



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 2 March 2022 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 - 6)

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. Q3 PEOPLE AND COMMUNITIES PERFORMANCE REPORT (Pages 7 - 13)

7. GARAGE STRATEGY (Pages 14 - 20)

8. Q3 HOUSING PERFORMANCE REPORT (Pages 21 - 45)

9. HOUSING BUSINESS PLAN

Reports to Follow.

10. HOUSING ASSET MANAGEMENT CONTRACT

Reports to Follow.

11. WORK PROGRAMME (Page 46)

12. ACTION POINTS FROM FEBRUARY (Page 47)

MINUTES

HOUSING AND COMMUNITY OVERVIEW AND SCRUTINY COMMITTEE

WEDNESDAY 02 FEBRUARY 2022

Present:

Councillors:

Adeleke
Durrant
Imarni (Chair)
Johnson
Mahmood
Freedman

Portfolio Holders:

Councillor Banks (Community & Regulatory)
Councillor Griffiths (Housing)

Officers:

N Beresford
F Jump
L Warden
S Turner
Group Manager Strategic Housing
Group Manager Financial Services
Group Manager Communities
PA to the Corporate Directors (minutes)

HC/001/22 MINUTES

The minutes from the meeting held on Wednesday 1 December 2021 were agreed and signed by the Chairman.

HC/002/22 APOLOGIES FOR ABSENCE

Apologies for absence were given by Cllr Hollinghurst, Cllr Barry-Mears, Cllr Ransley, Cllr Bassadone, Cllr Pringle, Cllr Oguchi

HC/003/22 DECLARATIONS OF INTEREST

There were no declarations of interest.

HC/004/22 PUBLIC PARTICIPATION

None.

HC/005/22 CONSIDERATION OF ANY MATTER REFERRED TO THE COMMITTEE IN RELATION TO A CALL-IN

Chairman:

None.

HC/006/22 CUSTOMER STRATEGY UPDATE

J. Nason presented the work undertaken to develop the Customer Strategy and the proposal to request the budget to progress this work and for the role of Head of Transformation. J Nason advised that the work was undertaken by a management consultancy working alongside officers across the Council to analyse work provided and how customers engage. Workshops were then held with officers to map out processes and identify areas for improvement.

J Nason advised that the key driver is to embed the vision across Dacorum Borough Council and put the customer at the centre of its services to provide a positive and effective experience as well as empower staff to deliver consistent and quality services. It also looks to align the organisation, deliver on priorities, build on agile practices, maximise existing and new technologies, and build financial security.

The report identified digital interaction with the Council as very low with most interactions via telephone and the analysis sets out a strong case for changing the strategies and requirements around these systems.

J Nason advised that Phase 2 looks at implementing the Strategy to ensure it is embedded across the organisation and map out customer journeys by making improvements identified as part of Phase 1. Phase 2 will also look at technology and identifying a management system that can allow 1 single record of the customer. The paper also sets out a need for a Head of Transformation, a 2-year fixed term post to oversee delivery of the transformation programme.

Cllr Freedman commented that the analysis highlights current issues but doesn't provide much detail on how to change it, and that he would like to see a record of what customer contact has been made. J Nason explained that a Customer Relationship Management system would enable them to do this and allow customers and officers to identify who was spoken to when and what information was provided. The CRM system will be part of Phase 2 and help resolve customer queries.

Cllr Harden noted 2 error messages on page 71 in section 4.1 and page 73 in section 5.

Cllr Harden commented on section 3 and queried how correspondence with MPs compares to correspondence with Councillors. J Nason confirmed that she did not have this information and would look into this.

Cllr Harden noted the reference to 'internal customers' and asked how Members can be more streamlined in being dealt with. J Nason advised that this could be included as part of Phase 2 and that they could categorise this in terms of the CRM system or have a dedicated contact with an aggregated and centralised officer staff pool to ensure just 1 point of contact.

Cllr Harden queried the 'Response Once' scenario and how this expertise would be brought to CSU. J Nason explained that they would look to learn from enquiries and have banks of information available online. This will be facilitated by having the right technology in place and ensuring that the information on the website is easily digestible so that as many customers as possible can self-serve.

Chairman:

Cllr Adeleke queried if the completion of Phase 2 will result in new jobs or a reduction of staff, and if it would provide any financial savings. J Nason responded that she couldn't confirm if consolidating their IT systems into 1 place would result in new jobs though it is assumed there would be a financial saving as they will no longer be paying the licences or managing the oversight and maintenance of 9 systems.

Cllr Adeleke asked if the Head of Transformation role is part of the overall revamp or is an additional role. J Nason confirmed that the role is part of the Chief Executive's tier 3 structural proposals. C Hamilton added that the proposal is to fund the role through reserves for a 2-year fixed term period and would oversee significant transformation projects including the Housing Action Plan, the Waste Services Transformation, the Customer Services Transformation, and the establishment of a Project Management Officer.

Cllr Suqlain Mahmood noted the £180k budget and asked if this included the budget for the consultant. J Nason confirmed that any consultancy work would be separate and that the budget is requested as a draw down for reserves. Cllr Suqlain Mahmood commented that the Head of Transformation role will require an understanding of all the Council's services and suggested it would be too much for 1 person. C Hamilton advised that the role requires a particular set of skills that they are most likely to find via a fixed term contract and that they will be looking for someone who has done a similar role with other local authorities.

Cllr Suqlain Mahmood commented on the data as presented on page 17 of the report and suggested that customers be provided with a unique number to allow the Council and customer to track their contact. C Hamilton agreed, stating that this will free up officer time and allow them to instead focus on more complex issues. C Hamilton added that by streamlining contact options, customer satisfaction should improve and officer resources will be freed up. Cllr Griffiths added that they could keep the same number of staff but save money as staff could instead focus on more complex issues.

Cllr Suqlain Mahmood queried if they could look to save time and workload by implementing AI and noted support of the report. Cllr Imarni agreed that the use of a chat box would be beneficial.

Cllr Johnson asked if staff would be consulted. J Nason confirmed that both staff and residents would be involved and that workshops were held with key members of staff. During Phase 2, all parts of the business will be engaged with to ensure the outcome meets the businesses' needs.

Cllr Adeleke queried when the new policy and strategy would be rolled out. J Nason advised that the proposed implementation is over 18 months, including buying and implanting the new IT system, though they are looking to implement the strategy by this summer.

Cllr Imarni commented on the current phone system and issues with the voice recognition, stating that it's frustrating and time consuming. Cllr Imarni continued that the pandemic has changed consumer attitudes and asked if the increase in digital technology would work in Dacorum. J Nason responded that she felt Dacorum is Internet-enabled and that the strategy picks up on the needs of those who are not as tech-savvy, speak English as a second language, or require more face-to-face interactions.

Cllr Imarni asked that Dacorum's website also be looked at to allow for easier navigation. Cllr Adeleke added that they need to streamline the number of options available for customers to choose from

Action points:

- **J Nason to look into amount of correspondence with MPs compared with Councillors.**

HC/007/22 WORK PROGRAMME

Cllr Imarni stated that Councillors could submit any questions to be considered via email.

HC/008/22 ACTION POINTS

Cllr Imarni stated that all outstanding questions had been addressed.

Cllr Imarni noted apologies from Cllr Pringle, Cllr Hollinghurst, Cllr Ransley and Cllr Barry-Mears.

There being no further business, Cllr Imarni closed the meeting.



Housing and Community Overview and Scrutiny

Report for:	Housing and Community Overview and Scrutiny Committee
Title of report:	Quarter 3 Performance Report – Customer Services, The Old Town Hall, Communications, Community Safety & Children Services and Community Partnerships
Date:	2 nd March 2022
Report on behalf of:	Councillor Julie Banks, Portfolio Holder for Community and Regulatory Services
Part:	I
If Part II, reason:	N/A
Appendices:	N/A
Background papers:	
Glossary of acronyms and any other abbreviations used in this report:	CSU – Customer Service Unit HCEP - Herts Cultural Education Partnership KPI – Key Performance Indicators

Report Author / Responsible Officer

Matt Rawdon, Group Manager (People)

Layna Warden, Group Manager (Communities)

Sara Whelan, Group Manager (Growth and Enterprise)



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Corporate Priorities	<ul style="list-style-type: none"> A clean, safe and enjoyable environment Building strong and vibrant communities Ensuring economic growth and prosperity Ensuring efficient, effective and modern service delivery Climate and ecological emergency
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Wards affected	All wards
Purpose of the report:	1. To provide the Q3 performance information for monitoring and information
Recommendation (s) to the decision maker (s):	1. That Members note the report and identify any areas where they require additional information
Period for post policy/project review:	N/A

1. Introduction

1.1. This paper will provide an update on service performance over Q3 2021/2022 for Customer Services, the Old Town Hall, Communications, Community Safety & Children Services and Community Partnerships and also highlight key achievements over this same period.

