



# 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 15 June 2022 at 7.30 pm**

**Council Chamber, The Forum**

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

#### Membership

Councillor Harden	Councillor Oguchi
Councillor Adeleke (Vice-Chairman)	Councillor Hollinghurst
Councillor Imarni (Chairman)	Councillor Barry
Councillor Mahmood	Councillor Ransley
Councillor Pringle	Councillor Dhyani
Councillor Durrant	Councillor C Wyatt-Lowe
Councillor Johnson	

For further information, please contact Corporate and Democratic Support

## **AGENDA**

**1. MINUTES** (Pages 3 - 16)

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. PROVISIONAL FINANCIAL OUTTURN 2021-22 (Pages 17 - 26)**

#### **7. Q4 PERFORMANCE REPORT - HOUSING (Pages 27 - 71)**

#### **8. Q4 PERFORMANCE REPORT - COMMUNITIES (Pages 72 - 75)**

#### **9. HOUSING ASSET MANAGEMENT CONTRACT (Pages 76 - 83)**

#### **10. HOUSING ACTION PLAN (Pages 84 - 93)**

#### **11. HOUSING COMPLIANCE UPDATE (Pages 94 - 97)**

#### **12. COUNCIL PROPERTY CLADDING UPDATE (Pages 98 - 105)**

#### **13. WORK PROGRAMME (Pages 106 - 107)**

#### **14. ACTION PLAN FROM MARCH MEETING (Pages 108 - 111)**

## MINUTES

### HOUSING AND COMMUNITY OVERVIEW AND SCRUTINY COMMITTEE

WEDNESDAY 02 March 2022

#### Councillors

Isy Imarni (Chair)	(Cllr Imarni)
Gbola Adeleke	(Cllr Adeleke)
Suqlain Mahmood	(Cllr Mahmood)
Alan Johnson	(Cllr Johnson)
Peal Oguchi	(Cllr Oguchi)
Nick Hollinghurst	(Cllr Hollinghurst)
Rick Freedman	(Cllr Freedman)
Frances Arslan	(Cllr Arslan)
Alan Anderson	(Cllr Anderson)

#### Portfolio Holders

Julie Banks	(Cllr Banks)
Margaret Griffiths	(Cllr Griffiths)

#### Officers

Sarah Turner	(STurner)
Fiona Williamson	(FWilliamson)
Layna Warden	(LWarden)
Robin Barton	(RBarton)
James Doe	(JDoe)
Sara Whelan	(SWhelan)

#### APOLOGIES:

Cllr Harden  
Cllr Durrant  
Cllr Bassadone

## **HC/009/22 MINUTES**

The minutes from the last meeting were approved.

## **HC/010/22 APOLOGIES FOR ABSENCE**

Cllr Durrant, Bassadone, and Cllr Harden for whom Cllr Arslan was substituting, gave apologies for absence.

## **HC/011/22 DECLARATIONS OF INTEREST**

There were no declarations of interest.

## **HC/012/22 PUBLIC PARTICIPATION**

There was no public participation.

## **HC/013/22 CONSIDERATION OF ANY MATTER REFERRED TO THE COMMITTEE IN RELATION TO A CALL-IN**

There were no call-ins.

## **HC/014/22 Q3 PEOPLE AND COMMUNITIES PERFORMANCE REPORT**

LWarden and SWhelan presented the People and Communities Performance Report with apologies from Matt. They highlighted the following:

- There were consistent safeguarding reports, and the team were continuing to carry out training
- Q3 income at Adventure Playgrounds continued to increase with bookings and young people's attendance
- The Fun Palace event received excellent feedback from the Marlowes Shopping Centre noting the best footfall since the pandemic. The team's next calendar of events would be updated Q4. Meanwhile weekend usage would be reported.
- SWhelan highlighted a new ping-pong parlour opening in the Marlowes Shopping Centre, part of the Physical and Sports programme with Hemel Hempstead and Sports England, open for bookings Sunday July 17<sup>th</sup>.
- The Health Hub was extended, and a memorandum of understanding had been signed.

- The next round of grants opens April 1<sup>st</sup> 2022, which was linked in the paper to the council webpage.

## **Q&A**

Cllr Mahmood was concerned about the 50% Town Hall attendances and asked what they were doing to bring people back. He asked how queries such as collection days were dealt with, and the breakdown of bin issues. The officer explained these questions were for Matt Rowden (ph), which she would feed back. The officer confirmed bin collections were the highest hit on the website and resolved to gather further analytics. Regards the Town Hall, the officer felt the response positive, with 2 sell-out shows over 50% capacity. The officer confirmed there was a full programme but it was reliant on residents feeling comfortable and confident to come out. She relayed there were on-going reviews to understand how to encourage more people to attend and resolved to gather further feedback. The officer was hopeful the new Town Hall website launch would attract residents and promote services and entertainment on offer.

