delivery programme will be reviewed at each RIBA stage to consider any necessary phasing and delivery considerations.

7. Covid-19

- 7.1 During the Stage 1 (feasibility) and Stage 2 (Concept Design) Covid-19 has had a significant impact on the country as a whole including the leisure market with sport centres being required to close for long periods of 2020/21.
- 7.2 This project was paused during this period in order to consider the longer term implications of Covid on the Council as a whole but specifically the leisure market.
- 7.3 There have clearly been changes in customer behaviours during lockdowns, home/online workouts, greater use of outdoor space etc which have impacted the recovery period, however we have seen a positive return to the centres since April 2021.
- 7.4 We can see from our usage data from Hemel and Berkhamsted Sports Centres that the member base and weekly user numbers have seen a positive increase since re-opening in April 2021. Weekly user unique visits increased from 7,573 in the first week of April to 12,253 in the first week of August although this is still some way short of the pre-covid number of circa 20,000 per week. Membership numbers have also been increasing, but are still 1255 less than the pre-covid membership levels (5,585 March 2020 to 4,330 August 2021).
- 7.5 The facilities to be provided in the new centre in terms of workout space, increased swimming provision (which has returned to pre-covid levels), sports hall, 3G 5-a-side football, are all difficult to replicate outside of a sports centre environment and a new build facility will also be designed so that it is flexible enough to respond to future pandemics if required.
- 7.6 The new centre will not be open until late 2024, which will give the leisure market another 3 years to recover, and it is therefore believed that Covid-19 should not be a reason to discontinue the project, although its impact will continue to be reviewed as the project develops through stages 3 and 4.

8. Risk review

- 8.1 The Council and professional team have continued to consider key project risks during RIBA Stage 2 and these will be continually kept under review during stages 3 and 4.

9. Summary and Recommendation

- 9.1 The current site presents an opportunity to significantly improve the Sports Centre for the next 40 years, maximise the use of the site and increase public participation in sport and leisure.
- 9.2 The Concept Design indicates that the site remains suitable for redevelopment with no major impediments to progressing to the next stage of design, cost assessment, business planning and consultation.
- 9.3 The Committee are requested to approve the recommendations in the heading to this report to progress the project.

Agenda Item 7



Report for:	Housing and Community Overview and Scrutiny Committee
Date of meeting:	10 th November 2021
PART:	1
If Part II, reason:	

Title of report:	Budget Monitoring Quarter 2 2021/22
Contact:	Cllr Graeme Elliot, Portfolio Holder for Finance and Resources Nigel Howcutt, Assistant Director (Finance & Resources) Fiona Jump, Group Manager Financial Services
Purpose of report:	To provide details of the projected outturn for 2021/22 as at Quarter 2 for the: <ul style="list-style-type: none">• General Fund• Housing Revenue Account• Capital Programme
Recommendations	That Committee note the financial position for the Council for 2021/22 as at Quarter 2.
Corporate objectives:	Delivering an efficient and modern council.
Implications:	<u>Financial</u> This report outlines the financial position for the Council for 2021/22 and so summarises the financial implications for service decisions expected to be made for the financial year. <u>Value for Money</u> Regular budget monitoring and reporting supports the effective use of the financial resources available to the Council.
Risk Implications	This reports outlines the financial position for the Council for 2021/22 and in so doing quantifies the financial risk associated with service decisions expected to be made for the financial year.

Community Impact Assessment	The content of this report does not require a Community Impact Assessment to be undertaken.
Health And Safety Implications	There are no Health and Safety implications arising from this report.
Consultees	The position reported within this report has been reviewed and discussed with relevant Council Officers.
Glossary of acronyms and any other abbreviations used in this report:	GF – General Fund HRA – Housing Revenue Account HCC – Hertfordshire County Council AFM – Alternative Financial Model DLUHC – Department for Levelling Up, Housing and Communities

1. Executive Summary

- 1.1** General Fund revenue outturn – General Fund revenue budgets are forecasting a deficit of c. £1m. This pressure is consistent with the Quarter 1 forecast, and is a combination of £0.7m that is attributable to the ongoing effects of Covid-19, and £0.3m which is non-Covid related. The Covid pressures of £0.7m can be funded from the Economic Recovery Reserve which was specifically set up for this purpose.
- 1.2** Housing Revenue Account outturn – The HRA is currently forecasting a deficit of £0.8m. At the end of the financial year, this can be funded from revenue reserves or from a reduced Revenue Contribution to Capital. This will be a decision for Members to take later in the financial year.
- 1.3** General Fund Capital – Housing and Community General Fund capital budgets are reporting slippage of £0.1m at Quarter 1.
- 1.4** HRA Capital – there is forecast slippage of £11.7m in the HRA capital programme, which is 30% of the budget, and arises mostly in the HRA new build programme from challenges being experienced in dealing with third parties.

2. Introduction

- 2.1** The purpose of this report is to present the Council's forecast outturn for 2021/22 as at the 30th September 2021. The report covers the following budgets with associated appendices:
- General Fund - Appendix A. A pressure against budget of c. £1m is forecast.
 - Housing Revenue Account (HRA) - Appendix B. A deficit of £0.8m is forecast.
 - Capital Programme - Appendix C. Housing and Community General Fund budgets are reporting £0.1m of slippage, with HRA forecasting re-phasing to future years of £11.7m (30% of budget).

3. General Fund Revenue Account

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

3.2 Appendix A provides an overview of the General Fund forecast outturn position.

The table below outlines where significant financial pressures have arisen within Housing and Community Scrutiny service areas:

Table 1	Key Financial Pressure	Description
Scrutiny Committee		
Housing and Community	£0.3m	Temporary Accommodation income and voids repair costs

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

Table 2	Current Budget £000	Forecast Outturn £000	Variance	
			£000	%
Finance & Resources	7,457	7,368	(89)	(1.2%)
Strategic Planning and Environment	10,871	11,556	685	6.3%
Housing & Community	1,779	2,087	308	17.3%
Total Operating Cost	20,107	21,011	904	4.5%
Core Funding	(20,107)	(20,052)	55	(0.3%)
Contribution (to)/ from General Fund Working Balance	0	959	959	

3.4 Core Funding - £55k pressure against budget

- £325k of additional government grant income has been received as follows:
 - £250k of support relating to the administration of Covid-19.
 - £75k of new burdens funding to meet New Local Authority statutory requirements.
- Pressure of £250k in Investment Income. A pressure on the budget is anticipated, as interest rates remain very low following Bank of England base-rate reduction in March 2020.
- Pressure of £130k in additional costs incurred from the costs of repairs to void Temporary Accommodation properties. The higher than budgeted cost reflects the current high usage of properties for Temporary Accommodation.

A revised schedule and scope of works is being undertaken given the current demand levels.

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

4. Housing and Community

Table 3 - Housing & Community	Current Budget	Forecast Outturn	Variance	
	£0	£0	£0	%
Corporate and Contracted Services	564	542	(22)	(3.9%)
Performance, People and Innovation	1,427	1,402	(25)	(1.8%)
Communities	1,442	1,464	22	1.5%
Housing	(1,654)	(1,321)	333	(20.1%)
Total Operating Cost	1,779	2,087	308	17.3%

4.1 Housing - £333k overspend against budget

A pressure of £220k has arisen against the budget for Temporary Accommodation (TA) income.

£110k is arising due to void properties in the Council's hostels (£50k) and in properties used for TA (£60k). In communal hostels, it is not possible to achieve maximum capacity on all units, as it would be unsafe to do so under current circumstances. In properties being used for TA, there are a high number of void properties due to complexity of the work required to ensure the properties are fit for purpose.

A pressure of £110k relates to a project to convert new units into TA. This has taken longer than anticipated due to the extensive work that is required in converting the properties into suitable accommodation, including obtaining planning permission.

A variance of £80k arises mainly from pressures in staffing budgets in Private Sector Housing and Housing Options, as a result of staff sickness and maternity leave, and from pressures in utilities costs in the council's hostels.

A residual variance of £30k arises from minor costs in the Homelessness service, due to demand on the service.

5. Housing Revenue Account (HRA)

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

5.2 The projected HRA balance at the end of 2021/22 is a surplus of £59k. A balanced outturn position for the HRA can be achieved by either increasing (in the case of an overall surplus) or decreasing (in the case of an overall deficit) the final revenue contribution to capital for the HRA. This will be a decision for Members to take once the final outturn position for 2021/22 is confirmed later in the financial year.