2. Customer Services Unit (CSU)

2.1. All key performance indicators were achieved this quarter. There is no data available currently for face to face meetings but we aim to remedy this longer term with the work planned to review Customer Services and implement the Customer Strategy.

2.2. Customer Services continue to cover reception at the Forum and offer essential face to face pre booked appointments for those unable to use other channels but the requirement of appointments continues to be very low.

2.3. The service is working alongside the Revenues and Benefits Team to prepare for training for the new Enterprise system alongside the introduction of Citizens Access system (Council Tax). Additionally, the Service is working with colleagues to prepare for annual billing and rent increases.

3. The Old Town Hall

3.1. During Quarter 3 (Q3), the Old Town Hall has seen a positive response to reopening with two sell out shows and half of all shows for the period with audiences over 50% capacity. Given the uncertainty around COVID and the theatre industry, customers have shown strong support for the venue and the programme.

3.2. There is continued growth in new customers at the Old Town Hall with 46% of tickets purchased being first time customers versus 44% in the same period in 2019 (pre-covid).

3.3. The Old Town Hall saw the start of the new website project during November which is due to be completed at the beginning of March 2022. This will provide customers and staff with improved functionality, information around the programme/venue and a smoother purchase path for ticket purchases.

3.4. The Old Town Hall Satisfaction Survey is underway with customers receiving feedback surveys one day after attending an event. These surveys are made up of twenty five 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. Current feedback and performance is outlined below;

- Old Town Hall Front of House stewarding staff received a 97.7% excellent/good rating from our customers over the quarter
- Customer rating on the range of events on offer was 65.9% excellent; 24.2% very good; 8.8% good; 1.1% fair.
- Overall customer satisfaction for the events staged this quarter was 82% excellent rating; 17% very good rating and 1% good rating.

4. Communications

4.1. External communications (across all channels) - have delivered on external Public Relations (PR) campaigns and projects including the COVID-19 memorial tree planting in Gadebridge Park; fly-tipping prosecutions; Local Plan (call for sites); RSPCA Awards; Green Flag Awards; PSPOs (District Enforcement launch); Dacorum Climate Action Network (CAN) event; Halloween trail (LoyalFree App); Digital initiatives – Dacorum awarded £100k (The PropTech Engagement Fund was launched in August 2021. Local Planning Authorities were invited to submit bids for up to £100,000 to run pilots to boost engagement in Local Plan consultations, better publicise proposed developments, or to analyse consultation responses; new crematorium (Hemel Hempstead); Tring Skate Park consultation; SW Herts website launch; Green Community Grants; Tap to Donate scheme (Homelessness); Article 4 direction for Hemel Hempstead Town Centre, redevelopment of Paradise Depot site; and issued 30 press/media releases.

4.2. Internal communications – design and implementation of internal campaigns and projects including the launch of the new intranet; inclusion calendar and White Ribbon campaign. There were 48 internal campaigns (service information campaigns and COVID-specific campaigns and messaging for staff) completed; and five IMT information cascades for Managers of People were issued.

4.3. 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 winter version of Dacorum Life, issued to every household in the borough by Royal Mail.

4.4. Covid-19 Communications – Ongoing support during the Covid-19 pandemic. This includes 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.

4.5. Social media and website statistics

Dacorum Facebook – October to December 2021
Connections – 9,619 (increase of 193 from Q2 2021/22)
Link clicks – 7,722 (increase of 1,972 from Q2 2021/22)
Posts - 323 (increase of 87 from Q2 2020/21)

Dacorum Twitter – October to December 2021
Connections – 8,681 (increase of 61 from Q2 2021/22)
Link clicks – 1,090 (decrease of 9 from Q2 2021/22)
Posts - 286 (increase of 60 from Q2 2021/22)

4.6. Top five posts by clicks (from 609 posts during Q3 2021/22)

View post

dacorum f 01 Nov 2021 | 10:38

Work starts today on a new crematorium based in Hemel Hempstead that will serve the needs of residents in Dacorum, Watford, Three Rivers, St Albans and Hertsmere...

73
14
16
1.1K

11.2K
11.2K
10.4

1
1.1K
CLICKS

View post

dacorum f 03 Nov 2021 | 09:00

Your October 2021 - March 2022 Waste Collection Calendars are now available. You can download your copy and check your waste collection dates here...

19
20
13
769

10.5K
11.1K
7.42

2
769
CLICKS

View post

dacorum f 10 Nov 2021 | 09:00

Have you downloaded your October 2021 - March 2022 Waste Collection Calendar yet? You can download your copy and check your waste collection dates, including...

9
14
5
496

10K
10.6K
4.94

3
496
CLICKS

View post

dacorum f 06 Nov 2021 | 09:00

Your 2021 garden waste collections will soon be suspended for the winter. The last collections are between 22 November - 3 December. You can find your last garden...

11
11
2
284

7.8K
8.2K
3.76

View post

dacorum f 01 Dec 2021 | 09:01

Your bin collections will change over the next month due to the Christmas and New Year bank holidays. Please see the image below for details. Your Waste Collection...

19
74
51
178

40.3K
43.2K
0.75

4.7. Website analytics Q3 2021/22

Page Title	Page Views ↓	Unique Page Views
	1,063,180 % of Total: 100.00% (1,063,180)	738,655 % of Total: 100.00% (738,655)
1. My Bin Collections	165,980 (15.61%)	69,142 (9.36%)
2. Council Services - Payment Portal	133,587 (12.56%)	58,958 (7.98%)
3. Dacorum Borough Council Home Page	96,730 (9.10%)	79,978 (10.83%)
4. When are my bins collected	43,697 (4.11%)	39,601 (5.36%)
5. Payment summary - Payment Portal	37,062 (3.49%)	27,790 (3.76%)
6. Search planning applications	36,016 (3.39%)	26,486 (3.59%)
7. Transaction complete - Payment Portal	32,770 (3.08%)	30,469 (4.12%)
8. Complete your shopping - Payment Portal	32,158 (3.02%)	27,140 (3.67%)
9. Search Dacorum Borough Council	30,147 (2.84%)	26,362 (3.57%)
10. Rent	23,529 (2.21%)	21,050 (2.85%)

5. Community Safety Partnership and Children Services

- 5.1. There were 12 safeguarding referrals made from Dacorum Borough Council staff in Q3. This is a decrease of 33% from Q2 which had 18 referrals. 5 of these relate to concerns about adults who are subjected to emotional abuse, financial abuse or neglect, 5 relate to children due to threat of homelessness, substance misuse and/or mental health, and 2 for Domestic Abuse. These numbers are relatively consistent with previous years
- 5.2. Members of the Community Safety team have continued to work in partnership to address issues of anti-social behaviour. There were 40 reports relating to non-DBC housing tenants received in Q3 with the main themes focusing on drug use, nuisance youths and parking. Where warning letters, face to face appointments and mediation are unsuccessful, 2 Community Protection Warnings and 3 Community Protection Notices were issued by the team.
- 5.3. A community trigger was received in Q3. This is a tool that allows a resident to request a review of their case if they believe that no action has been taken in response to reports of anti-social behaviour. The Community Safety team are responsible for receiving these requests and agencies including DBC, Police, local health teams and registered providers of social housing have a duty to carry out a case review if a request is received and meets the criteria.
- 5.4. The Adventure Playgrounds have entered the winter closure period which commenced at the end of October 2021, so can only report on 1 months figure of 3450 children. Numbers for this period are higher than October 2019, pre-pandemic figure of 1895, which is encouraging for this time of the year. During the winter closure youth clubs are still operating for 11 to 16 year olds and saw 527 young people attend during this period and provide an important and safe space for young people during the darker winter months.
- 5.5. Income is still increasing due to the improvements made to Grovehill and Adeyfield, with Q3 nearing £18,000. Enquiries and bookings have been made for sports pitch and building hire including providing space and staff to run a learning hub for children who are part of Afghan resettlement programme on behalf of Hertfordshire County Council. This included facilitating outdoor activities, providing lunch and learning support until school places could be provided.

6. Community Partnerships

Physical activity, Wellbeing, Arts and Culture

- 6.1. The Dacorum Fun Palace, a programme of free activities for the community took place over the national Fun Palaces weekend, 1-2 October 2021. This was delivered in partnership with Hemel Hempstead library and 18 other local organisations and artists/creatives. It was the first large hybrid event the team delivered, offering a total of 23 free arts, cultural and physical activities in-person and online for all ages and in venues in Hemel Hempstead, Berkhamsted and Tring.
- 6.2. 887 members of the community engaged and participated in activities either in-person or online and the Dacorum Fun Palace webpage had the most visits worldwide for the second year running. With a number of activities around the Hemel town centre, feedback was received from Humphrey Mwanza the General Manager of the Marlowes Shopping Centre who said:

'The Fun Palace weekend was definitely our best week and weekend since full re-opening back in April. Great feedback from both guests and the site team, as it felt like the good old busy days. In short the success of the event, brought more guests to the centre, they stayed longer and in turn spent some money in some shops, which is a Win-Win'.