Noting assistance given to Afghan families, Cllr Adeleke asked if they were making preparations for the possible influx of refugees from the Ukraine. The officer explained she attended a Strategic Migration Partnership Meeting this morning across Hertfordshire County Council. She noted currently there were visa schemes relating to Ukraine residents living in the UK to bring families, and support those British nationals living in Ukraine. She relayed that countries around Ukraine were receiving the majority of refugees but they would monitor resettlement schemes. Currently they were not encouraging donations but many residents wished to provide this. Cllr Adeleke asked if they would put out a statement as to their intentions should the situation arise. The officer replied they would highlight their links with partners but as per Home Office guidance did not foresee direct work other than ensure residents with friends and family in Ukraine were supported, and supporting fundraising. She felt they had a good network because of their experience resettling Afghan and Syrian refugees.

Cllr Johnson referred to paragraph 6.4 in the Herts Cultural Education Partnership and asked for feedback regards gaps identified in delivery and timescales. The officer did not have timescales for feedback but would include this on the next update.

Cllr Imarni requested background on the grant applications that were funded. The officer did not have a list of who was awarded, but detailed previous organisations were local choirs, theatre groups, Meditation Hertfordshire, etc. She resolved to send details.

Cllr Griffiths noted this was LWarden's last meeting and thanked her for her role in Housing and Communities. The Committee wished LWarden best of luck in the future and were sad to see her go. LWarden reported she loved working for Dacorum and knew there was positive work in Housing and Communities going forward.

**Action:**

- SWhelan to acquire further analytics around bin collections.
- SWhelan to gather further feedback around Town Hall attendance.
- Officer to provide timescale on Herts Cultural Education Partnership for feedback.

- **HC/015/22 GARAGE STRATEGY**

RBarton, Strategic Director for Corporate and Commercial, outlined the update on improvement work and setting out proposals for strengthening the service over the next 3 years.

- RBarton acknowledged everyone's patience as this item had taken some time in preparation
- Regards this financial year, there was significant investment in the service in terms of staffing, refurbishment of around 350 garages across the borough, and a net increase in lettings overall.
- The service was operating at a 30% void whereas other councils were operating around 10-20%. It was difficult to gauge medium-term demand because systems did not yet track and manage the service.
- Stock condition was limited so the team had to send a surveyor out when requests were made to let garages, bottlenecking capacity.
- The service was on track to achieve its £3.1 million income, with net surplus £1.1 million, the variance being additional investment and staffing for the year.
- Medium term financial strategy required significant work to achieve and surpass targets. There was an expectation in MTFS that it would continue to grow beyond the £1.1 net surplus. This was not currently achievable without more investment in the service.
- Figure 4 showed current projections of a standstill next financial year and growing the net surplus to £1.8 million in 3 years' time. Enhancing the focus of the service, giving the team clear objectives to develop the service as a core commercial activity, and strengthening relationships with other parts of the Council would achieve this.
- They proposed to invest in a comprehensive stock condition survey over the next financial year enabling strategic decisions and make the service more operationally agile by removing physical site visits. This was alongside investment in data systems so they could capture medium-term demand.
- There was significant potential to develop the service regards the neighbourhood role and developing the service in its commercial role.

#### **Q&A**

Cllr Hollinghurst asked the scope of the 300 garage refurbishments per year, asking if this would drop, and noting that some garages were too small for cars, and asking the budget for surveying. RBarton responded the repairs were regarding new roofs, leaks, doors, and locks, and keeping garages watertight and he would circulate the full list. Regards inspections, RBarton noted the service paid a full-time surveyor out of the Service Budget and were profiling a slight reduction in operation costs because they hoped to reduce this activity once they had better

data. The size of garages versus cars was acknowledged and they had to raise the profile of capital investment alongside stock condition data to undertake more strategic decisions about expansion. Cllr Hollinghurst doubted it was within their remit to provide low-grade storage for miscellaneous items and suggested garages should be only for cars. Cllr Imarni asked whether built structures should remain empty.

Referring to small industrial use for the garages, Cllr Mahmood asked if there was any restriction on use and whether they were marketed as garages or small storage usage, suggesting they expand use. RBarton noted the focus was marketing them as garages for cars but they could take a more holistic view as the anecdotal evidence was decreasing numbers were rented for cars due to size. RBarton was open to marketing for other use and they requested additional capital investment from Reserves to start this. They were pursuing this agenda in the Commercial Strategy to develop a business case for more comprehensive use of underutilised garage sites for light industrial units, which would help with economic fulfilment of the borough. Cllr Mahmood raised environmental health issues, which would give them more things to police, but encouraged the move to expand garage use.

Cllr Mahmood asked for more information on the 3-month moratorium on garage applications. RBarton explained the moratorium was due to challenges with data systems and a fluctuating wait list of 7-800, although not all unique applications. The moratorium gave the officers a chance to work through the waiting list. Cllr Mahmood suggested they let residents reply and give a 3-month response time. RBarton would take this back and talk to the team. Cllr Mahmood asked if the money that came from the garage could be used to spend instead of going to Reserves. RBarton explained the significant restrictions on Capital Receipts for revenue funding, which meant they had to use Reserves.

Cllr Johnson wondered how they decided which garages to be disposed of. RBarton explained it was a mixture of sustained low demand, need for significant capital investment, and local neighbourhood context. RBarton explained competing factors would be taken into account.