5.3 Dwelling Rents - £279k under achievement in income

The void rate is running slightly higher than the budgeted 0.8%, at 1.12%. This is particularly attributable to voids at sheltered schemes as a direct result of the pandemic.

5.4 Tenants Charges - £131k under achievement in income

In line with the Dwelling Rent variance, this variance has predominantly arisen due to the increased void level at sheltered schemes.

5.5 Contribution towards Expenditure - £150k under achievement in income

The income budget for minor capital receipts and rechargeable works is not expected to be fully achieved, due to lower activity as a result of the coronavirus pandemic.

5.6 Repairs and Maintenance - £131k over budget

This variance has arisen due to two factors: firstly, there is an underspend in the £1m budget set aside for a full stock condition survey. It has been decided to carry out a phased process, with a quarter of the council's stock being surveyed this financial year. The unspent portion of this budget will need to be carried forward into future financial years. Secondly, there is increased expenditure from addressing the backlog of work which had built up as a result of the Covid-19 pandemic following limited access to properties. There is a renewed focus on electrical works to ensure compliance and a focus on completing outstanding work while access is permitted.

5.7 Supervision and Management - £230k over budget

This variance is comprised of a number of items including the following:

- £300k underspend on vacancies to be filled later in the financial year and underspend on general budgets where activity is lower due to Covid
- £220k share of the Transformation programme costs, funded from a reduced revenue contribution to capital (as agreed by Cabinet in June 2021)
- £100k of expenditure required to ensure asbestos compliance
- £140k in additional insurance costs in line with the pressure expected in General Fund budgets as a result of increased insurance premiums.

5.8 Rent, Rates and Taxes - £139k over budget

This pressure has arisen due to Council Tax liability from the change in empty homes discount from 3 months to 1 month. This pressure was seen in 2020/21 and is expected to continue into 2021/22. The budget will be corrected for 2022/23.

Technical and Accounting Adjustments

In addition to the service-related variances above, the following technical adjustments have arisen. These surpluses and deficits better reflect the position in the HRA that was seen last financial year and is expected again for this financial year. They can be balanced by a reduction in the revenue contribution to capital.

5.9 Interest and Investment Income - £117k under achievement in income

This pressure is expected due to interest rates remaining very low following the Bank of England base-rate reduction in March 2020.

5.10 Interest Payable - £201k surplus

A revised forecast outturn is reported based on an updated interest schedule and interest charges are lower than budgeted.

5.11 Provision for Bad Debts - £500k surplus

Although it is expected that tenants will need the support of the service during a challenging year, the budget allocation is not expected to be required in full. Arrears are down 10% year on year and collection rates are up, therefore the bad provision is estimated to be lower than budgeted. The projected impact of Covid and Universal Credit on bad debt has not been realised to date, with an underspend realised in the last financial year as well.

5.12 Depreciation - £2.3m increase to the forecast

The forecast reflects a more likely outturn position. On completion of the production of the 2020/21 financial statements, the impact of the re-valuations of dwellings that was undertaken has been factored into this year's projections. This increase is in line with the 2020/21 audited financial outturn.

6. Capital Programme

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

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

The current budget is the original budget approved by Cabinet in February 2021, plus approved amendments.

The 'rephasing' column refers to projects where expenditure is still expected to be incurred, but will now be in 2022/23 rather than 2021/22 ('slippage'), or

conversely, where expenditure planned initially for 2022/23 has been incurred in 2021/22 ('accelerated spend').

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

Table 4	Current Budget	Rephasing	Revised Budget	Forecast	Variance	
	£000	£000	£000	Outturn	£000	%
Housing & Community GF Total	2,849	(105)	2,744	2,744	0	0.0%
HRA Total	38,413	(11,699)	26,714	26,716	2	0.0%
Grand Total	41,262	(11,804)	29,458	29,459	2	0.0%

6.2 General Fund Major Variances

General Fund capital budgets are reporting slippage of £0.1m as of Quarter 2 2021/22. This includes:

- Line 108: Slippage of £105k in the Verge Hardening Programme. The number of suitable sites has reduced and the budget is being re-focused to align with the climate change agenda and maximise any carbon neutral and green initiatives.

6.3 Supplementary Capital Budgets

Additional capital budgets will be requested in the report to Cabinet 23rd November 2021. These will be for the following schemes:

- Aragon Close – 8 units of Move-On Accommodation. The council has been successful in obtaining 50% grant funding from the Department for Levelling Up, Communities and Housing (DLUHC) Rough Sleepers Accommodation Programme. This scheme will provide much-needed move-on accommodation for homeless households. A supplementary budget of £900k will be requested, of which 50% is funded from grant.
- Alexandra Road - a budget of £300k will be requested to support development of Move-on Accommodation by Hightown Housing Association. The Dacorum contribution is match-funded from a £300k contribution from the Rough Sleepers Accommodation Programme.

6.4 Housing Revenue Account Major Variances

There is estimated slippage of £11.7m in the HRA capital programme.

This includes the following items:

- Line 175: Slippage of £0.75m on Special Projects. This budget is for the creation of additional units in Supported Housing Schemes and the upgrade

of communal facilities. The project has been temporarily put on hold awaiting a review of sheltered accommodation to ensure the resources are put to best use.

In the HRA new build budgets set in Autumn 2020, a number of factors which are largely out of control of the council have resulted in delays to the schemes. These include:

- Line 183: Slippage of £3.75m on Eastwick Row. The scheme has been delayed due to challenges in finding an agreeable pre-commencement planning condition around a drainage solution with Herts County flood authority. This will lead to a delay in the units being delivered. Planning applications are taking longer to journey through the planning process, because dealings with third parties and statutory consultees such as HCC or the Environment Agency are taking much longer than prior to the Covid pandemic.
- Line 185 and 190: Slippage of £1.0m on Paradise Fields and £2.7m on Marchmont Fields. Timing differences in purchasing the land sites have occurred due to delays in the planning process.
- Line 187 and line 191: Slippage of £1.6m on Paradise Depot and £1.1m on Randalls Ride. Following Cabinet approval to appoint contractors on these schemes, there are a number of planning pre-commencement conditions that will need to be resolved including reaching agreement with Herts CC highways department who currently have high volumes of work.
- Line 188: Slippage of £0.7m on Garage sites. This scheme has been delayed in going out to tender due to not achieving planning approval on all the schemes until August 2021.

7. Conclusions and recommendations

- 7.1** As at Quarter 2 2021/22, there is a forecast pressure of c. £1m against General Fund budgets and a forecast deficit of £0.8m against Housing Revenue Account budgets.
- 7.2** As at Quarter 2 2021/22, General Fund capital budgets are reporting slippage of £0.1m. Against Housing Revenue Account capital schemes, budget rephasing of £11.7m is forecast.
- 7.3** Members are asked to note the financial position for the Council for 2021/22 as at Quarter 2.



Dacorum Borough Council

Revenue Budget Monitoring Report for September 2021 (Cost of Services Analysis By Scrutiny Committee)

	<i>Full Year</i>		
	Budget £000	Forecast Outturn £000	Variance £000
Cost of Services			
Finance and Resources	7,457	7,368	(89)
Housing and Community	1,779	2,087	308
Strategic Planning and Environment	10,871	11,556	685
Net Cost of Services	20,107	21,011	904
Other Items			
Investment Income	(425)	(175)	250
Interest Payments and MRP	1,037	1,037	0
Parish Precept Payments	1,000	1,000	0
Government Grants	(1,968)	(2,293)	(325)
Revenue Contribution to Capital	350	350	0
Taxation (Council Tax and Business Rates)	(15,494)	(15,494)	0
Surplus / Deficit on Provision of Services	(15,500)	(15,575)	(75)
Transfers between Reserves / Funds			
Net Recharge to the HRA	(4,607)	(4,477)	130
Net Movement on General Fund Working Balance	0	959	959