- 6.3. As part of the Herts Cultural Education Partnership (HCEP) Partner Investment Programme, two test and trial creative projects were co-created and delivered for 2 local secondary schools, Longdean and Kings Langley, with funding from Royal Opera House Bridge. Longdean's project culminated in an outstanding performance by yr. 8 students at The Old Town Hall in December after working with a local professional theatre production company. Kings Langley School's project has been delayed due to Omicron and COVID issues within the school before Christmas. The remainder of the project will be delivered at a suitable and safe time for the school.
- 6.4. Other elements of the project, which officially concluded in December included a youth voice cultural survey, cultural mapping research, continuous personal development for creative teachers and cultural providers and beatboxing workshops for local youth groups
- 6.5. Over the Christmas holidays a number of activities took place to engage with children and support low income families to tackle inequalities, social isolation and promote physical and healthy activities. The HAPpy camps followed from the 12 days of festivities run by the Community Partnerships team through Active Dacorum.
- 6.6. Tickets have been launched for Your Town 5k Hemel 2022. This was a success in 2021 with the highest turn out so far and anyone wanting to take part can access tickets and more information using the link below. <https://www.ticketsource.co.uk/mayors-office-dacorum-borough-council/t-rmkkr>

Healthy Hub

- 6.7. The number of residents who have been in contact with the Healthy Hub remained steady in Q3 with 430 people being directly supported by the hub and referred to local partners. This is a slight decrease of 8% on last month however Dacorum has consistently had the most referrals per quarter in comparison to other local authorities and their hubs. This is massively supported by our projects with Herts Mind Network, Citizens Advice Dacorum and the South Hill Centre which we recently extended until March 2022
- 6.8. 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 which saw 350 attend in person at the Southill Centre.

Healthy Hub October – end of December 2021

Referrals - 430 (decrease from 470 in Q2 2021)

Website – 270 (increase from 265 in Q2 2021)

Facebook reach – 9,227 (decrease from 12,215 in Q2 2021)

- 6.9. Since the launch in June 2020 1936 residents have been positively impacted by the work of the healthy hub and the partnerships linked to this. Confirmation has been received from Public Health colleagues that the funding behind the project will be extended by a further two years following the benefit that has been seen for residents in Hertfordshire in particular to mitigate the impact from the pandemic.

Community Grants

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 was offered by DBC for any Dacorum organisation to help cover additional costs they faced as a consequence of Covid and help fund additional safety measures to protect residents, staff and volunteers. Applications for these grants closed on Friday 29 October. The panel have agreed to fund ten of these applications, with a total awarded in round 2 of £56,647.12.

7.1 The winter 2021 Community Grants round closed for applications on 30 November. Nine applications for the main grants scheme and six for the small grants fund were received. The panel agreed to fund five larger grant applications, five smaller grants and one small grant deferred from the summer 2021 round. This totals a grant spend this round of £18,590, with the remaining £4,500 in the capital grant budget being taken as slippage into the 2022-23 financial year to pay a £10,000 grant to Potten End Cricket Club after the PH approval process has been completed. More information about this scheme can be found at [Grants \(dacorum.gov.uk\)](https://www.dacorum.gov.uk)



Housing and Communities

Overview and Scrutiny Committee

Report for:	Housing and Communities Overview and Scrutiny Committee
Title of report:	Garages Update
Date:	Wednesday 02 March 2022
Report on behalf of:	Councillor Graeme Elliot, Portfolio Holder for Finance and Resources
Part:	I
If Part II, reason:	N/A
Appendices:	N/A
Background papers:	N/A
Glossary of acronyms and any other abbreviations used in this report:	MTFS – Medium Term Financial Strategy

Report Author / Responsible Officer

Robin Barton, Interim Strategic Director, Corporate & Commercial



Robin.barton@dacorum.gov.uk

Corporate Priorities	A clean, safe and enjoyable environment Ensuring economic growth and prosperity Providing good quality affordable homes, in particular for those most in need Ensuring efficient, effective and modern service delivery
Wards affected	ALL
Purpose of the report:	<ol style="list-style-type: none"> 1. To provide an update on the performance of the Garages Service. 2. To secure approval for additional costs incurred during the 2021/22 financial year. 3. To secure a mandate for a refocused Garage Service.
Recommendation (s) to the decision maker (s):	<ol style="list-style-type: none"> 1. To approve additional 21/22 supplementary funding of £115k revenue and £300k capital to fund project costs incurred during the 2021/22 financial year. 2. To approve the proposed refocusing of the Garages Service. 3. To approve the proposed Operational Plans for 2022/23 and approve a one off £550k draw down from reserves, £425k funding for 22/23 and £125k funding for 23/24, funded from the Management of Change Reserve. 4. To approve the transfer of the Garages Service to primary oversight by the Finance and Resources Scrutiny Committee. 5. To approve a supplementary capital budget for 2022/23 garage investment of £500k. The specific investment decisions to be delegated to the Strategic Director (Corporate and Commercial) in consultation with the relevant Portfolio Holder and s.151 Officer. 6. To approve the disposal of £500k of underutilised garages to finance the additional garage investment and garage conversion proposals. To delegate specific disposal decisions to the Strategic Director (Corporate and Commercial) in consultation with

	the relevant Portfolio Holder and s.151 Officer, and in line with current financial regulations.
Period for post policy/project review:	Review the strategy and performance on a bi annual basis.

1 Introduction/Background:

Dacorum’s garages portfolio represents a significant capital asset, which needs to support the Council’s corporate priorities. The portfolio is the Council’s second highest income stream, generating around £3m of revenue each year. As the Council becomes increasingly reliant on self-financing its activities, and as we move towards a formalised commercial strategy, it will be imperative that the role of the garages portfolio is clarified and strengthened.

Within this context, a 3 year business plan has been developed for the Garages Service. A commercial operation of this size and scale – 7,300 garages – needs to be developing and investing in its operation in the medium term. This will need to become a more usual approach for the Council’s commercial activities.

This report provides an update on the improvement work completed during the 2021/22 financial year. It seeks approval for additional funding to finance expenditure incurred in delivering this improvement work.

The report then provides an update and recommendations on a number of operational constraints faced by the service, and makes recommendations on developing the service during 2022/23 and beyond.

2 Key Issues:

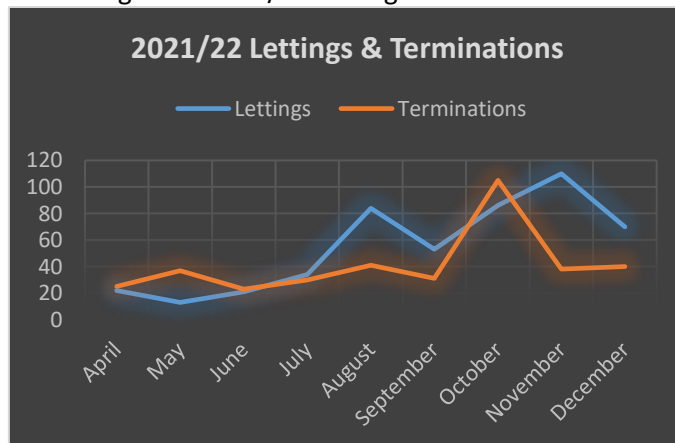
2.1. 2021/22 Improvement Work

This year has seen significant improvement work completed by the Garages Team. Figure 1 shows a steady increase in garage lettings, as this work and the additional resources have developed.

The primary aspects of this work have been:

- Refurbishment of 359 garages, across the Borough.
- A review of operational processes, to simplify operational activity.
- Implementation of a web-based application portal for residents.
- Resourcing of an enhanced operational team (3 Lettings Officers, compared to a baseline establishment of 1).