Cllr Adeleke thanked RBarton for the report and noted the positive direction. Cllr Adeleke asked how many garages were beyond repair. RBarton explained the stock condition data was patchy and unreliable, hence the requirement for physical inspections. The stock condition survey should give them a better picture by the end of the next financial year. Cllr Adeleke gave examples of garages that were leading to a social crisis and asked how to secure some garages to prevent antisocial crimes taking place in them. RBarton asked for examples of units so he could approach the team and make decisions about priority lists for disposal or investment.

Cllr Adeleke asked if there would be a future possibility for some people with smaller electric cars to charge their cars in the garage. RBarton confirmed charging structures were being examined currently, with complexity in the cost of investing and reliance on power networks. An initial first step was charging points in Council car parks. Cllr Mahmood highlighted the upcoming electrical charging report in the Finance and Resources Meeting on Tuesday.

Cllr Mahmood highlighted the graph in Figure 1, page 15, the increase in terminations September-October, and the voids reducing to 30%. RBarton resolved to present an answer on the increase in terminations at the Finance and Resources Committee Meeting next week. He confirmed the voids were starting to level off but had to be monitored closely via biannual reporting to keep members appraised.

**Action:**

- RBarton to circulate full list of refurbishments carried out last year.
- RBarton to take Cllr Mahmood's suggestion of a 3-month response time instead of moratorium back to the team.
- Cllr Adeleke to send RBarton a list of garages at risk for antisocial crimes, and RBarton to approach the team to make decisions about them.
- RBarton to present on increase in terminations at next Committee.

• **HC/016/22 Q3 HOUSING PERFORMANCE REPORT**

F Williamson noted 2 appendices, the Performance Report, and Housing Risk Register, and presented the report:

- Gas Servicing Compliance was at 100% at end of Q3.
- The number of emergency repairs increased substantially Q2-Q3, with only 2 failures to complete within the 4-hour target.
- The Income Team provided intensive support to tenants in Q3 and despite challenging external economic conditions, increased the amount of rent collected by 3.9%.
- The Tenancy Sustainment Team had a busy quarter. The team supported 2 families from the Afghan Locally Employed Persons Scheme who had been resettled very successfully.
- The number of cases of homelessness prevention increased with 44 successful preventions, an increase of 8 on the previous quarter.
- The team received central government funding of £125,000 to assist with preventing homelessness after the moratorium on evictions ended.
- The percentage of non-urgent repairs had declined alongside an increase of 69% from Q2-Q3 in number of repairs reported. There were increasing pressures regards labour and material, with subcontractors moving to contracts in London for higher rates of pay.
- The return rate of Tenancy Enforcement satisfaction surveys to understand ASB solutions was very low, skewing the outcome figures. Survey responses focused on the time to progress to a satisfactory outcome, especially if the expectation were to evict a tenant with limited evidence base to enforce or demote tenancy.
- There were still difficulties with key-to-key times, some in relation to Works, others due to a backlog of sheltered accommodation. There was an

increase in demand for sheltered accommodation, an improvement on August last year where schemes were advertised. There were also higher levels of bidding on sheltered properties. There were still delays in getting properties let and a backlog.

- The Lifeline Call Service showed a decline in performance in Q3 with 90.1% of calls answered within 60 seconds. It was important to maintain a high level of service, key to older and vulnerable tenants. The contract comes to an end June 2022 so they must work with Tunstall to transition to another provider. In February, there was an increase in calls answered within 60 seconds to 97.8%, resulting from intensive work with Tunstall.
- Operational Risk Register had been updated showing key operational areas monitored.

## **Q&A**

Cllr Hollinghurst asked how to reassure residents whose complaints had been unlogged. Cllr Hollinghurst suggested they move the prioritisation of some calls directly to the Council as a number of residents were dissatisfied with Osborne's decision that a particular repair was not a priority repair. FWilliamson noted that during the pandemic only urgent jobs were carried out, and Osborne had been asked to provide a full inventory of any cancelled jobs and a proposal of how to re-log the jobs, contact the tenants, and triage them. The 2 back-to-back storms had compounded the need. They tried to use the storm damage as a separate element of work so it did not impact the backlog of repairs in the system. Osborne were experiencing labour shortages. FWilliamson noted 2 officers were working with Osborne's Scheduling Team to understand why some repairs took longer than the statutory repair timelines, mapping the backlog, and setting robust targets for Osborne. This would be discussed in more detail with the Total Asset Management Contract.

Cllr Adeleke noted item 4.7, thanking FWilliamson and the team of the employment of 2 additional officers to support tenants during this difficult time. Cllr Adeleke felt Osborne's reputation was poor and suggested tenants would get more comfort if apology letters came from the Council instead. FWilliamson appreciated this concern and noted they were corresponding with Osborne on a number of performance issues, involving the Legal Team and the Corporate Housing Working Group to review specific issues. FWilliamson explained there was a need to continue to supply a repairs service. She felt they would be in a stronger position in several months' time to send letters to residents in respect of measures that demonstrated Osborne had improved their service. FWilliamson noted the construction industry was experiencing challenges as a whole. It was imperative that residents were able to have repairs undertaken in a timely manner, and professionally. The Corporate Working Housing Group and Managing Director of Osborne were all involved.