 Housing Revenue Account 2021/22 Outturn Revenue Budget Monitoring Report				
	Budget	Forecast	Variance	
	£000	Outturn	£000	%
	£000	£000	£000	%
Income:				
Dwelling Rents	(55,465)	(55,186)	279	-0.5%
Non-Dwelling Rents	(102)	(102)	0	0.0%
Tenants Charges	(1,517)	(1,386)	131	-8.6%
Leaseholder Charges	(593)	(593)	0	0.0%
Interest and Investment Income	(192)	(75)	117	-60.9%
Contribution towards Expenditure	(645)	(495)	150	-23.3%
Total Income	(58,514)	(57,837)	677	-1.2%
Expenditure:				
Repairs & Maintenance	11,608	11,739	131	1.1%
Supervision & Management	13,692	13,922	230	1.7%
Rent, Rates, Taxes & Other Charges	36	175	139	386.1%
Interest Payable	11,586	11,385	(201)	-1.7%
Provision for Bad Debts	975	475	(500)	-51.3%
Depreciation	12,905	15,233	2,328	18.0%
HRA Democratic Recharges	341	341	0	0.0%
Revenue Contribution to Capital	7,371	5,407	(1,964)	-26.6%
Total Expenditure	58,514	58,677	163	0.3%
Transfer to / (from) Housing Reserves	0	0	0	0.0%
HRA Deficit / (Surplus)	0.00	840	840	0.0%
Housing Revenue Account Balance:				
Opening Balance at 1 April 2021	(2,892)	(2,892)	0	0.0%
Deficit / (Surplus) for year	0	840	840	0.0%
Proposed Contributions to Reserves	0	0	0	
Closing Balance at 31 March 2022	(2,892)	(2,052)	840	

CAPITAL PROGRAMME MONITORING BY SCRUTINY COMMITTEE FOR SEPTEMBER 2021

Scheme	Budget Holder	Original Budget	Prior Year Slippage	Adj's, Supps, Virements	Adjustments (Slip. C/F)	In-Year Adjustments	Current Budget	YTD Spend	Projected Outturn	Forecast Slippage	Projected Over / (Under)	
General Fund												
Housing and Community												
Communities												
108	Verge Hardening Programme	Layna Warden	350,000	(24,898)	0	0	0	325,102	102,346	220,000	(105,102)	0
110	Capital Grants - Community Groups	Layna Warden	20,000	3,500	0	0	0	23,500	0	23,500	0	0
			370,000	(21,398)	0	0	0	348,602	102,346	243,500	(105,102)	0
Procurement and Contracted Services												
114	Rolling Programme - CCTV Cameras	Ben Hosier	25,000	1,456	0	0	0	26,456	0	26,456	0	0
115	Alarm Receiving Centre	Ben Hosier	0	33,627	0	0	0	33,627	0	33,627	0	0
116	CCTV Equipment Refresh	Ben Hosier	110,000	(41,713)	0	0	0	68,287	13,525	68,287	0	0
			135,000	(6,630)	0	0	0	128,370	13,525	128,370	0	0
Property and Place												
121	Disabled Facilities Grants	Jason Grace	741,000	202,842	0	0	0	943,842	328,660	943,842	0	0
			741,000	202,842	0	0	0	943,842	328,660	943,842	0	0
Strategic Housing												
125	Affordable Housing Development Fund	David Barrett	829,000	275,614	0	0	0	1,104,614	96,776	1,104,614	0	0
126	Temporary Accommodation - creation of new units	David Barrett	300,000	23,386	0	0	0	323,386	49,887	323,386	0	0
127	Aragon Close - Creation of Affordable Housing Move-on Units	David Barrett	0	0	0	0	0	0	3,696	0	0	0
			1,129,000	299,000	0	0	0	1,428,000	150,359	1,428,000	0	0
Totals - Fund: General Fund			2,375,000	473,814	0	0	0	2,848,814	594,890	2,743,712	(105,102)	0

CAPITAL PROGRAMME MONITORING BY SCRUTINY COMMITTEE FOR SEPTEMBER 2021

Scheme	Budget Holder	Original Budget	Prior Year Slippage	Adj's, Supps, Virements	Adjustments (Slip. C/F)	In-Year Adjustments	Current Budget	YTD Spend	Projected Outturn	Forecast Slippage	Projected Over / (Under)	
Housing Revenue Account												
Housing and Community												
Property & Place												
170	Planned Fixed Expenditure	Jason Grace	4,635,000	2,242,000	0	0	0	6,877,000	1,814,443	7,405,000	0	528,000
171	Pain/Gain Share (Planned Fixed Expenditure)	Jason Grace	0	0	0	0	0	0	126,308	0	0	0
172	M&E Contracted Works	Jason Grace	(220,000)	1,320,000	0	0	0	1,100,000	298,558	1,100,000	0	0
173	Communal Gas & Heating	Jason Grace	(1,000,000)	3,500,000	0	0	0	2,500,000	759,439	2,500,000	0	0
174	DBC Commissioned Capital Works	Jason Grace	5,746,000	758,132	0	(1,153,000)	(1,153,000)	5,351,132	1,432,102	4,823,132	0	(528,000)
175	Special Projects	Jason Grace	(47,147)	847,147	0	0	0	800,000	(1,105)	50,000	(750,000)	0
			9,113,853	8,667,279	0	(1,153,000)	(1,153,000)	16,628,132	4,429,745	15,878,132	(750,000)	0
Strategic Housing												
179	New Build - General Expenditure	David Barrett	0	0	0	30,000	30,000	30,000	0	0	127,000	(157,000)
180	Martindale	David Barrett	0	0	0	0	0	0	1,478	0	0	0
181	Bulbourne	David Barrett	823,155	117,165	0	(60,320)	(60,320)	880,000	20,678	851,000	(29,000)	0
182	Coniston Road	David Barrett	925,145	978,087	0	(281,230)	(281,230)	1,622,002	685,127	1,535,002	(87,000)	0
183	Eastwick Row	David Barrett	5,267,730	714,189	0	493,080	493,080	6,474,999	573,165	2,724,999	(3,750,000)	0
184	St Margaret's Way	David Barrett	554,645	(18,886)	0	(166,500)	(166,500)	369,259	265,281	302,499	(66,760)	0
185	Paradise Fields	David Barrett	3,276,000	(846,436)	0	(869,000)	(869,000)	1,560,564	11,019	559,999	(1,000,565)	0
186	Gaddesden Row	David Barrett	(70,985)	69,482	0	0	0	(1,503)	14,705	0	0	1,503
187	Randalls Ride	David Barrett	1,611,820	8,019	0	(175,840)	(175,840)	1,443,999	17,679	321,999	(1,122,000)	0
188	Garage Sites - New Build Developments	David Barrett	4,363,935	768,185	0	(1,512,760)	(1,512,760)	3,619,360	70,155	2,895,155	(724,205)	0
189	Wilstone	David Barrett	1,251,000	75,403	0	(496,300)	(496,300)	830,103	17,818	825,003	(5,100)	0
190	Marchmont Fields	David Barrett	3,042,000	53,470	0	(145,000)	(145,000)	2,950,470	31,950	260,000	(2,690,470)	0
191	Paradise Depot	David Barrett	1,660,000	128,548	0	0	0	1,788,548	30,250	179,998	(1,608,550)	0
192	Cherry Bounce	David Barrett	245,000	265,190	0	(292,640)	(292,640)	217,550	83,721	225,000	7,450	0
193	Stoneycroft and Great Sturgess	David Barrett	0	0	0	0	0	0	2,743	157,000	0	157,000
			22,949,445	2,312,416	0	(3,476,510)	(3,476,510)	21,785,351	1,825,767	10,837,654	(10,949,200)	1,503
Totals - Fund: Housing Revenue Account			32,063,298	10,979,695	0	(4,629,510)	(4,629,510)	38,413,483	6,255,512	26,715,786	(11,699,200)	1,503
Totals			34,438,298	11,453,509	0	(4,629,510)	(4,629,510)	41,262,297	6,850,402	29,459,498	(11,804,302)	1,503



AGENDA ITEM:

SUMMARY

Report for:	Housing & Communities Overview & Scrutiny Committee
Date of meeting:	10th November 2021
PART:	1
If Part II, reason:	

Title of report:	2021/22 Quarter 2 Performance Report & Operational Risk Register – Housing
Contact:	Councillor Margaret Griffiths, Portfolio Holder for Housing Author/Responsible Officer – Fiona Williamson – Assistant Director - Housing
Purpose of report:	1. To update the Committee on the Performance of the Housing Service - Quarter 2 2021/22 2. To inform the Committee on the progress of the 2021/22 Housing Service Plan and Operational Risk Register.
Recommendations	That the Committee note the Performance Report, Service Plan and Operational Risk Register
Corporate objectives:	Affordable Housing – the provision of good quality affordable homes, by investing in existing stock and developing new.
Implications:	<u>Financial</u> All areas of the service are subject to Monthly Budget Monitoring Meetings with the HRA Financial Accountant. Budget Reporting is quarterly to Housing and Communities Overview and Scrutiny Committee.
'Value For Money Implications'	<u>Value for Money</u> The Housing Service & its costs are reviewed annually through a national benchmarking organisation (Housemark)
Risk Implications	Housing Operational Risk Register details the risks associated with the management of the housing service. 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 Oliver Jackson – 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:	HMO – Houses in Multiple Occupation PRS – Private Rented Sector

1.0 Introduction

- 1.0.1 This report details the performance of the Housing Service during the second quarter of 2021/22, against the suite of performance indicators. The performance indicators are extracted from In-Form, the new corporate performance reporting tool, and contained in Appendix A.
- 1.0.2 The Council commissioned an independent consultant, Paul Langford, to undertake a review of the service, during Quarter 1 and 2, to ensure that it is fit for purpose and is sufficiently prepared for the raft of changes within the social housing sector. There are a number of legislative and policy changes at a national level that are currently being implemented within the Housing sector. The Council want to ensure that the model for service delivery and culture continues to be focused on ensuring the best outcome for their residents and that the resident voice is always heard and responded to with empathy and respect.