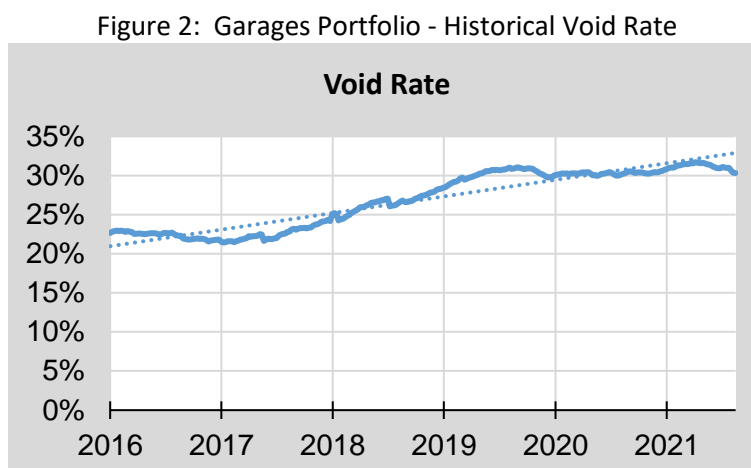
Figure 1: 2021/22 Lettings & Terminations



2.2. Operational Performance

Despite an increasing number of lettings throughout this year, operational performance of the service continues to be lower than we would like. There are a number of good reasons for this, which are detailed below.

Figure 2 provides a time analysis of voids across the garages portfolio. The service is operating at voids of around 30%. In contrast, indicative comparable data from other authorities indicates that a void rate of 10-20% is more typical (which still represents a significant opportunity cost). There has been a gradual increase in the void rate over the last few years.



There are likely to be a number of drivers for the void performance, some operational and some strategic.

Operationally, data and data access is limited. This reduces the efficiency of the service and makes it difficult to make operational decisions effectively. For example, stock condition data is limited which means that a physical visit is required to many units before a letting can be made. This acts as a serious bottleneck on the service.

Operationally, there is a lack of clarity on the core focus of the service, which stems from the historic purchase of the portfolio by the General Fund. The Garages Team spend much of their time supporting tenants with a range of neighbourhood management activity – such as parking enforcement – which should be resolved by other teams across Council. These issues are, of course, important and ones which the Council should be responding to residents. However, this response needs to be led by teams with the relevant focus, skills and expertise.

Strategically, there is little systematic capture of how garages are being used and the reasons for the termination of lettings. This makes it difficult to project medium-term demand. Anecdotally, we know that many modern cars are not suited to the design of the garages and that storage is the primary purpose of many lettings. We will need to capture much better demand data if the service is to make effective plans for its operation over the medium-term.

2.3. Financial Projections

The service has a budgeted income of £3.1m for the 2021/22 financial year and is currently forecast to achieve this. It is projected to achieve a Net Operating Surplus of £1.1m (net surplus of £800k, excluding additional capital investment costs) as set out in Figure 3.

Figure 3: Garage Service 21/22 Income and Expenditure Statement

	Budget £'000's	Actuals £'000's	Variance £'000's
Gross Expenditure	741	855	114
Gross Income	-3,142	-3,141	1
Gross Surplus	-2,401	-2,286	115
Service Recharges	443	443	0
Capital Charges	720	720	0
Net Surplus	-1,238	-1,123	115

Currently, the Medium Term Financial Strategy (MTFS) assumes a steady increase in the net income generated by the garages portfolio. Given the historic void trends and operational performance achieved this year (with the additional investment required) it appears unlikely that these assumptions will be achieved without a strategic re-focusing of the service.

We are proposing a set of financial targets for the service – as set out in Figure 4 – which will deliver a significant improvement in the net income generated by the service by 2025. The plans set out below will provide the service with a period of investment in the core capabilities required to operate a portfolio of this scale, which should then enable income to grow over subsequent years. The analysis completed to date indicates that continuing to operate the service without this investment is likely to cause income to stagnate in the medium term.

Figure 4: Income Projections

	2022/23	2023/24	2024/25
Income	£3.1m	£3.4m	£3.7m
Operating Costs	£1.3m	£1.2m	£1.2m
Capital Investment	£0.7m	£0.7m	£0.7m
Surplus	£1.1m	£1.5m	£1.8m

2.4. 2021/22 Additional Investment

During the 21/22 financial year the garage service has invested in additional operational staffing, external consultancy support and extra capital investment to reduce the increase in void levels, as detailed earlier in this report.

This is resulting in a pressure on both the revenue and capital budgets for 2021/22. As a result the service is showing an in year revenue pressure of £115k, as detailed in Figure 3 above and an additional capital investment pressure of £300k, resulting from the investment in c. 400 garages.

The recommendation is to provide an additional one off reserve draw down of £115k from the Management of Change reserve to fund the in-year revenue pressure, and to set up a supplementary capital budget of £300k for 2021/22.

2.5. Strategic Focus

The achievement of the financial targets set out above will need the Garage service to re-focus its approach alongside developing its operational arrangements.

The service needs to be equipped with a clear focus as a service which generates significant income to support General Fund services. We would propose that the following four objectives are adopted for the service, which will provide clarity and focus for the service:

- To generate significant, sustainable net income streams to support General Fund activity;
- To provide a quality service to customers of the Garage Service;
- To identify surplus assets from the portfolio and support identification of ongoing uses that deliver commercial returns and the Council's strategic goals;
- To support the maximisation of capital receipts from the portfolio when ongoing Council use is discounted.

Governance structures need to be clarified to support these strategic objectives. At Officer level, we have now established an Operational Board, which is tasked with overseeing the performance of the service. This reports into the new Commercial Board, chaired by the Chief Executive.

Given the need to clarify the service as primarily a commercial activity, it is recommended that the Garage Service starts to be overseen by Finance & Resources Scrutiny Committee.

Internally, to allow the service to focus on its core lettings activity we will need to review current recharges with other services (principally the HRA) and establish internal service level agreements to establish clear expectations of how other Council services will support the garages portfolio.

2.6. Operational Plans

During the 2022/23 financial year, the Service will need to undertake a range of operational activity to commence the process of refocusing the service.

A 3 month moratorium on new applications is urgently required to provide the Lettings Officers with the necessary time to clear a long, historic waiting list. This is currently exacerbating operational inefficiencies as there is a lack of clarity in true underlying demand for units.

A comprehensive stock condition survey should be commissioned to provide detailed and reliable data on the condition of each garage, and allow lettings decisions to be taken without recourse to physical site visits. This work should also capture data about the wider context and potential of garage sites, to inform decision making about alternative uses and disposals.

The services' data systems need to be improved further so that data about garage use and terminations is captured and can be analysed to inform medium-term demand planning.

We would recommend that alternative uses for low / no demand sites are actively progressed during the 2022/23 financial year, as the first step in enhancing the role of this significant council asset in supporting the economic growth of the Borough. We would recommend that a small number of sites are identified to pilot conversion into starter industrial units (or equivalent). We have commenced work, as part of the commercial strategy, in developing an initial business case for this offer.

2.7. Investment Requirements

This development of the service will require further investment into the service. As set out in Figure 5, it is expected that this should generate significant improvements to the net income generated by the service, rising from £1.1m to £1.8m, within 3 years.

We would recommend that provision is made for the following key investments during the 2022/23 financial year:

Short Term Revenue Growth

- Continued investment in an enhanced operational team: £125k p.a. for 2 years
- Detailed Stock condition survey: £150k
- Data system improvements: £150k

This service transformation requires a one off £550k draw down from reserves, this is broken down into £425k funding for 22/23 and £125k funding for 23/24. It is proposed that these funds will be drawn down from the Management of Change Reserve.

Capital Growth

Garage redevelopment/ Starter-industrial unit pilots: £500k

Financing

To finance this capital investment, we would recommend that a small number of disposals are made early in the new financial year, the additional receipts received over and above existing expectations can be used to fund this investment.

This approach will make the Garage future investment strategy self-financing and reduce the need for additional council capital financing in the medium term. It will also establish an important principle that a service which is primarily focused on generating income finances service development from its own assets.

3 Options and alternatives considered

The primary alternative to these proposals would be to allow the service to return to a team of 1 lettings officer, and continue operations with limited data and effectiveness. For the reasons set out above, this would lead to sustainment of high void rates, loss of income to the Council, and significant opportunity costs.

An alternative approach which could be considered would be to transfer the garages portfolio to a management company through the letting of a contract. Whilst this has not been market tested, the lack of good quality stock condition data is likely to act as a significant constraint on this approach and the willingness of a commercial operator to assume responsibility for letting the stock.

4 Consultation

Relevant consultation will be undertaken when proposals are developed for alternative uses of specific garages sites. At the moment, the main focus of this report is strengthening the internal operation of the garage portfolio.

5 Financial and value for money implications:

The current level of voids across the garages portfolio represents significant opportunity cost, in both financial and neighbourhood development terms. The proposals set out will enable the Council to achieve better utilisation from this capital asset, whilst enabling alternative uses for vacant sites to be implemented.

The council's MTFS will be reviewed and reported back to members in the summer and the impact of this proposed strategy will be incorporated in the review of MTFS assumptions.

6 Legal Implications

There are not considered to be any significant legal implications arising from these recommendations.