Cllr Mahmood confirmed the shortage of skilled workers in the construction industry. Cllr Mahmood asserted the Council's reputation was affected by Osborne's underperformance, and suggested some of the sheltered properties could be converted to single person tenancies rather than leave them void whilst the demand had decreased. FWilliamson answered that the Transformation Board

was looking at key-to-key performance. First stage workshops had been undertaken to map issues around capacity and number of voids in the system. The second stage of the workshop was about increasing capacity in certain areas, understanding the void profile. Regards re-designation, FWilliamson did not think this would address the current issues because it was across general need and sheltered. They had to increase the capacity in the Lettings Team to get the backlog re-met to bring them to a closer target. FWilliamson promised to provide an update once the workshop was concluded to address bottlenecks identified.

Cllr Hollinghurst noted Ernst & Young had been commissioned and asked if a manager in this Authority could have covered this. FWilliamson explained the purpose was to use an external organisation who would be able to provide an impartial view and expert oversight. Cllr Hollinghurst accepted the value of having an independent organisation and asked why they went with a group as expensive as Ernst & Young. FWilliamson explained she was not responsible for commissioning Ernst & Young as this was undertaken by Corporate. Cllr Hollinghurst asked this question be passed on. Cllr Imarni noted Ernst & Young were a longstanding partner of the Council so she did not find it unusual they were commissioned to undertake this work. Cllr Griffiths explained the work was done quickly due to the challenges with Osborne. Cllr Griffiths noted Ernst & Young were reputable with great expertise in this field. Her understanding was they were comparable in the marketplace with other organisations. Cllr Imarni impressed the partnership was longstanding and that consultants on the whole were not cheap. Cllr Friedman asked if they did market testing. Cllr Imarni expected they did in line with the protocol of the Council.

## **HC/017/22 HOUSING BUSINESS PLAN**

FWilliamson presented the HRA Business Plan:

- The objectives of the Council were to invest in existing stock, invest in a new build programme, and explore external factors that could influence the viability of the business plan.
- The report set out the work currently underway to provide improved asset management data to inform the Investment Strategy in existing stock.
- They were examining investment levels required to address Climate Emergency, and on-going investment in the new build programmes, the 3 major areas of expenditure within Housing Revenue.
- Regards monitoring of the Housing Business Plan, monitoring through the SLT and Cabinet and Scrutiny Committees was annual and should reflect any changes in external, commercial, and economic factors, and impact of the pandemic and subsequent reduction in kitchens and bathrooms and other components on hold to reduce infection risk.
- Regards the current iteration of the Business Plan, there was a 1% rent reduction over 4 years. They were now on the rent formula of CPI+1%, which had seen rents rise by 1.4%. Lifting the debt cap in October 2015 provided the Council with the opportunity to borrow to extend the new build programme or make additional investment in existing stock. There was now a cap set on the affordability of borrowing although there was no cap in Central Government.

- Currently Central Government were looking at successes of Decent Home Standard. They were looking at the work undertaken by the Energy Savings Trust and the data on Energy Performance Certificates on their stock. They signed up to a Climate Emergency Declaration and the proposal in the HRA Business Plan was to move Council owned housing stock to Band C by 2030. This target was stipulated in the Government White Paper in respect of climate change.
- A document appended to the Business Plan set out the investment the Council made in respect of moving properties to the Energy Performance Rating of C. Members might note they recently obtained funding from the Social Housing Decarbonisation Fund to invest in a block of flats to improve the rating from D to B.
- 2022 Business Plan anticipated the arrears levels increasing because of the pandemic and subsequent furlough and redundancies. They increased the bad debt provision but the work of the Income Team and the support service managed to bring the rent arrears in January 2022 to 4.1%, lower than the same period in the previous year. This was the result of additional Income Officers who supported residents falling into arrears.
- Some assumptions were made in respect of Right to Buy. Historically Right to Buy was 90-100 properties per year. In the last several years, there was a decline to 30-35 properties annually. An assumption in the Business Plan of 30 per annum from 2022 onwards.
- They were investor partners so they could obtain a Homes England Affordable Homes Grant to supplement the investment in the new build programmes. They bid on a scheme-by-scheme basis. Homes England's top criteria were that properties were let at social, not affordable, rent, and modern construction methods allowing the use of MMC products.
- The stock condition survey was being undertaken, with 20% of properties concluded by the beginning of July. This stock data would further inform investment programmes. There was some delay because it coincided with the omicron variant but there was now a better access rate.
- Another area for investment was the Building Safety Bill, which would come with requirements of all properties of over 18m in height to be certified by the Buildings Regulator. They were working to be prepared for that bill and the requirement to provide sufficient physical data and information on the original construction and compartmentalisation, which was key to internal safety of occupants in the event of fire spread.
- Investment profile was set out in investment capital programmes with improvement works and the Council's new build programme from 2026-2027. Properties currently under construction and in the development pipeline had been examined.
- There was an increasing risk regards a pipeline of land availability for new build programmes. There was on-going work to look at assets the Council owned and private disposals of land available on the open market. Over the next 3 years they would get 100% stock condition data to have a reliable dataset to ensure investment programmes were targeting areas most in need.
- Strategic Housing Function was a proposal within Tier 3 Restructure to create a new HRH Strategic Housing Function, focused on investment in investment stock and the wider place making strategy, and on-going supply

of affordable homes. It would examine evidence of current affordable housing supply, and properties developed for social rent to ensure an affordable housing supply across the borough. This would involve research, policy, and strategic approaches. There was additional capacity required to deliver this function.