- 1.0.3 Key legislative changes include a new Charter for Social Housing Residents, which sets out action Government will take to ensure social housing residents are safe, are listened to, live in good quality homes, and have access to redress when things go wrong. To support and compliment the White Paper, the Government have also introduced a new Building Safety Bill, which is currently progressing through the parliamentary process and is focused on the fabric and management of homes. Additionally Government has strengthened and extended the powers of the Social Housing Regulator and Housing Ombudsman.
- 1.0.4 The service review aligned with many of the elements contained within the existing service plan and therefore the service continues to deliver against these objectives. The Operational Risk Register is reviewed and updated quarterly, to reflect any changes internally or externally that have impacted upon the identified 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 operational risk register is contained at Appendix B.
- 1.0.5 The service review identified a number of additional areas for development within the service and these have been contained within an action plan, which will be delivered alongside the service plan and updates will be provided to Scrutiny members.
- 1.0.6 During the first quarter of this financial year, the country moved through the first three steps of the government's roadmap to lifting Coronavirus restrictions. The final restrictions were lifted in June 2021. The teams have adapted to the return to face to face appointments and visits and the removal of restrictions has resulted in an increased demand from tenants in a number of service areas.
- 1.0.7 The service continued to respond well to the additional workload and changes to some of the methods of delivery and working practices. The service review recognised that the Housing service had shown resilience throughout the period of the pandemic, demonstrating professionalism and technical expertise.

2.0 Housing Performance Report – Q2 2021/22

- 2.0.1 Appendix A shows performance against the 'Service Critical' performance indicators for the second Quarter of 2021/22. The format of the report differs from the Rocket reports previously used, however the core data is the same and can be used to provide trend analysis on a monthly and quarterly basis.
- 2.0.2 **Performance Highlights:**
- 2.0.3 The PRS team have continued to licence more HMO's in the Borough, currently 113 and visits to properties continue. Covid questionnaires are still being used to ensure compliance and there have been some cases of self-isolation that have resulted in some delays. Works schedules have been issues to a number of landlords or responsible persons to undertake repairs to properties. There continues to be a number of landlords who have raised concerns about the availability of materials and labour to complete these works. Additional inspections are being undertaken to progress any enforcement action, which is increasing the workload on the team.

- 2.0.4 The tenancy sustainment team have continued to see a rise in demand for the support that they provide. In Quarter 2 they managed to reduce the arrears on one case, which enabled the household to sustain their tenancy. The impact of changes to Universal credit and the increase in energy costs, it is anticipated that the income and tenancy sustainment team will have an increased caseload of households falling into arrears and this will be closely monitored over the forthcoming months.
- 2.0.5 All emergency repairs were attended to within the 4 hour target, which was very positive, as the volumes of emergency repairs had increased from 350 in Quarter 1 to 391 in Quarter 2.
- 2.0.6 The gas servicing compliance, although amber, remained high at 99.94% throughout the quarter and a number of the cases were as a result of tenants being on holiday, a number of appointments were rebooked. Any overdue cases were managed through the tenancy team and with the support of the contractor, Sun Realm.
- 2.0.7 The number of cases where the team have been able to prevent homelessness remained high at 36 which is positive and the team continue to consider all options to ensure that, where possible, people are supported to remain in accommodation. These figures are extremely positive in the current climate as the overall numbers presenting are high, with the ending of the moratorium on evictions, in May and the ongoing potential for households in the private rented sector facing eviction. In addition the number of rough sleeper cases relieved in the quarter was 8, with the team working in close collaboration with the Community Safety Partnership.
- 2.0.8 The Group Manager for Strategic Housing, Natasha Beresford, was recognised with an award by the sectors publication, Inside Housing, as the Inspirational Colleague of the Year 2020, which was in recognition for the work that she had undertaken to support and motivate colleagues throughout the pandemic.
- 3.0.1 **Performance challenges:** The percentage of non-urgent repairs completed in target remains below target at 91.67%. The increased demand from tenants who have been waiting to log repairs has contributed to the pressure and Osborne have been working to source additional labour to undertake these repairs. The construction sector is experiencing a number of challenges with material and labour shortages and the recently published State of Trade survey, by the Federation of Master Builders, established 89% of builders have reported delays or cancelled jobs due to a lack of skills or materials. 97% of builders have reported increased material prices. Osborne are working closely with the Council to build capacity and resilience in the workforce, so that this does not negatively impact the completion of repairs.
- 3.0.2 The rent collected in quarter 2 was 2.66% lower than Quarter 1. The income team have analysed some of the factors that have been sited when contacting tenants and the impact of the school holidays and return to school have contributed to the financial pressures of some households.
- 3.0.3 Sheltered accommodation, continues to cause difficulties with letting properties, especially in the schemes which have communal facilities. Ongoing work is underway to provide additional support for those wishing to downsize or consider a move into sheltered accommodation and a series of Open Days. The average time to re-let these properties was 87 days in Quarter 2. The general needs housing also experienced a decline in performance with an increase in the average number of days by 7 to 33.

3.0.4 There continue to be issues with performance of the lifeline call service, with the number of calls being answered within 60 seconds below target and reduced further in Quarter 2 to 91.09%. Tunstall had experienced further issues with staffing being impacted by Covid, and this has fluctuated within the quarter as a number of staff returned from self-isolating.

4.0 Interventions to address performance below target and other initiatives

4.0.1 The performance issues, which have been identified with the Osborne contract have been monitored and additional staff have been co-located in the Osborne office and to concentrate on the repairs process, communication and complaints. The improvement plan will be closely monitored by the senior management team and a number of issues escalated to the Strategic Core Group meeting. The Council have appointed a new repairs Team Leader, who has worked for main contractors, so is experienced in delivering improvements in service. A benchmarking exercise is being undertaken to establish the current market conditions in the construction industry, to determine the labour and material rates in the repairs and voids sector.

4.0.2 The service review provided an external overview of the sheltered housing service, and identified a number of positive on the services and facilities, it is evident that a few schemes have a high number of vacant units and are less desirable than others in the stock. The need to postpone the opening of the communal lounges, due to shortages of cleaning staff to undertake the twice daily cleans, is being addressed and additional funding through public health, has resulted in 7 additional cleaning posts being created, and recruitment is underway. Once cleaners are in post and the lounges reopened fully, the open days will be recommenced, which should allow those in the higher risk groups for Covid, to have received their booster.

4.0.3 The lifeline service is a key service for our tenants and the response time is critical for appropriate emergency response to be mobilised in the event of a fall or other medical emergency. The performance has been escalated and measures have been put in place to serve an improvement notice on Tunstall under the terms of the contract.

4.0.4 Additional officers will be recruited to the income team to provide pro-active advice and early intervention to tenants who may start to fall into arrears over the winter period, with increased energy costs and the changes to Universal credit. If cases are addressed with early intervention, there is a greater chance of reducing the arrear and agreeing a manageable payment plan.