7 Risk implications:

There are two main risks associated with these proposals. The lack of good quality service data makes it hard to project medium-term demand for the garage portfolio with confidence. The proposals set out here are intended to start to reduce this risk and to commence diversification of the portfolio into uses beyond lettings to residents for parking purposes.

Secondly, there is a risk that a full stock condition survey might identify significant issues with the stock and associated investment requirements. This is a latent risk which the Council already holds and, again, these proposals are intended to start to reduce this risk by enabling longer-term asset management planning to commence.

8 Equalities, Community Impact and Human Rights:

There is no anticipated community impact at this stage. The garages portfolio will continue to operate and make garages available to residents. The focus of these recommendations is around increasing the internal efficiency of

this activity. At this stage, no proposals are being made for which specific sites might be disposed of. Any community impact will need to be assessed once specific sites have been identified.

There are no Human Rights Implications arising from this report.

9 Sustainability implications (including climate change, health and wellbeing, community safety)

There are no sustainability implications arising from these proposals.

10 Council infrastructure (including Health and Safety, HR/OD, assets and other resources)

There are no implications for Council infrastructure arising from these proposals.

11 Conclusions:

The proposals set out in this report should create the strategic framework require to develop further the Council's use of its garage portfolio, increasing the net income generated for the General Fund whilst also increasing the role that the portfolio plays in the economic and community development of the Borough.



Housing and Communities Overview and Scrutiny Committee

Report for:	Housing and Communities Overview and Scrutiny Committee
Title of report:	Q3 Housing Performance report
Date:	2 nd March 2022
Report on behalf of:	Councillor Griffiths , Portfolio Holder for Housing
Part:	I
If Part II, reason:	N/A
Appendices:	Appendix A Performance report from InPhase Appendix B Housing Risk Register
Background papers:	None
Glossary of acronyms and any other abbreviations used in this report:	ASB - Anti-Social Behaviour SLT - Senior Leadership Team (Chief Executive and the four Corporate Directors)

Report Author / Responsible Officer	
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Corporate Priorities	<p>Providing good quality affordable homes, in particular for those most in need</p> <p>Ensuring efficient, effective and modern service delivery</p> <p>Climate and ecological emergency</p>
Wards affected	All Wards
Purpose of the report:	1. To provide members with an overview of the performance of the Housing service in the third quarter of the financial year 2021-2022

	2. To present the various interventions and actions introduced to address any areas of performance that are below target.
Recommendation (s) to the decision maker (s):	1. That members consider the report and note the actions to address any areas of performance that are below target.
Period for post policy/project review:	Quarterly performance reporting

1 Introduction/Background:

- 1.0.1 This report details the performance of the Housing Service during the third quarter of 2021/22, measured against the suite of performance indicators. The performance indicators are extracted from In-Phase, the new corporate performance reporting tool, and contained in Appendix A.
- 1.0.2 The performance is reviewed on a monthly basis through the In-phase reports, which combined with any complaints and compliments received, provide an overview of the housing service. In addition the Housing service commissioned an independent consultant, Paul Langford, to undertake a review of the service, during Quarter 1 and 2. The resulting Action Plan that was produced is monitored through quarterly meetings with members of SLT, to ensure that actions are being progressed and that the expected improvements are being realised.
- 1.0.3 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.
- 1.0.4 This report also outlines any awards of grant funding for which the service have been successful in securing and the various areas of the service which will be undertaking work to expend the grant in line with the criteria for which it is intended.
- 1.0.5 During the third quarter of this financial year, the Omicron variant resulted in some travel restrictions and an increase in infections rates and self-isolation reduced resource levels, which was managed but did have some impact on the performance.

2 Key Issues/proposals/main body of the report:

- 2.0.1 Appendix A shows performance against the ‘Service Critical’ performance indicators for the third 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 At the end of quarter 3 the compliance with Gas servicing was at 100%. The services compliance team have worked closely with the contractor, Sun Realm to manage access and ensure all appliances had a service within the 12 month statutory period.
- 2.0.4 The number of emergency repairs had increased from 391 to 442 in quarter 3 and despite the increased volume, only 2 of these were not completed in the 4 hour target, and were completed within 6 hours.

- 2.0.5 The income team have provided intensive support to a number of tenants during quarter 3 and despite some challenging external economic conditions managed to increase the amount of rent collected, as a percentage of rent owed, by 3.49% in quarter 3.
- 2.0.6 The tenancy sustainment team had another busy quarter with high levels of demand for support continuing. Additionally the team have provided support to two families that have been resettled under the Afghan Locally Employed Person's scheme. Both families have settled in well.
- 2.0.7 The number of cases where the team have been able to prevent homelessness again increased in the quarter with 44 successful prevention cases, 8 more than in the prior quarter, which is positive. The team received additional grant prevention funding of £125K, which enabled additional financial support to be provided to those at risk of eviction. In addition the number of rough sleeper cases relieved in the quarter was 5, with the team working in close collaboration with the Community Safety Partnership.
- 3.0.1 **Performance challenges:** The percentage of non-urgent repairs completed in target has seen a further decline in performance, however it should be noted that the volume of non-urgent repairs have increased substantially, from quarter 2, to quarter 3, with 5116 in quarter 2, rising to 8697 in quarter 3, which has resulted in a number of repairs taking longer to complete. 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 proximity to London is creating issues with retaining labour, who are moving to contacts which provide higher daily rates of pay.
- 3.0.2 The return rate of return of surveys for satisfaction with the outcome of Tenancy enforcement cases was poor this quarter, with only a third of surveys being responded to. With ASB, cases it is appreciated that people will not always want to provide feedback and the team are currently looking at ways in which we can improve on this low return rate. Considerations are being given to offering small incentives, which could be offered for completing the surveys. The team are also be looking at the questions we ask and the ways in which they are worded, to ensure that they are fit for purpose, enabling us to draw out the exact information that we require for service improvement moving forward. It is recognised that there will unfortunately always be some negative feedback in relation to ASB, as the team cannot always deliver the exact result that a complainant may expect. This is in relation to requests such as, the immediate eviction of neighbours and remove alleged problems/issues straight away.
- 3.0.3 In respect of case handling and the feedback that was received for the last quarter, analysis of the comments and feedback were drilled down into. It was established that the particular respondents, had not achieved the outcome that they had wanted, due to legislative and evidential constraints, with a lack of evidence having been provided. All officers' cases are monitored on a weekly basis by the Tenancy Enforcement Lead Officer. This close monitoring is completed to ensure that customer contact is made within the agreed timescales, customers are kept updated with the progress of their case and enforcement actions are taken at the earliest opportunity. The team are considering how to publicise the service, to ensure that residents are aware of what the housing service and Council, can, and in turn cannot do in various ASB cases. It is aimed to use the publicity to manage complainant's expectations, from the start to the end of a case.
- 3.0.4 The performance for the key to key times for re-letting both general needs and sheltered properties was very poor in the quarter and despite an increase in demand for sheltered, the number of sheltered voids in the system remains high. When the demand reduced in the middle of the summer in 2021, the works to empty sheltered properties would only be undertaken once an offer had been made, so that resource could concentrate on the general needs properties.
- 3.0.5 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 3 to 90.1%. Tunstall had

undertaken a wholesale return of their staff to the call centre and experienced further issues with staffing being impacted by Covid. Additional analysis of the connect times provided some further context with the majority of calls answered within 84 seconds.

4.0 Interventions to address performance below target and other initiatives

- 4.0.1 The performance issues, which have been experienced with the Osborne contract are being overseen by a Housing Working Group, which consists of members of the Senior Leadership Team, procurement, legal, finance and housing, to agree appropriate interventions and potential contractual remedies.
- 4.0.2 Ernst and Young have been commissioned to undertake an audit of the contract and will present their findings and recommendations, which will further inform the approach towards the ongoing management of the remainder of the contract term.
- 4.0.3 Additional staff have been co-located in the Osborne office and to concentrate on the repairs process, communication and complaints. Analysis of the main causes of complaints identified that delays in completing responsive repairs and poor communication, from Osbornes are the main areas of complaint. Osborne have sent out a letter to all tenants who have been experiencing delays with repairs which includes an apology and these letters are being followed up with telephone calls to provide appointment dates for completion of the works.
- 4.0.4 The ability to retain tradespeople and sub-contractors continues to be difficult due to high levels of competition and a shortage of the necessary skills. Osborne have developed a Target Operating model for voids to establish the impact of the additional sub-contractor teams that have been appointed. The performance against this model will be closely monitored on a weekly basis, to determine the reduction in works times and the overall number that Osborne are working on.
- 4.0.5 Demand for sheltered properties has increased since July 2021, which is very positive, but due to the high numbers of empty properties that have been vacant since July 2021, some of which had been through multiple advertising cycles, when these are now let, have a negative impact on the average time.
- 4.0.6 The Tunstall lifeline is very important to provide peace of mind for a number of older or vulnerable tenants. The response time is critical for appropriate emergency response to be mobilised in the event of a fall or other medical emergency. The performance remains below target, but the majority of the calls out of target are answered within 84 seconds. The contract is nearing the end of the term, in March 2022 and procurement of a new provider has commenced. The need to ensure a smooth transition to a new provider is being managed by the service, so as not to result in any interruption to this important service.
- 4.0.7 Additional officers have been recruited to the income team to provide support and advice to tenants who may start to fall into arrears over the winter period, with increased energy costs, higher inflation and the changes to Universal credit.