- Investment and Asset Management Strategy linked to the Stock Condition Survey, Energy Savings Trust, and Stock Review. The proposal was to get 100% stock condition survey data on schemes that had communal areas in Category 2. Once data was acquired, they would undertake robust analysis to assist with the Investment Programmes. This would overlay any requirements.
- FWilliamson noted this was a paving report and when further information was available, another report would be brought to Scrutiny in the autumn to ascertain the impact and borrowing strategy.

## **Q&A**

Cllr Hollinghurst thanked FWilliamson for the full and encouraging report. Cllr Hollinghurst asked that they consider energy generation and energy saving together. Cllr Hollinghurst asked FWilliamson to comment on strategy for income generation through solar panels as open spaces were huge resources to extract low-grade heat for background heating or electricity generated from roofs of public buildings. Cllr Griffiths noted the housing report did not go into the Council's corporate plan, which would be part of Environment. An officer in the Housing Department could not speak to the corporate issues.

Cllr Mahmood noted the report's Decent Home Standards and Carbon Targets by 2050. Cllr Mahmood asked how well they were prepared to achieve these goals with their older housing stock and if this could become a liability. FWilliamson commented the majority of their stock was Energy Performance D or above. It was difficult to obtain some grant funding targeting properties an E, F, or G. Their biggest challenge was understanding the future technology as the preferred long-term solution as a switch to gas to air source heat pumps or hydrogen. In respect of the journey to net carbon 0, they had to use the Fabric First approach, and there were opportunities around south facing roofs and PV. Looking at the heat switchover, whole-house approach to retrofit started with Fabric First, air source heat pumps which were higher than gas boilers with energy loading. A combination of PV to provide supplementary electrical generation would assist the running of the air source heat pumps which would be adopted. In respect of feed-in tariffs, these had been substantially reduced. A raise of PV had been put on 7 of the schemes. Regards the long-term proposal to get to 2050, there were challenges, the biggest being around alternative heat. The approach currently was prudent and aligned with recommendations from the Energy Saving Trust regards investment. There was some poorer performing stock. They were looking to raise these to Energy Performance C, their initial 2030 target.

Cllr Mahmood asked about the zero carbon map in respect of new builds. FWilliamson explained the Development Team set out criteria to ensure new build properties were future-proofed. Heat source was still a question but regards design specs and Energy Performance Rating, all new builds were B rating. Cllr Mahmood

suggested they use battery power and district heating for flats and big units so it could be charged at off-peak time. FWilliamson confirmed they were exploring this for high concentrations of flat blocks and for Summer Court they rolled out a biomass district heating system. They also increased insulation, put PV on the roofs, and installed biomass boilers. Regards battery storage for micro generation, FWilliamson explained this was out of her remit but they were working with Energy Savings Trust to look at all available options and opportunities for reducing carbon loading.

Cllr Adeleke cited the Right to Buy decrease and asked how this affected the Council. FWilliamson explained that out of properties sold under Right to Buy, 30% became one-for-one receipt to be invested in the new build programme. Cllr Adeleke asked how this impacted the Council. FWilliamson explained it had not impacted the Business Plan because this was reviewed on an annual basis and it was in line with prior years. One-for-one could not be mixed with Affordable Homes, but it was hoped the Affordable Homes grant could be accessed through Homes England, reducing reliance on Right to Buy.

Cllr Friedman noted the impressive rent collections numbers given the pandemic and congratulated the team. He suggested they take advantage of remote working and get officers from other councils to second with them for 1-2 days a week to learn best practice, which may build relationships useful in future economic crises. Cllr Friedman suggested a policy on annual cap on service charges. Cllr Friedman noted no mention of leaseholders in the properties, and there were examples of leaseholders feeling they underwent unfair treatment from Councils, with leaseholders charged for the full amount of a repair rather than their share of a building. Cllr Friedman suggested detailing their approach to leaseholders in this policy.

FWilliamson passed on Cllr Friedman's appreciation to the Income Team. FWilliamson agreed there was a good opportunity to showcase their work with respect of income levels. Regards cost recovery, some of the more intensive work undertaken in the last year showed data gaps in how apportionment in blocks was undertaken. There was a decision to cap charges this year so leaseholders and tenants were not unfairly charged. The aim was just to recover costs, rather than make money. This was capped on the basis of last year's energy prices.

Regards leaseholders, FWilliamson noted the business Plan allowed for ground rent income at £10 per annum, with no increase recently. Regards the approach, and concerns about unfair charging for repairs, FWilliamson invited Cllr Friedman to share any cases. The officer assigned to this had left and they wished to understand the service leaseholders got.

***Action:***

- Cllr Friedman to share incidents of leaseholders being unfairly charged.