5.0 Operational Risk Register

5.0.1 The updated 2020/21 Operational Risk Register is contained in Appendix B.

Communities

Measure Code	Measure Name	This Quarter Actual	This Quarter Target	Last Quarter Actual	Last Quarter Target	-4 Quarters Actual	-4 Quarters Target	DoT	Comments
CYP01a	Number of children attending Adventure Playgrounds	12,726		2,139		2,098		✓	

Property and Place

Measure Code	Measure Name	This Quarter Actual	This Quarter Target	Last Quarter Actual	Last Quarter Target	-4 Quarters Actual	-4 Quarters Target	DoT	Comments
PP01	Percentage of dwellings with a valid Gas Safety Certificate	99.94%	100.00%	99.96%	100.00%	99.98%	100.00%	✗	30 Sep 2021 Although this is below target, the performance is satisfactory, but we will strive to improve on this in the next quarter
PP04	Percentage of properties passing QA checks Repairs and voids	99.53%	98.00%	98.97%	98.00%	99.13%	98.00%	✓	30 Sep 2021 A good performance in the last quarter is demonstrated by this high figure
PP05	Percentage of properties passing QA checks Planned works	99.33%	98.00%	100.00%	98.00%	100.00%	98.00%	✗	30 Sep 2021 A good performance in quarter is reflected in this indicator
PP10	Percentage of emergency repairs completed within 4 hours	100.00%	99.00%	99.43%	99.00%	99.80%	99.00%	✓	30 Sep 2021 This performance has improved through the year resulting in this excellent result
PP10 (D)	Number of emergency repairs in period	391		352		498		n/a	30 Sep 2021 This figure is for reporting purposes only
PP10 (N)	Number of emergency repairs completed within 4 hours in period	391		350		497		n/a	30 Sep 2021 This figure is for reporting purposes only
PP12	Percentage of non-urgent repairs completed within target	91.67%	98.00%	92.00%	98.00%	93.00%	98.00%	✗	30 Sep 2021 This is a disappointing return for an area that should be managed within the contract. Whilst external factors (such as material shortages) have played a part, this performance is well below target and will be addressed at partnership core groups

Measure Code	Measure Name	This Quarter Actual	This Quarter Target	Last Quarter Actual	Last Quarter Target	-4 Quarters Actual	-4 Quarters Target	DoT	Comments
PP13a	Percentage of responsive repairs completed within target	92.30%	97.00%	92.74%	97.00%	93.06%	97.00%	✗	30 Sep 2021 A high performance in the quarter
PP13a (D)	Number of responsive repairs due in period	5,116		5,383		5,803		n/a	30 Sep 2021 This figure is for reporting purposes only
PP13a (N)	Number of responsive repairs completed in target in period	4,722		4,992		5,400		n/a	30 Sep 2021 This figure is for reporting purposes only
PP13b	Percentage of responsive repairs completed right first time	84.33%	80.67%	81.00%	78.00%	84.33%	78.00%	✓	30 Sep 2021 This indicator has improved in Q2 and we will work hard to ensure this upward trend continues
PP15	Percentage of tenants satisfied with the service planned and responsive works	100.00%	92.67%	98.00%	90.00%	99.66%	90.00%	✓	30 Sep 2021 This is a strong performance in Q2

People
Pages

Measure Code	Measure Name	This Quarter Actual	This Quarter Target	Last Quarter Actual	Last Quarter Target	-4 Quarters Actual	-4 Quarters Target	DoT	Comments
CSU06	Percentage of customers satisfied with service	99.82%	80.00%	99.81%	80.00%	96.90%	80.00%	✓	30 Sep 2021 KPI Achieved
CSU06 (D)	Number of customers responding to satisfaction	5,124		4,701		1,129		n/a	
CSU06 (N)	Number of customers satisfied with service they	5,115		4,692		1,094		n/a	
CSU10	Call Handling: Average wait time	385.00	300.00	236.67	300.00	138.00	300.00	✗	30 Sep 2021 Should be 385 seconds. This is
CSU11	Call Handling: Abandoned Call Rate	15.70%	20.00%	11.42%	20.00%	6.40%	20.00%	✗	30 Sep 2021 KPI achieved.
CSU11 (D)	Call Handling: total number of calls	31,452		29,923		26,224		n/a	
CSU11 (N)	Call Handling: number of calls abandoned	4,938		3,418		1,678		n/a	
CSU12	Face to Face; Average Wait Time		450.00		450.00	0.00	450.00	?	30 Sep 2021 Offering pre-booked face to face

Strategic Housing

Measure Code	Measure Name	This Quarter Actual	This Quarter Target	Last Quarter Actual	Last Quarter Target	-4 Quarters Actual	-4 Quarters Target	DoT	Comments
SH03a	Average time to allocate general needs properties	33	30	26	30	49	30	↑X	
SH03a (D)	Number of general needs properties allocated in period	48		53		54		n/a	
SH03a (N)	Number of days taken to allocate general needs properties in periods	1,606		1,403		2,667		n/a	
SH03b	Average time to allocated adapted properties	132	151	151	151	199	151	↓✓	
SH03b (D)	Number of adapted properties allocated in period	3		3		6		n/a	
SH03b (N)	Number of days taken to allocate adapted properties in periods	397		452		1,193		n/a	
SH03c	Average time to allocate sheltered properties	87	43	69	43	79	43	↑X	
SH03c (D)	Number of sheltered properties allocated in period	57		55		37		n/a	
SH03c (N)	Number of days taken to allocate sheltered properties periods	4,962		3,815		2,910		n/a	
SH04a	% of general needs properties allocated in target	18.75%	70.00%	28.30%	70.00%	31.48%	70.00%	↑X	
SH04a (D)	Number of general needs properties for allocating in period	48		53		54		n/a	
SH04a (N)	Number of general needs properties allocated in target in period	9		15		17		n/a	
SH04b	% of adapted properties allocated in target	66.67%	70.00%	33.33%	70.00%	16.67%	70.00%	↓✓	
SH04b (D)	Number of adapted properties for allocating in period	3		3		6		n/a	
SH04b (N)	Number of adapted properties allocated in target in period	2		1		1		n/a	

Measure Code	Measure Name	This Quarter Actual	This Quarter Target	Last Quarter Actual	Last Quarter Target	-4 Quarters Actual	-4 Quarters Target	DoT	Comments
SH07a	Number of new housing advice cases received	784		843		546		✗	
SH20e	Total household on housing register broken down by 1,2 ,3 and 3+ bedrooms	8,695		8,466		7,764		✓	New allocations policy agreed at cabinet last week, will not be implemented until Q2 2022, however, new policy will support DBC's approach in being able to house applicant most in need. The new policy will likely see a reduction in applicant who are active and suspended, in particular the 1 bedroom need.
SH33	Overall spend on engagement activity per property	£10						?	Calculation for Q2: £104,638 divided by average total no. of properties 10,103
SH34	Total number of Houses in Multiple Occupation (HMO's) with a license	113		103		98		✓	
SH36	Number of illegal evictions prevented	1		1		0		n/a	
SH37	Number of rough sleeper cases relieved	8		15		25		n/a	Rough sleeping has reduced in Dacorum due to the move on's we achieved during the pandemic and also the rough sleeper outreach team also working with rough sleepers in the area.
SH38	Number of main duty applications	26		32		48		n/a	
SH39	Total number of successful prevention	36		43		26		n/a	
SH40	Total number of successful relief	42		37		49		n/a	

Tenants and Leaseholders

Measure Code	Measure Name	This Quarter Actual	This Quarter Target	Last Quarter Actual	Last Quarter Target	-4 Quarters Actual	-4 Quarters Target	DoT	Comments
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Measure Code	Measure Name	This Quarter Actual	This Quarter Target	Last Quarter Actual	Last Quarter Target	-4 Quarters Actual	-4 Quarters Target	DoT	Comments
TL02	Rent collected as a percentage of rent owed (excluding current arrears brought forward)	96.98%	99.00%	99.64%	99.00%	96.63%	99.00%	✘	30 Sep 2021 Performance impacted by financial impact of children returning to school, team to continue to monitor. Additional resource being bought into the team to allow more focus on arrears and to continue to provide the high level of support required.
TL13a	Percentage of Community Alarm calls answered within 1 min	91.09%	97.92%	93.02%	97.50%	96.30%	97.50%	✘	30 Sep 2021 Performance against TL13a continues to fall below target. Further contract monitoring meetings held with Tunstall where our concerns have been expressed, response from Tunstall is that impact on staffing related to the pandemic is still affecting performance. Formal improvement notice will be served and review of the contract provisions undertaken
TL15	Satisfaction with the outcome of Tenancy Enforcement investigation	45%			75%	50%	75%	?	24 surveys were issued with 10 being returned. Of the 10, 45% were satisfied with the way in which their case was handled. The Council acknowledge that it is not always possible to achieve the enforcement outcome desired, further analysis of the approach is being undertaken to improve satisfaction with case handling.
TL15 (D)	Number of Tenancy Enforcement investigation where tenant responded to satisfaction survey	10.00						?	24 surveys issued, 10 responded. Improvement and Engagement team are working to improve the return rate for next quarter.
TL15 (N)	Number of Tenancy Enforcement investigation where tenant was satisfied with the outcome	4.50						?	Of the 10 surveys that were returned, 45% stated they were satisfied with the outcome. All respondents who stated they were either dissatisfied or very dissatisfied with the outcome of the case will be contacted to get further feedback on the reasons and how the case has been handled.