5.0 Operational Risk Register

- 5.0.1 The updated 2020/21 Operational Risk Register is contained in Appendix B, with the current risk rating following a review in February 2022.

6.0 Consultation

Chris Stratford – Interim Corporate Director, Housing
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

7.0 Financial and value for money implications:

7.0.1 Financial

All areas of the service are subject to Monthly Budget Monitoring Meetings with the HRA Financial Accountant. Budget Reporting is provided quarterly to Housing and Communities Overview and Scrutiny Committee. Material variances are considered and interventions identified where appropriate.

7.0.2 Value for Money

The Housing Service & its costs are reviewed annually through a national benchmarking organisation (Housemark) and each of the contracts with service providers provide the opportunity for sector benchmarking to be undertaken as necessary.

8.0 Legal Implications

The Housing service are required to comply with all statutory legislation relating to the delivery of a landlord and housing allocations and homeless service. The performance report contains a number of these areas of compliance.

9.0 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

10.0 Equalities, Community Impact and Human Rights:

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

Human Rights – There are a number of services that are provided to tenants and leaseholders which involve entering their homes. The policies adopted by the Council are subject to tenant consultation or oversight to make sure that the right to respect for private and family life is considered and balanced against other landlord responsibilities for health and safety.

11.0 Sustainability implications

Investment programmes are contained in the HRA Business Plan and include sustainability. The performance report include the responsibilities of the Housing Service in relation to community safety and the health and wellbeing of some of the most vulnerable tenants.

12.0 Council infrastructure

The HRA stock and management of the asset, forms part of the wider estates resources and the management of health and safety related matters are reported into the Corporate Health and Safety Working Group

13.0 Conclusions: The various interventions outlined in this performance report have been developed to address any areas of performance below target, and include the Housing Action Plan, Covid recovery plan, contract interventions to monitor the Osborne Improvement plan and Tunstall performance. The impact of these will be monitored through the monthly performance indicators, the Corporate Housing Working Group and the Performance Board.

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	100.00%	100.00%	99.94%	100.00%	99.98%	100.00%	↕	
PP04	Percentage of properties passing QA checks Repairs and voids	98.93%	98.00%	99.53%	98.00%	99.07%	98.00%	✘	31 Dec 2021 Inspections in the third quarter provided a good outturn of 99 as stated by Osborne.
PP05	Percentage of properties passing QA checks Planned works	99.67%	98.00%	99.33%	98.00%	100.00%	98.00%	↕	31 Dec 2021 The third quarter PI QA checks provided a positive outturn of 100% as reported by Osborne.
PP10	Percentage of emergency repairs completed within 4 hours	99.55%	99.00%	100.00%	99.00%	99.77%	99.00%	✘	31 Dec 2021 This indicator has performed well in the third quarter of 21/22, achieving the target of 100% as stated by Osborne.
PP10 (D)	Number of emergency repairs in period	442.00		391.00		430.00		n/a	
PP10 (N)	Number of emergency repairs completed within 4 hours in period	440.00		391.00		429.00		n/a	
PP12	Percentage of non-urgent repairs completed within target	87.00%	98.00%	91.67%	98.00%	91.90%	98.00%	✘	31 Dec 2021 The close out of Q3 concluded in the target not being met due to the impact to sector pressures. Major delays because of supplier constraints, pandemic, high prices. Performance is expected to revert to improved levels, with the support of the partnership improvement plan as reported by Osborne.

Measure Code	Measure Name	This Quarter Actual	This Quarter Target	Last Quarter Actual	Last Quarter Target	-4 Quarters Actual	-4 Quarters Target	DoT	Comments
Page 28	PP13a	86.89%	97.00%	92.30%	97.00%	94.69%	97.00%		31 Dec 2021 Osborne state that the teams continue attention remains to decrease the aged WIP to lesser levels, this in turn will reduce the days to complete. As reported OPSL have a volume of works orders in Reactive, which in some cases are due to the current sector pressure. To safeguard the most effective return to Service Delivery a Partnership Improvement plans is issued weekly - identifying the resourcing & targets required to ensure that the WIP recovery dates will be managed efficiently, whilst new demand is delivered within the SLA's.
	PP13a (D)	8,697.00		5,116.00		6,277.00		n/a	
	PP13a (N)	7,557.00		4,722.00		5,944.00		n/a	
	PP13b	83.00%	78.00%	84.33%	80.67%	81.37%	78.00%		31 Dec 2021 Performance within Q3 is 3% below target. With the increase in DLO & reengaged supply chain, aligned with the improvement plan this will return to previous levels as recorded by Osborne.
PP15	Percentage of tenants satisfied with the service planned and responsive works	97.67%	92.67%	100.00%	92.67%	99.10%	90.00%		31 Dec 2021 Osborne report that this indicator continues to perform well in the first quarter of 21/22, achieving the target with 98%.