• **HC/018/22 HOUSING ASSET MANAGEMENT CONTRACT**

FWilliamson noted some questions had been covered already by member questions.

- The report outlined the contract performance update and some areas where performance showed a downward trajectory. FWilliamson highlighted they were in the 8<sup>th</sup> year of a 10-year key contract. Day to day repairs, adaptations, void work, and component repairs were covered.
- Monitoring was carried out monthly with a suite of key performance indicators reviewed. Performance in January 2022 saw an on-going decline especially in non-urgent repairs.
- Prior to the pandemic, Osborne completed non-urgent repairs in 11 days, just below the median benchmark.
- Since the pandemic Osborne's performance showed an increase of 6.5 days for non-urgent repairs, against a social housing provider's national average 2-day increase. They had to understand the contributing factors and what Osborne were doing to get back on target.
- Regards the work undertaken, Table 2 provided January's performance against targets linked to performance related pay.
- 6 out of 18 indicators below target included satisfaction with repairs, in target repairs, right first time, and Empty Homes Category 2, 3, and 4 targets.
- Macroeconomic conditions created problems with Osborne attracting and retaining suitably skilled operatives.
- External market conditions were looked at alongside Osborne's analysis of charging structure within National Housing Federation charging of rates. Some costs within the rates currently charged were between 14-30% higher than the rates Osborne charged.
- With respect to actions and governance to oversee actions, the Housing Working Group was attended by members of SLT, with colleagues from Procurement, Legal, and Finance. This was to provide a focused resource to undertake appropriate interventions against performance levels experience. Ernst & Young undertook an audit, the results of which will be presented to SLT at the next Housing Working Group. A number of staff worked at Osborne's offices to understand how they scheduled the backlog of repairs and if they had sufficient resource available for this work.
- The Council corresponded directly with the Managing Director of Osborne Property Services and the Account Director to discuss contractual remedies that could be invoked should performance not improve.
- Osborne had developed an Improvement Plan in Appendix A to address the backlog, the communication with residents, and make demonstrable improvements in current targets.
- There was an additional resource starting in February and March and 3 additional subcontractors to assist with the voids backlog. They worked through a target operating model to reduce the voids backlog to weekly turnover.
- Strategy Improvement and Engagement Team were trying to understand the impact on the customer, by undertaking analysis of complaints and separating key areas of themes. Stage 1 complaints was 22 complaints. Areas of concern included time taken to complete outstanding repairs, and poor communication ranging from no contact to advise of delays to missed appointments and no communication. A Customer Journey Working Group with representatives from the Council and Osborne to understand how to improve the customer experience understood the majority of tenants just

wanted repairs done as soon as possible. There was still a demand for good communication in cases of unavoidable cancellations or postponements.

- Osborne continued to work on social value to provide support to residents who needed assistance drafting CVs and wider community initiatives.
- They met with the Corporate Housing Working Group and another letter would go back to Osborne to meet deadlines. Next steps included a report presented to Cabinet in June to ensure these improvement measures had brought them under target and a reduction in aids and adaptations cases and a reduction in void turnaround time.

## **Q&A**

Cllr Mahmood thanked FWilliamson for the informative report. Cllr Mahmood noted December's 3 complaints within 23 working days. Cllr Mahmood regarded resource and asked if there was anything else they could do except wait and see. FWilliamson confirmed they were working closely with Osborne's team to identify the Council's historical suppliers who could provide additional support on a temporary basis. Contractors currently wanted guarantees of pipeline but some smaller suppliers had been contacted. Cllr Mahmood warned against going with a big contractor and limiting their other options in the future. FWilliamson confirmed they were considering learnings. Monitoring and data collection were key to transparency regards the information exchange when working with external service providers. This would be addressed in the Procurement Strategy.

Cllr Adeleke asked whether other services were experiencing the same problems. FWilliamson explained Osborne had a limited number of contracts with one in Slough, whom they had contacted. FWilliamson concluded Slough had issues with various areas of the contract with responsive repairs being a particular challenge. Some tenants had been reluctant to log repairs because of the pandemic. Jason Grace, Group Manager for Property and Place, had researched other authorities and their contractual relationships with other contractors. Findings showed pressures throughout the whole of the sector. With 2 years' remaining, there were risks of attempting to continue to work with Osborne. They could remove the final year due to failure to perform, which would mean re-procurement of contract. Osborne were making good progress on clearing backlog on aids and adaptations.

Cllr Johnson noted Section 3, estimates of workforce and the increasing cost of materials. He suggested this be addressed by enforcing the contract but asked if this would be a continual problem with increasing prices and contract KPIs unable to be met. FWilliamson commented it was a Catch-22 because the rates Osborne's supply chain were requesting were higher than in the chain mechanism. They wanted improved performance but at current rates, and Osborne were holding current rates at their risk, with the challenge of supplying at an increased rate with the same compensation. This would erode their current margin but they had to exhaust all possible endeavours for Osborne to improve before they looked to more contractual sanctions. They were seeing an increase in prices in works they were currently tendering. The report to Cabinet in June should look at what extent Osborne were able to make inroads into performance improvement and look at an adjustment of the rates to reflect current market conditions.