Measure Code	Measure Name	This Quarter Actual	This Quarter Target	Last Quarter Actual	Last Quarter Target	-4 Quarters Actual	-4 Quarters Target	DoT	Comments
TL55	% of tenants paying for their house or garage rent by Direct debit	54.00%				54.00%		?	
TST02	Percentage of Tenancy Sustainment cases where rent arrears were reduced	100%	70%	100%	70%	n/r	n/r	→	
TST02 (D)	Number of Tenancy Sustainment cases with rent arrears in period	1		3		22		✗	
TST02 (N)	Number of Tenancy Sustainment cases where rent arrears were reduced in period	1		3		16		n/a	

Risk Register Summary Table

Risk Name		30 Sep 2021		Status	
		RM01 Risk Consequence	RM02 Risk Likelihood		
		Actual	Actual	Actual	Update
Failure of the Total Asset Management Contractor to deliver the five strategic objectives	Fiona Williamson	4	3	12.00	
Failure to adopt a service specific best practice approach to Health and Safety	Fiona Williamson	4	2	8.00	
Failure to closely monitor operational & financial factors affecting the HRA Business Plan	Fiona Williamson	3	2	6.00	The reduction in Universal credit top up payments and the increase in energy costs could impact the tenants ability to pay rent, so this will be closely monitored and additional resources employed to support the income team.
Failure to closely monitor operational and financial factors relating to the delivery of Homelessness	Fiona Williamson	4	2	8.00	
Failure to Deliver the Council's New Build Programme	Fiona Williamson	4	2	8.00	
Failure to identify & manage Private Sector Landlords, House in Multiple Occupation & Empty Homes	Fiona Williamson	4	2	8.00	
Failure to identify the needs & risks of residents of sheltered housing & ensure appropriate support	Fiona Williamson	4	1	4.00	

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		30 Sep 2021			
Risk Name	Risk Owner	RM01 Risk Consequence	RM02 Risk Likelihood	Status	
		Actual	Actual	Actual	Update
Failure to recruit & retain appropriately skilled, experienced or professionally qualified staff	Fiona Williamson	4	3	12.00	

Risk Register Details Table

Risk Name	Detail	30 Sep 2021 Status
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 53</p> <p>Failure of the Total Asset Management Contractor to deliver the five strategic objectives</p>	Risk Owner	Fiona Williamson
	Risk Description	Failure of the Total Asset Management Contractor to deliver the five strategic objectives
	Comments	
	Controls & Assurances	<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>Review of contract against peer organizations at end of year 5 of the contract.</p> <p>Pressures within the construction sector have resulted in material and labour shortages - review of the price framework and approach to costs to ensure that statutory repairs and improvement works can continue to be delivered and provide value for money.</p>
	Evidence Risk is being managed	<p>Strategic Core Group Minutes</p> <p>Key Performance Indicators</p> <p>On-going scrutiny by the Property and Place surveyors</p> <p>Year five benchmark review</p> <p>Tenant and leaseholder feedback</p>
	Consequences / Impacts	<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.</p> <p>Additional costs and time to procure a new contract.</p>

Risk Name		30 Sep 2021
Detail		Status
Failure to adopt a service specific best practice approach to Health and Safety	Risk Owner	Fiona Williamson
	Risk Description	Failure to adopt a service specific best practice approach to Health and Safety (Housing Landlord)
	Comments	
	Controls & Assurances	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. Directorate Health & Safety Committee Quarterly at DMT. Standing Items on Team Meeting Agendas. Quarterly Housing Fire Safety Group attended by Fire Service and Fire Risk assessors. Information provided to tenants at sign up and through News and Views
	Evidence Risk is being managed	All Risk Assessments / Notes of meetings available for review. Audit scheduled for Q2 for Asbestos and Legionella.
	Consequences / Impacts	Death or injury to staff; residents or contractors' staff; reputation; litigation and charges of corporate manslaughter.
Failure to closely monitor operational & financial factors affecting the HRA Business Plan	Risk Owner	Fiona Williamson
	Risk Description	Failure to closely monitor operational and financial factors affecting the delivery of the HRA Business Plan
	Comments	The reduction in Universal credit top up payments and the increase in energy costs could impact the tenants ability to pay rent, so this will be closely monitored and additional resources employed to support the income team.
	Controls & Assurances	Regular and then formal end of year review of Business Plan in partnership with Finance. Any policy changes or govt announcements that may impact the plan or its assumptions are quickly analyzed 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. Stock condition survey has been procured to update the stock information and improve the asset management data for investment programmes Full review of the business plan will be undertaken to model the CPI +1% increase.
	Evidence Risk is being managed	HRA Business Plan Signed off by Cabinet
	Consequences / Impacts	Delivery of the Business Plan would not be achieved if income and financial control is not closely managed.

Risk Name		30 Sep 2021
Detail		Status
Failure to closely monitor operational and financial factors relating to the delivery of Homelessness	Risk Owner	Fiona Williamson
	Risk Description	Failure to closely monitor operational and financial factors relating to the delivery of the Council's Homelessness Service
	Comments	
	Controls & Assurances	<p>Monthly financial monitoring with Group Manager and accountant, team leader monitors weekly B & B spend, and monthly reporting of stats including numbers of cases seeking Housing Advice and presentations as homeless.</p> <p>Monitor impact of demand and the ending of the moratorium on evictions Secured RSAP grant funding to increase supply of move n accommodation.</p>
	Evidence Risk is being managed	Regular reports to HCOSC and Cabinet.
	Consequences / Impacts	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.
Failure to Deliver the Council's New Build Programme	Risk Owner	Fiona Williamson
	Risk Description	Failure to Deliver the Council's New Build Programme
	Comments	
	Controls & Assurances	<p>Monthly Financial meetings to monitor budgets, Fortnightly AD update, monthly project group, seconded team concentrating solely on development.</p> <p>This allows full debate on key issues and involves legal, finance, procurement at the early stages of any discussions.</p> <p>Pressure in the construction market on material and labour supplies could impact the timescale for delivery and increase costs.</p> <p>Delays with statutory consultees, especially the flood authority and HCC have incurred some delays in the planning process. We are working closely with these consultees to try and reduce any impact on the delivery timescales.</p>
	Evidence Risk is being managed	All Schemes have project worksheets updated fortnightly
	Consequences / Impacts	Reputational and financial impact with public and HCA regarding grant allocations and due to the high profile of the project.

Risk Name		30 Sep 2021
Detail		Status
Failure to identify & manage Private Sector Landlords, House in Multiple Occupation & Empty Homes	Risk Owner	Fiona Williamson
	Risk Description	Failure to identify & manage Private Sector Landlords, House in Multiple Occupation & Empty Homes
	Comments	
	Controls & Assurances	<p>Additional resources employed to assist with the anticipated increase in workload following changes to the legislation.</p> <p>Training for all staff in HHSRS and fire safety has been undertaken and updated to include Fitness for Human Habitation Act requirements.</p> <p>New procedures have been developed to align with the changes in legislation.</p> <p>Volumes to be monitored to assess the level of demand upon the service.</p>
	Evidence Risk is being managed	
	Consequences / Impacts	<p>Private sector tenants living in poor conditions that could be prejudicial to their health.</p> <p>Reduction in projected income from licence fees and enforcement action.</p> <p>Statutory function so reputational and financial risks for the Council.</p>
Failure to identify the needs & risks of residents of sheltered housing & ensure appropriate support	Risk Owner	Fiona Williamson
	Risk Description	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
	Comments	
	Controls & Assurances	<p>Supported Housing Operational Procedures.</p> <p>Partnership working with other agencies.</p> <p>Effect use of INFORM – sheltered housing IT system. This allows for 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>
	Evidence Risk is being managed	<p>Supported Housing Officer Procedures</p> <p>Use of Inform software to record details of Supported Housing Officer visits</p>
	Consequences / Impacts	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.