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	43	30	33	30	52	30		<p>31 Dec 2021</p> <p>Q3 reporting for key to key General Needs properties.</p> <p>Key area to improve and several departments have been collectively working together to improve performance and if there are ways to improve performance.</p> <p>This has resulted in an Improvement Tracker which is provided weekly and to be monitored to ensure that the backlog of properties awaiting repaired will be actioned</p> <p>Osborne will also provide details on a projection on the timescale on how long it will take to return to a normal service</p> <p>Housing Needs have been advertising properties and making offers before the property is ready to let.</p> <p>Lettings have been waiting for properties to come back from Osborne to complete sign up</p> <p>Surveyors and the empty homes team have been working hard to ensure the admin processes and visits to the properties to complete specifications are completed on time.</p> <p>Ongoing work with Osborne to secure subcontractors and materials is discussed weekly by the empty home team.</p>
SH03a (D)	Number of general needs properties allocated in period	60		48		54		n/a	
SH03a (N)	Number of days taken to allocate general needs properties in periods	2,606		1,606		2,826		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
SH03b	Average time to allocated adapted properties	132	151	132	151	104	151	↓	31 Dec 2021 Not many adapted properties were completed and let within Q3, mainly due to the length of time for the contractor to secure the materials and complete the work. However, when properties have been let, they have been within the target.
SH03b (D)	Number of adapted properties allocated in period	3		3		2		n/a	
SH03b (N)	Number of days taken to allocate adapted properties in periods	395		397		208		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
SH03c	Average time to allocate sheltered properties	106	43	87	43	72	43		<p>31 Dec 2021</p> <p>Q3 for Supported Housing has seen a big shift in change for the number of Supported Housing properties becoming void.</p> <p>There is still a demand issue for some Supported Housing Schemes, but in Q3 there has been a reduction on the amount advert being created. For Supported Housing, 209 adverts were created but in comparison to Q1 this is a huge reduction when 558 adverts were created. this shows that although there is a demand issue for some Supported Housing scheme, the demand for the service and type of property is there.</p> <p>Because of demand issues previously and lack of resource for Obourne, Supported Housing properties and their void work was completed once an offer had been made, this was done so that Osborne could make best use of their resource available to their Empty Homes team are participating in weekly meeting to improve performance.</p> <p>This has resulted in an Improvement Tracker which is to be provided weekly and to be monitored to ensure that the backlog of properties awaiting repaired will be actioned</p> <p>Osborne will also provide details on a projection on the timescale on how long it will take to return to a normal service</p>
SH03c (D)	Number of sheltered properties allocated in period	42		57		42		n/a	
SH03c (N)	Number of days taken to allocate sheltered properties periods	4,449		4,962		3,035		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
SH04a	% of general needs properties allocated in target	6.56%	70.00%	18.75%	70.00%	11.11%	70.00%		<p>31 Dec 2021</p> <p>Q3 reporting for key to key General Needs properties.</p> <p>Key area to improve and several departments have been collectively working together to improve performance and if there are ways to improve performance.</p> <p>This has resulted in an Improvement Tracker which is provided weekly and to be monitored to ensure that the backlog of properties awaiting repaired will be actioned</p> <p>Osborne will also provide details on a projection on the timescale on how long it will take to return to a normal service</p> <p>Housing Needs have been advertising properties and making offers before the property is ready to let.</p> <p>Lettings have been waiting for properties to come back from Osborne to complete sign up</p> <p>Surveyors and the empty homes team have been working hard to ensure the admin processes and visits to the properties to complete specifications are completed on time.</p> <p>Ongoing work with Osborne to secure subcontractors and materials is discussed weekly by the empty home team.</p>
SH04a (D)	Number of general needs properties for allocating in period	61.00		48.00		54.00		n/a	
SH04a (N)	Number of general needs properties allocated in target in period	4		9		6		n/a	
SH04b	% of adapted properties allocated in target	66.67%	70.00%	66.67%	70.00%	100.00%	70.00%	→	
SH04b (D)	Number of adapted properties for allocating in period	3		3		2		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
SH04b (N)	Number of adapted properties allocated in target in period	2		2		2		n/a	
SH04c	% of sheltered properties allocated in target	7.14%	70.00%	26.32%	70.00%	7.14%	70.00%		<p>31 Dec 2021</p> <p>Q3 for Supported Housing has seen a big shift in change for the number of Supported Housing properties becoming void.</p> <p>There is still a demand issue for some Supported Housing Schemes, but in Q3 there has been a reduction on the amount advert being created. For Supported Housing, 209 adverts were created but in comparison to Q1 this is a huge reduction when 558 adverts were created. this shows that although there is a demand issue for some Supported Housing scheme, the demand for the service and type of property is there.</p> <p>Because of demand issues previously and lack of resource for Osborne, Supported Housing properties and their void work was completed once an offer had been made, this was done so that Osborne could make best use of their resource available to their Empty Homes team are participating in weekly meeting to improve performance.</p> <p>This has resulted in an Improvement Tracker which is to be provided weekly and to be monitored to ensure that the backlog of properties awaiting repaired will be actioned</p> <p>Osborne will also provide details on a projection on the timescale on how long it will take to return to a normal service</p>
SH04c (D)	Number of sheltered properties for letting in period	42		57		42		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
SH04c (N)	Number of sheltered properties let in target in period	3		15		3		n/a	
SH07a	Number of new housing advice cases received	514		784		644		n/a	
SH20e	Total household on housing register broken down by 1,2 ,3 and 3+ bedrooms	8,831		8,695		7,945		 Type Active Suspended 1 Bedroom Need 3994 1722 2 Bedroom Need 1186 729 3 Bedroom Need 629 303 4 Bedroom Need 162 53 5 Bedroom Need 42 11 Total 6013 2818	
SH33	Overall spend on engagement activity per property			£10.36				?	
SH34	Total number of Houses in Multiple Occupation (HMO's) with a license	118		113		102			
SH35	HMO licence applications received	9		10		8			
SH36	Number of illegal evictions prevented	2		1		3		n/a	
SH37	Number of rough sleeper cases relieved	5		8		30		n/a	
SH38	Number of main duty applications	12		26		30		n/a	
SH39	Total number of successful prevention	44		36		34		n/a	
SH40	Total number of successful relief	29		42		25		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
TL02	Rent collected as a percentage of rent owed (excluding current arrears brought forward)	100.47%	99.00%	96.98%	99.00%	99.23%	99.00%	↕	
TL13a	Percentage of Community Alarm calls answered within 1 min	90.10%	97.50%	91.09%	97.92%	94.21%	97.50%	✖	<p>31 Dec 2021 Performance of contractor continues to fall below contract KPI and TSA standard. The contract ends March 2022 and the service is currently preparing tender specification to go out to the market.</p> <p>Contractor states that they have been significantly hit by Covid infections as a result a decision was made to continue to work in the central office rather than at home, therefore staff operators unable to work following a positive test despite feeling well enough to. Have considered serving improvement notice however have been advised this carries some risk, so close to the contract end this could result in disruption in service.</p>
TL15	Satisfaction with the outcome of Tenancy Enforcement investigation	25%		45%		67%	75%	✖	<p>13 Tenancy Enforcement Satisfaction surveys were issued with 04 being returned. Of the 04, 25% (01 case) were satisfied with the way in which their case was handled.</p> <p>Note – I will discuss this figure with Amy – a) why the number of surveys sent is so low, b) why the return rate is still poor and c) the comments I have seen regarding the officers that handled the case.</p>
TL15 (D)	Number of Tenancy Enforcement investigation where tenant responded to satisfaction survey	4.00		10.00				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
TL15 (N)	Number of Tenancy Enforcement investigation where tenant was satisfied with the outcome	1		5				n/a	
TL55	% of tenants paying for their house or garage rent by Direct debit	58.00%		54.00%		54.00%		↕	
TST02	Percentage of Tenancy Sustainment cases where rent arrears were reduced	100%	70%	100%	70%	100%	70%	→	
TST02 (D)	Number of Tenancy Sustainment cases with rent arrears in period	0		1		7		↘	
TST02 (N)	Number of Tenancy Sustainment cases where rent arrears were reduced in period	0		1		6		n/a	

Risk Register Summary Table

Risk Name		31 Dec 2021		Status	
		RM01 Risk Consequence	RM02 Risk Likelihood		
		Actual	Actual		
Failure of the Total Asset Management Contractor to deliver the five strategic objectives	Fiona Williamson	3	2	6.00	Regular contract review through a matrix of operational, financial and strategic con with early warning mechanisms and agreed actions to address any areas of poor p Monthly monitoring of key performance indicators to identify any trends which co achievement of the key strategic indicators. Review of contract against peer organizations at end of year 5 of the contract. Pressures within the construction sector have resulted in material and labour shor price framework and approach to costs to ensure that statutory repairs and impro continue to be delivered and provide value for money. Corporate working group established to monitor and provide additional resources apply additional controls and pressure to Osborne.
Failure to adopt a service specific best practice approach to Health and Safety	Fiona Williamson	4	1	4.00	
Failure to closely monitor operational & financial factors affecting the HRA Business Plan	Fiona Williamson	2	2	4.00	
Failure to closely monitor operational and financial factors relating to the delivery of Homelessnes	Fiona Williamson	3	3	9.00	
Failure to Deliver the Council's New Build Programme	Fiona Williamson	4	1	4.00	
Failure to identify & manage Private Sector Landlords, House in Multiple Occupation & Empty Homes	Fiona Williamson	3	2	6.00	Risk based method statements created for all work activities throughout the pande made in response to changing guidance or mandates during lockdowns Agency staff employed to backfill seconded staff Increased use of internal intelligence and notification from residents and Councillo potential unlicensed HMO's
Failure to identify the needs & risks of residents of sheltered housing & ensure appropriate support	Fiona Williamson	4	1	4.00	
Failure to recruit & retain appropriately skilled, experienced or professionally qualified staff	Fiona Williamson	4	3	12.00	

Risk Name		31 Dec 2021 Status
Failure of the Total Asset Management Contractor to deliver the five strategic objectives	Risk Owner	Fiona Williamson
	Portfolio	Housing
	Risk Description	Failure of the Total Asset Management Contractor to deliver the five strategic objectives
	Comments	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. Monthly monitoring of key performance indicators to identify any trends which could impact upon the achievement of the key strategic indicators. Review of contract against peer organizations at end of year 5 of the contract. 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. Corporate working group established to monitor and provide additional resources and knowledge to apply additional controls and pressure to Osborne.
	Controls & Assurances	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. Monthly monitoring of key performance indicators to identify any trends which could impact upon the achievement of the key strategic indicators. Review of contract against peer organizations at end of year 5 of the contract. 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. Corporate working group established to monitor and provide additional resources and knowledge to apply additional controls and pressure to Osborne.
	Evidence Risk is being managed	Strategic Core Group Minutes Key Performance Indicators On-going scrutiny by the Property and Place surveyors Year five benchmark review Tenant and leaseholder feedback StarT transactional surveys being undertaken Corporate Working group established to provide additional resource and knowledge
	Consequences / Impacts	Inability of the contractor to secure contract extensions and associated costs of managing the collation and interrogation of repairs data and stock condition information. Reputational issues in respect of the anticipated benefits to stakeholders not being realised. Operational consequences if the gas servicing and installation contract secures contract extensions due to the co-location of the operational teams. Additional costs and time to procure a new contract. Delays and reduced service to vulnerable residents