Cllr Imarni wanted the Committee to understand the number of cancelled repairs in addition to delays, which put tenants back at the bottom of the queue. FWilliamson noted Osborne were asked to send a Cancelled Jobs Report weekly. There were further questions in respect of categorisation of cancellations. Some were cancelled by the tenant, some by the contractor, and an opaque category, which FWilliamson had requested further detail on. One concern was that jobs were being cancelled and re-raised as a new job as they were getting closer to the expected completion date to improve figures.

Cllr Imarni understood Nationwide were only one of 3 total asset management organisations. She asked about bringing everything back in-house. FWilliamson confirmed there were in-house and out-house models, including management contracting where the Council acted as a client, joint venture or wholly owned company. These would be explored as part of the Procurement Strategy along with investigation of current market conditions. Responsive repairs were high volume lower value work meaning inefficiencies were unlikely to result in a reasonable margin for contractors. Planned Works Programmes were more straightforward. Tier 1 contractors delivered total solutions but it was unclear if the market could sustain these now or in 2 years' time.

#### **HC/019/22 WORK PROGRAMME**

Cllr Imarni noted the Works Programme would be populated in time for the next meeting.

#### **HC/020/22 ACTION PLAN**

Actions all completed.

Cllr Imarni closed the meeting, after noting an action from February.

*Meeting close.*



# Housing and Community Overview and Scrutiny Committee

<b>Report for:</b>	Housing and Community Overview and Scrutiny Committee
<b>Title of report:</b>	Provisional Financial Outturn 2021-22
<b>Date:</b>	15 <sup>th</sup> June 2022
<b>Report on behalf of:</b>	Cllr Graeme Elliot, Portfolio Holder for Finance and Resources
<b>Part:</b>	I
<b>If Part II, reason:</b>	N/A
<b>Appendices:</b>	Appendix A – General Fund Revenue Provisional Outturn 2021-22 Appendix B – Housing Revenue Account Provisional Outturn 2021-22 Appendix C Housing and Community Capital Programme Provisional Outturn 2021-22
<b>Background papers:</b>	None.
<b>Glossary of acronyms and any other abbreviations used in this report:</b>	GF – General Fund HRA – Housing Revenue Account

**Report Author / Responsible Officer**

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<b>Corporate Priorities</b>	<p>A clean, safe and enjoyable environment</p> <p>Building strong and vibrant communities</p> <p>Ensuring economic growth and prosperity</p> <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>
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<b>Wards affected</b>	All
<b>Purpose of the report:</b>	<p>1. To provide details of the provisional financial outturn 2021-22 for the:</p> <ul style="list-style-type: none"> <li>• General Fund</li> <li>• Housing Revenue Account</li> <li>• Housing and Community Capital Programme</li> </ul>
<b>Recommendation (s) to the decision maker (s):</b>	<p>1. That Committee note the provisional financial outturn position for 2021-22.</p>
<b>Period for post policy/project review:</b>	The Council's financial position is reported to committee on an ongoing, quarterly basis.

## **1 Introduction:**

- 1.1** This report presents the provisional financial outturn position for the Council as a 31 March 2022. The final position for the year is subject to:
- the finalisation of reserve movements
  - The completion of the audit of the Council's accounts by the Council's external auditors Grant Thornton UK LLP.
- 1.2** The General Fund revenue account records the income and expenditure associated with all Council functions, except the management of the Council's own housing stock, which is accounted for within the Housing Revenue Account (HRA).
- 1.3** General Fund revenue outturn – across all scrutiny committee areas, General Fund revenue budgets are reporting a surplus of £0.565m. A recommendation will be taken to Cabinet to recommend to Council in July that this surplus be transferred to a newly created Inflationary Pressures earmarked reserve, to help the Council meet unexpected in- year inflationary pressures that may arise as a result of the current economic climate.
- 1.4** The General Fund position includes a drawdown of funding from the Economic Recovery Reserve (ERR) to cover Covid- related pressures. This approach was recommended to Council for approval by Cabinet in November 2021. The Economic Recovery Reserve was specifically set up to fund pressures associated with Covid.
- 1.5** Housing and Community General Fund Budgets are reporting a pressure of £0.189m. This position is driven by a shortfall against income targets within the Temporary Accommodation Service.
- 1.6** Housing Revenue Account outturn – The HRA is reporting a balanced outturn position. There are a various pressures and underspends within this position.
- 1.7** General Fund -Housing and Community Capital budgets are reporting further slippage of £1.858m with pressure of £0.372m, the combined position across a number of different schemes.
- 1.8** HRA Capital – there is further slippage of £0.595m in the HRA capital programme and an underspend of £0.141m. Slippage relates predominantly to commissioned capital works on the Council's housing stock.

## 2 General Fund Position – all Scrutiny Committee Areas

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

2.2 The table below provides an overview by Scrutiny area of the provisional outturn for controllable budgets within the General Fund.