Risk Name	Detail	30 Sep 2021 Status
Failure to recruit & retain appropriately skilled, experienced or professionally qualified staff	Risk Owner	Fiona Williamson
	Risk Description	Failure to recruit and retain appropriately skilled, experienced or professionally qualified members of staff.
	Comments	
	Controls & Assurances	<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 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> <p>Upskilling managers with Coaching qualifications to enable them to provide additional support to members of their team and embed a coaching approach to assisting staff to develop additional workplace skills.</p>
	Evidence Risk is being managed	
Consequences / Impacts	<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>	



AGENDA ITEM:

SUMMARY

Report for:	Housing and Community Overview & Scrutiny Committee
Date of meeting:	10th November 2021
PART:	
If Part II, reason:	

Title of report:	Quarter 2 Performance Report – Customer Services, The Old Town Hall, Communications, Community Safety Partnership & children services and Community Partnerships
Contact:	Cllr Julie Banks, Portfolio Holder for Community and Regulatory Services Author/Responsible Officers: Mark Gaynor (Director – Housing and Regeneration) Linda Roberts (Assistant Director – People, Performance and Innovation) Layna Warden (Group Manager – Communities) Matt Rawdon (Group Manager – People) Joe Guiton (Community Safety and Children services Team Leader) Sara Railson (Arts Team Leader) Alex Care (Community Partnerships and Wellbeing 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 Q2 2021/2022 and also highlight key achievements over this same period.

2. Performance Reports 2021/22 – Quarter 2

2.1 Quarter 2 performance is detailed below. Members will note that the overall call time has slipped. This is over target and this is due to an overall increase in the number of calls and some fully trained staff have left the CSU. We have recruited replacement staff but it takes some time before they are fully trained. We expect to meet the KPI at the next Quarter. There is no data for face to face meetings because all face to face meetings have been booked in advance and so no waiting in the Forum since the pandemic.

Measure Code	Measure Name	This Quarter Actual	This Quarter Target	Last Quarter Actual	Last Quarter Target	-4 Quarters Actual	-4 Quarters Target	DoT	Comments
CSU06	Percentage of customers satisfied with service received from the Customer Service unit	99.82%	80.00%	99.81%	80.00%	96.90%	80.00%	✓	30 Sep 2021 KPI Achieved
CSU06 (D)	Number of customers responding to satisfaction survey	5,124		4,701		1,129		n/a	
CSU06 (N)	Number of customers satisfied with service they received	5,115		4,692		1,094		n/a	
CSU10	Call Handling: Average wait time	385.00	300.00	236.67	300.00	138.00	300.00	✗	30 Sep 2021 Should be 385 seconds. This is slightly over target. We have experienced higher contacts than normal in this quarter compared to last year. We have also recently had some fully trained staff leaving the team, so service levels will be affected until the new starters are fully trained to deal with all service queries.
CSU11	Call Handling: Abandoned Call Rate	15.70%	20.00%	11.42%	20.00%	6.40%	20.00%	✗	30 Sep 2021 KPI achieved.
CSU11 (D)	Call Handling: total number of calls	31,452		29,923		26,224		n/a	
CSU11 (N)	Call Handling: number of calls abandoned	4,938		3,418		1,678		n/a	
CSU12	Face to Face; Average Wait Time		450.00		450.00	0.00	450.00	?	30 Sep 2021 Offering pre-booked face to face appointments. No data to report on this KPI.

3. Quarter 2 Achievements

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

3.1 The Old Town Hall

3.1.1 The Old Town Hall re-opened to the public on 19th July along with all other theatres in the country. A short programme of outdoor events including 3 performances of an outdoor children's theatre event – 'The Lion Inside'.

Working in partnership with the Olde Kings Arms on the High Street, we presented two sold out comedy performances.

3.1.2 A review of the Old Town Hall has now been commissioned and is due to be delivered by spring 2022.

3.1.3 The Old Town Hall Satisfaction Survey. The Old Town Hall sends surveys to all customers one day after attending an event. These surveys are made up of eleven questions in total covering topics ranging from customer service to venue satisfaction. Events covered by this survey would have taken place in the Main Theatre or The Cellar Club. Below is a summary of the top three metrics used to help understand overall customer satisfaction.

- Old Town Hall Front of House stewarding staff received a 100% good / excellent rating from our customers over the quarter
- Customer rating on the range of events on offer was 66.5% excellent; 19.5% very good; 14% good.
- Overall customer satisfaction for the events staged this quarter was 91% excellent rating; 6% very good rating and 3% good rating.

3.2 Customer Services Unit (CSU)

3.2.1 Call Centre Staff continue to work from home.

3.2.2 Covering Reception at the Forum and offering essential face to face pre booked appointments for those unable to transact via another channel, very few appointments being booked.

3.2.3 Recruited to full time Customer Service Rep vacant post, continuing to train newer members of the team to ensure the service is covered.

3.2.4 Internal Audit carried out, Substantial Assurance rating achieved.

3.3 Communications

3.3.1 External communications (across all channels) – we have delivered on external PR campaigns and projects such as the Local Plan; Community Review Panel; Park Mark for all 25 car park sites; Maylands Business Centre 10 year anniversary; article 4 direction; 'flexidesx' facility; Afghanistan resettlement communications; second hand September campaign; Dacorum Climate Action Network (CAN) launch; and issued 14 press/media releases.

3.3.2 Internal communications – design and implementation of internal campaigns and projects including the Staff Update Session in September 2021 (attended by SLT and 250+ staff); launched the LGBTQ+ Allies Scheme, with over 50 staff members signing up by July; and supported on the Afghanistan resettlement scheme communications with internal stakeholders. Ran over 40 internal campaigns (service information campaigns and COVID-specific campaigns and messaging for staff); and issued five IMT information cascades for Managers of People.

3.3.3 Publications and design – content management, design and delivery of 12 issues of Dacorum Life (11,600+ subscribers), 12 issues of Members News; and distributed the new print version of Dacorum Life, issued to every household in the borough by Royal Mail.

3.3.4 Covid-19 Communications – Ongoing support during the Covid-19 pandemic. This includes dedicated campaigns such as free rapid testing; funding and grant schemes; self-isolation guidance; vaccination programme (various stages); and 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 – July to September 2021

Connections – 9,426 (increase of 102 on Q1 2021/22)

Link clicks – 5,718 (decrease of 3,268 on Q1 2021/22)

Messages sent - 238 (decrease of 152 on Q1 2020/21)

Dacorum Twitter – July to September 2021

Connections – 8,620 (increase of 41 on Q1 2021/22)

Link clicks – 1,099 (decrease of 1,414 on Q1 2021/22)

Messages sent - 228 (decrease of 141 from Q1 2021/22)

Marketing Analytics - Top posts					
Top 5 posts/campaigns by shares					
Account	Reach	Shares	Likes	Comments	Campaign
Dacorum Facebook (@dacorum)	14,261	93	31	7	NHS running three local COVID-19 vaccination days in Hemel Hempstead.
Dacorum Facebook (@dacorum)	10,507	45	9	8	Walk-in vaccination clinics
Dacorum Facebook (@dacorum)	11,132	33	28	9	The first Open Door Repair Café.
Dacorum Facebook (@dacorum)	9,994	27	49	16	Refurbished Adeyfield and Grovehill Adventure Playgrounds
Dacorum Facebook (@dacorum)	8,512	26	4	0	Highways England carrying out essential resurfacing work at M1 junction 9 northbound

Website analytics – April to June 2021		
Most viewed pages	Page views	Unique page views
	1,112,933 % of Total:	793,236 % of Total:

	100.00%	(100%)
1. Dacorum Borough Council Home Page	119,160 (10.71%)	93,817 (11.83%)
2. Council Services – Payment Portal	117,623 (10.57%)	52,125 (6.57%)
3. My Bin Collections	68,228 (6.13%)	28,508 (3.59%)
4. Search planning applications	55,174 (4.96%)	39,766 (5.01%)
5. Payment summary – Payment Portal	38,193 (3.43%)	27,195 (3.43%)
6. Search Dacorum Borough Council	34,791 (3.13%)	29,048 (3.66%)
7. Transaction complete – Payment Portal	33,512 (3.01%)	31,180 (3.93%)
8. Complete you shopping – Payment Portal	32,820 (2.95%)	26,714 (3.37%)
9. When are my bins collected	26,347 (2.37%)	23,294 (2.94%)
10. Waste services extra questions	24,540 (2.20%)	8,080 (1.02%)

3.4 Community Safety Partnership and Children Services

3.4.1 There were 18 safeguarding referrals made from Dacorum Borough Council staff in Q2. This is a 61% increase from Q1 which had 7 referrals. 10 of these relate to concerns about adults who are subjected to emotional abuse, financial abuse or neglect and have been identified by DBC officers spending more time with residents and council tenants in person and at their homes where concerns are more easily identified. An arrangement with Hertfordshire Adults Safeguarding Board has meant that all training they deliver can now be accessed free of charge by DBC staff and members which will provide support to identify and report concerns.