Risk Name	Detail	31 Dec 2021
		Status
Failure to adopt a service specific best practice approach to Health and Safety	Risk Owner	Fiona Williamson
	Portfolio	Housing
	Risk Description	Failure to adopt a service specific best practice approach to Health and Safety (Housing Landlord)
	Comments	
	Controls & Assurances	<p>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.</p> <p>Directorate Health & Safety Committee Quarterly at DMT.</p> <p>Standing Items on Team Meeting Agendas.</p> <p>Quarterly Housing Fire Safety Group attended by Fire Service and Fire Risk assessors.</p> <p>Information provided to tenants at sign up and through News and Views</p> <p>Risk based method statements created for all work activities throughout the pandemic and revisions made in response to changing guidance or mandates during lockdowns</p>
	Evidence Risk is being managed	<p>All Risk Assessments / Notes of meetings available for review.</p> <p>Audit scheduled for Q2 for Asbestos and Legionella.</p> <p>Reporting to Corporate H&S committee and Housing senior management team</p> <p>Risks managed on Geometra database and dashboard reports generated</p> <p>Escalation of any no access that impacts on compliance in place and tenancy or enforcement action undertaken</p> <p>External consultants commissioned to provide additional expertise and resource to manage the compliance risks</p> <p>Lone worker devices issued to all staff with training on use</p> <p>Corporate H&S provide input into workplace risks and oversee risk based method statements for work activities, including pandemic infection controls and additional measures as required.</p>
	Consequences / Impacts	<p>Death or injury to staff; residents or contractors' staff; reputation; litigation and charges of corporate manslaughter.</p> <p>Exposure to asbestos, risk of electrocution or fire, gas explosion or Carbon monoxide poisoning, risk of contracting legionnaires disease, construction related risk activities, workplace risks, lone working risks, mental health or well being risks. Infection control during the pandemic in respect of appropriate use of method statements and PPE where necessary or mandated</p>

Risk Name		31 Dec 2021	
Detail		Status	
Failure to closely monitor operational & financial factors affecting the HRA Business Plan	Risk Owner	Fiona Williamson	
	Portfolio	Housing	
	Risk Description	Failure to closely monitor operational and financial factors affecting the delivery of the HRA Business Plan	
	Comments		
	Controls & Assurances	<p>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.</p> <p>This enables for long term financial viability to always be visible and if there are foreseen issues in certain years programmes can be altered as needed or issues taken to mitigate.</p> <p>Stock condition survey has been procured to update the stock information and improve the asset management data for investment programmes</p> <p>Full review of the business plan will be undertaken to model the CPI +1% increase.</p>	
	Evidence Risk is being managed	<p>HRA Business Plan reviewed annually and all variable checked for changes and accuracy to reflect any changing market conditions or corporate priorities or legislative changes.</p> <p>Stock condition survey is being undertaken to update the information and provide a higher level of current investment requirements</p> <p>EPC - C target of 2030 and net carbon zero by 2050 modelled through energy savings trust data and costed in the Business plan</p> <p>Finance control the Business plan model with sector specific input from the Housing service professionals</p> <p>Signed off by Cabinet</p>	
Consequences / Impacts	<p>Delivery of the Business Plan would not be achieved if income and financial control is not closely managed.</p> <p>Financial risks if 5% reserves not maintained in HRA.</p>		

Risk Name		31 Dec 2021
Detail		Status
Failure to closely monitor operational and financial factors relating to the delivery of Homelessness	Risk Owner	Fiona Williamson
	Portfolio	Housing
	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 on accommodation.</p> <p>Consideration of continued use of some HRA properties</p> <p>Conclude refurbishments of vacant estates properties to provide a better range of property types for larger households.</p>
	Evidence Risk is being managed	<p>Regular reports to HCOSC and Cabinet.</p> <p>Project commissioned to establish the strategic approach required to maximize the use of Council owned stock and to align this with the demand needs of homeless families. Additional evidence is required to establish the impact of the pandemic and the likely ongoing profile and volume of demand through homeless presentations.</p> <p>Grant funding obtained and being directed to homeless prevention and the creation of additional self contained units to supplement the existing supply of units. Performance monitored on a weekly basis and reported through in-phase on a monthly basis. Monthly finance meetings held to review the income and costs of provision.</p>
Consequences / Impacts	<p>DBC Could be open to legal challenge if the service is not fit for purpose due to lack of resources for this statutory service. Health & Safety risks for clients if not provided with TA and left to sleep rough. Increase in homeless presentations would have severe impact on budget.</p> <p>Failure to comply with any interim Government measures such as Everyone in or Protect could result in reputational damage and create difficulties accessing future funding streams</p>	

Risk Name		31 Dec 2021	
Detail		Status	
Failure to Deliver the Council's New Build Programme	Risk Owner	Fiona Williamson	
	Portfolio	Housing	
	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	<p>All Schemes have project worksheets updated fortnightly</p> <p>All schemes are delivered with strong project management controls and oversight by the Place Director and Assistant Director of Finance.</p>	
Consequences / Impacts	Reputational and financial impact with public and Home England regarding grant allocations and due to the high profile of the project.		

Risk Name		31 Dec 2021
Detail		Status
Failure to identify & manage Private Sector Landlords, House in Multiple Occupation & Empty Homes	Risk Owner	Fiona Williamson
	Portfolio	Housing
	Risk Description	Failure to identify & manage Private Sector Landlords, House in Multiple Occupation & Empty Homes
	Comments	Risk based method statements created for all work activities throughout the pandemic and revisions made in response to changing guidance or mandates during lockdowns Agency staff employed to backfill seconded staff Increased use of internal intelligence and notification from residents and Councillor's to identify potential unlicensed HMO's
	Controls & Assurances	Additional resources employed to assist with the anticipated increase in workload following changes to the legislation. Training for all staff in HHSRS and fire safety has been undertaken and updated to include Fitness for Human Habitation Act requirements. New procedures have been developed to align with the changes in legislation. Volumes to be monitored to assess the level of demand upon the service. Working with other teams to capture all information relating to the possibility of unlicensed HMO's being operated and undertaking investigative work to address.
	Evidence Risk is being managed	Team Leader oversees the workload of the PRS officers and escalates any cases where enforcement actions are required. All reports of HMO's and PRS landlords that are reported to the Council are investigated to establish compliance with legislation including the Landlord and Tenant Act 1985 Homes (Fitness for Human Habitation) Act 2018 standards and that no HHSRS hazards exists in the properties.
	Consequences / Impacts	Private sector tenants living in poor conditions that could be prejudicial to their health. Reduction in projected income from licence fees and enforcement action. Statutory function so reputational and financial risks for the Council.

Risk Name		31 Dec 2021	
Detail		Status	
Failure to identify the needs & risks of residents of sheltered housing & ensure appropriate support	Risk Owner	Fiona Williamson	
	Portfolio	Housing	
	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	Supported Housing Operational Procedures. Partnership working with other agencies. Effect use of INFORM – sheltered housing IT system. This allows for more robust record keeping and management of visits and support plans. Line management structure within supported housing including performance management structure (1:1s and appraisals).	
	Evidence Risk is being managed	Supported Housing Officer Procedures and audits of these including EROSH accreditation Use of Inform software to record details of Supported Housing Officer visits Use of telephone visits during the pandemic monitoring of the performance of the community alarm contract performance	
	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	31 Dec 2021
		Status
Failure to recruit & retain appropriately skilled, experienced or professionally qualified staff	Risk Owner	Fiona Williamson
	Portfolio	Housing
	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</p> <p>Ongoing training for all staff in HHSRS and fire safety has been undertaken to supplement the knowledge and improve awareness.</p> <p>Use of Apprenticeship levy to support professional training and qualifications</p> <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> <p>Benchmark salaries with other employers to determine if a market supplement should be considered.</p> <p>Ensure cross training and knowledge transfer /shadowing of the single point of failure</p>
	Evidence Risk is being managed	<p>Workforce planning considered as part of the overall service planning process and growth items submitted where additional skills or resourcing levels are required.</p> <p>Exit interview and recruitment monitored especially in technical roles, which are more difficult to attract and retain.</p> <p>Noted there is a single point of failure in respect of some of the technical ICT systems with a single individual trained and experienced in the use and development of Orchard the Housing management system</p>
	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 11

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 2 March 2022	Monday 21 Feb 2022	Action Points (from previous meeting)		
		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>
		HRA Business Plan	Assistant Director for Housing Fiona.williamson@dacorum.gov.uk	<i>To review and scrutinise quarterly performance</i>
		Housing Asset Management Contract	Assistant Director for Housing Fiona.williamson@dacorum.gov.uk	<i>To review and scrutinise quarterly performance</i>

Housing and Community OSC

Actions arising – 2nd February 2022

Date of meeting	Action point	Responsible for action	Date action completed	Update on action point
<u>HC/006/22</u>	J Nason to look into amount of correspondence with MPs compared with Councillors.	J. Nason		Phase 2 of the Customer Strategy work is underway and following approval by Cabinet and Full Council it is expected that a consultancy will be procured to support the implementation of the strategy alongside the streamlining of processes and policies. As part of this additional baselines will capture this information and this will be available for members in Summer 2022.