Communities									
Measure Code	Measure Name	This Quarter Actual	This Quarter Target	Last Quarter Actual	Last Quarter Target	-4 Quarters Actual	-4 Quarters Target	DoT	Comments
CYP01a	Number of children attending Adventure Playgrounds	12,726		2,139		2,098		↓	

3.4.2 The Adventure Playgrounds have been re-opened following the closure earlier in the year due to the Covid-19 pandemic. A number of measures have been put in place to ensure the safety of staff and families, and this has included a reduction on numbers allowed inside the cabins. This hasn't stopped young people attending to use the outdoor equipment and carrying out activities indoors in smaller groups.

3.4.3 There has been a considerable increase in young people visiting the adventure playgrounds in Q2 with over 12,000 attendances recorded in

this 3 month period. This is considerably higher than this time in 2020 and the 2019 pre-pandemic levels. Feedback from attendees has confirmed the reasons for this are new play equipment at Adeyfield and Grovehill, the high demand for outdoors activity following lockdown and good promotion of the sites through social media.

3.4.4 There has been a great response to the new 3G pitches with income almost doubling from Q1. Over £16,000 has been received in Q2 through pitch booking and playground hire. This has included a number of long term bookings throughout the week and at weekends. Further enquiries have been received to hire some of the buildings during the winter months and the team are reviewing opportunities to maximise the use of the buildings and play equipment all year round.

3.5 Community Partnerships

Physical activity, Wellbeing, Arts and Culture

3.5.1 Over the summer holidays a number of activities took place to engage with children and support low income families and promote physical and healthy activities. This included 22 HAPpy camps which ran across different locations around Dacorum. The Everyone Active community Outreach Programme was also relaunched across Dacorum with 25 sessions available each week in community locations.

3.5.2 A number of courses and community interventions were delivered in Q2. This includes:

- A mural in Hemel Hempstead Town Centre and in Kings Langley where local artists and school children were brought together to celebrate key landmarks and our diverse community through art
- A National Lottery funded project with Dacorum Community Dance started a programme of online and live dance activities (seated dance, dance for dementia and inclusive dance)
- The first Active Local Forum was held in person at the Active Dacorum Hub. So far £52,587 worth of funding has been generated by Active Local
- A 'Doorstep Duet' dance project in partnership with Dacorum Community Dance, BEEE creative and Watford Council performed for 430 children and adults in locations including Dacorum Day Service for the learning disabled, Chaulden Infants School, Highview Lodge and Ashlyn's Care Homes to reduce isolation and bring dance to vulnerable adults and to children in the community

3.5.3 A Nature Connection for Wellbeing social prescribing course was run for 6 weeks in Gadebridge Park. The feedback from attendees was fantastic with an average course rating of 9.25 out of 10. Using the WEMWEB and mental health social value calculator the net benefit of the course was £22,012 with attendees commenting as below:

"What a life changing experience this has been for me....by being able to use these steps I have been in a better position to tackle very stressful

issues that previously would have made my coping mechanism completely break down.”

“I would like to say I loved the course and wish it could have gone on for longer. I have learnt to be at peace within myself and have a really good understanding at how other people cope to, we shared a lot of experiences with each other. I feel a lot better and have been helped in lots of ways, my pain levels are so much better after a session with her, I would recommend this course to everyone”

Following this course members from the Community Partnerships team have been asked to present an update of this approach at the next regional meeting of the National Academy for Social Prescribing to share best practice.

Healthy Hub

3.5.4 The number of residents who have been in contact with the Healthy Hub increased in Q2 with 470 people being directly supported by the hub and referred to local partners. To respond to the increase in enquiries for support with debt and money advice and mental health problems, the Mind and Citizens Advice Healthy Hub contracts have been extended in line with the project to cover the next 6 months to meet this demand.

3.5.5 The Q2 figures of the hub can be seen below. The decrease in online engagement is likely due to the opening of the face to face sessions at the Southill Centre.

Healthy Hub July – September 2021

Referrals - 470 (increase from 465 in Q1 2021)

Website – 265 (decrease from 465 in Q1 2021)

Facebook reach – 12,215 (decrease from 25,296 in Q1 2021)

3.5.6 In the last 12 months 1533 residents have been positively impacted by the work of the healthy hub and the partnerships linked to this. When compared to the figures to deliver the hub this works out at £38.97 per person. Discussions are underway with Public Health colleagues to discuss the future funding of the Healthy Hub from April 2021 and feedback the benefit that has been seen for residents in Dacorum despite the impact from the pandemic.

Community Grants

3.5.7 The Community Partnership Team were successful in obtaining funding from the Health Protection Board to run a scheme to help community and voluntary organisations to re-open following the lockdown earlier this year. A Covid Recovery Grant is being offered by DBC for any Dacorum organisation to help cover additional costs they are facing as a consequence of Covid and help fund additional safety measures to protect residents, staff and volunteers. Applications were

open throughout September and October with a further round likely to be available later this financial year.

- 3.5.8 The winter round of the community grant scheme opened for applications on 1st October 2021 and will run until 30th November 2021. More information about this scheme and the application form can be found at [Grants \(dacorum.gov.uk\)](https://www.dacorum.gov.uk/grants)

Housing and Community OSC

Actions arising – 13th October 2021

Date of meeting	Action point	Responsible for action	Date action completed	Update on action point
<u>HC/056/21</u> <u>13/10/21</u>	Cllr Barry asked if N Beresford knew the national living wage in Dacorum, and N Beresford responded that she did not and would seek to provide it.	N. Beresford	21/10/21	Natasha provided the link below in reply to this action. https://www.gov.uk/national-minimum-wage-rates
<u>HC/057/21</u> <u>13/10/21</u>	Cllr Hollinghurst stated that he felt the plan was very focused on Hemel Hempstead and asked why park runs are no longer able to happen at Tring Park now it is managed by the Woodland Trust, and that Tring is in need of a replacement skate park. L Warden responded that they are aware of the changes at Tring Park and have been in discussion with the Woodland Trust as an intermediary but no progress had yet been made. A Care stated that	A.Care		

	<p>work is going on regarding the Tring skate park and that she is unsure of the current status of the work, and will provide the Councillor with an update.</p>			
<p><u>HC/058/21</u> <u>13/10/21</u></p>	<p>The Chairman stated that this would not be covered due to James Deane's absence following a family emergency and canvassed an opinion on whether an interim TEAMS meeting would be feasible to cover this. This was answered positively. The Chairman stated she would look for a time and date and revert by email.</p>	<p>Cllr Imarni</p>		
<p><u>HC/060/21</u> <u>13/10/21</u></p> <p><u>HC/049/21</u> <u>01/09/21</u></p> <p><u>16/06/21</u> <u>HC/028/21</u></p> <p><u>21/07/21</u></p>	<p>The Chairman requested Cllr Pringle to send images to Matt Rawdon (ph).</p>	<p>Cllr Pringle</p>		

<u>HC/039/21</u>				
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Last updated on 01 November 2021

Housing and Community OSC: Work Programme 2021/22

When reminders are sent to officers for the report deadline: can we include Cllr Imarni (Chair) and Cllr Adeleke (Vice-Chair) to the email so they are aware of what items are on the agenda please?

Meeting Date	Report Deadline	Items	Contact Details	Background information
Wed 1 Dec 2021	Monday 22 Nov 2021	Action Points (from previous meeting)		
		Joint Budget <i>Ideally no further items to be added</i>	Nigel Howcutt	
Wed 12 Jan 2022	Monday 3 Jan 2022			
		Action Points (from previous meeting)		
Tues 2 Feb 2022	Monday 24 Jan 2022	Action Points (from previous meeting)		
		Joint Budget <i>Ideally no further items to be added</i>	Nigel Howcutt	
Wed 2 March 2022	Monday 21 Feb 2022	Action Points (from previous meeting)		
		Budget Monitoring Q3 report	Group Manager (Financial Services)	<i>To review and scrutinise quarterly</i>

		Fiona.jump@dacorum.gov.uk	<i>performance</i>
	Q3 People & Communities Performance report	Group Manager – Communities Layna.warden@dacorum.gov.uk	<i>To review and scrutinise quarterly performance</i>
	Q3 Housing Performance Report	Assistant Director for Housing Fiona.williamson@dacorum.gov.uk	<i>To review and scrutinise quarterly performance</i>