Table 1	Current Budget £m	Forecast Outturn £m	Variance	
			£m	%
Finance & Resources	7.300	7.300	0	0.0%
Strategic Planning and Environment	1.857	2.046	0.189	10.2%
Housing & Community	10.950	10.884	(0.066)	(0.6%)
<b>Total Operating Cost</b>	<b>20.107</b>	<b>20.230</b>	<b>0.123</b>	0.6%
Core Funding	(20.107)	(20.795)	(0.688)	3.4%
<b>(Surplus)/ Deficit</b>	<b>0</b>	<b>(0.565)</b>	<b>(0.565)</b>	

## 3 General Fund Position- Housing and Community

Table 2 – Housing and Community General Fund	Current Budget £m	Forecast Outturn £m	Variance	
			£m	%
Strategic Housing	(1.630)	(1.219)	0.277	(543.1%)
Communications	0.315	0.348	0.033	10.5%
Neighbourhood Delivery	0.596	0.580	(0.016)	(2.7%)
Legal and Democratic Services	(0.023)	(0.041)	(0.018)	78.3%
Transformation	0.750	0.695	(0.055)	(7.3%)
Place, Communities and Enterprise	1.849	1.683	(0.032)	(19.0%)
<b>Total Operating Cost</b>	<b>1.857</b>	<b>2.046</b>	<b>0.189</b>	<b>10.2%</b>

3.1 Key variances against Housing and Community service areas (greater than £0.100m) are outlined below.

### 3.2 Strategic Housing £0.280m pressure against budget

A pressure of £0.310m has arisen against the budget for Temporary Accommodation (TA) income.

This has arisen from void properties in the Council's hostels and in properties used for TA. During 2021-22 it has not been possible to achieve maximum capacity on all units and would have been unsafe to do so due to the pandemic. In properties being used for TA, there were a high number of void properties due to complexity of the work required to ensure the properties are fit for purpose.

The pressure is also driven by a project to convert new units into TA. This has taken longer than anticipated due to the extensive work that is required in converting the properties into suitable accommodation, including obtaining planning permission.

The pressure relates is offset by other minor underspends within the Strategic Housing Service.

#### **4 Housing Revenue Account Position**

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

**4.2** The HRA is reporting a balanced provisional outturn position for 2021-22.

#### **4.3 Dwelling Rents - £0.250m under achievement in income**

The void rate on dwellings is running slightly higher than the budgeted 0.8%, at 1.16%. This is particularly attributable to voids at sheltered schemes as a direct result of the pandemic.

#### **4.4 Contribution towards Expenditure - £0.520m over achievement in income**

Additional income over budget for minor capital receipts and rechargeable works has been achieved during the year.

#### **4.5 Repairs and Maintenance - £0.100m underspend against budget**

There is an underspend of £0.180m against responsive repairs, offset by a pressure of £0.080m on planned works.

#### **4.6 Supervision and Management - £0.980m pressure against budget**

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

- £0.180m share of the Council's Transformation programme costs. The funding of these costs from the HRA was previously approved by Council during 2021-22.
- £0.200m of expenditure required to ensure asbestos compliance
- £0.240m in additional insurance costs.

Included within the total pressure is a £0.450m technical adjustment relating to an upfront pension contribution made during 2020-21. This payment was budgeted for in 2020-21 but in agreement with external audit, is accounted for in 2021-22 against supervision and management costs.

#### **4.7 Rent, Rates and Taxes - £0.150m over budget**

This pressure has arisen due to Council Tax liability from the change in empty homes discount from 3 months to 1 month. This pressure was seen in 2020-21 and is continued into 2021-22. The budget for these costs has been adjusted for 2022-23.

#### **5 Housing Revenue Account- Technical and Accounting Adjustments**

**5.1** In addition to the service-related variances above, technical adjustments have arisen. They can be balanced by a reduction in the revenue contribution to capital.

#### **5.1 Interest and Investment Income - £0.150m under achievement in income**

This pressure has arisen due to interest rates remaining very low following the Bank of England base-rate reduction in March 2020. Income targets have been adjusted for 2022-23 budgets.

#### **5.2 Interest Payable - £200k surplus**

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

### 5.3 Provision for Bad Debts - £0.600m surplus

Whilst tenants have needed the support of the service during a challenging year, the budget allocation to top up the bad debt provision has not been required in full. Arrears are down 10% year on year and collection rates are up, therefore the bad provision is estimated to be lower than budgeted. The full projected impact of pandemic and Universal Credit on bad debt has not been realised to date.

### 5.4 Depreciation - £2.630m over budget

An increased depreciation charge has been seen this year to due increases in the value of the Council's housing stock.

## 6 Capital Programme

### 6.1 Appendix C shows the projected capital provisional outturn in detail by Housing and Community Scheme.

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

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

The 'rephasing' column refers to projects where expenditure is still expected to be incurred but will now be in 2022/23 rather than 2021/22 ('slippage'), or conversely, where expenditure planned initially for 2022/23 has been incurred in 2021/22 ('accelerated spend').

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

	Current	Re-phasing	Revised	Forecast	Variance	
	Budget	(To)/from future years	Budget	Outturn	£000	%
	£000	£000	£000	£000		
<b>GF Total</b>	<b>3.639</b>	<b>(1.858)</b>	<b>1.781</b>	<b>2.153</b>	<b>0.372</b>	<b>10.2%</b>
<b>HRA Total</b>	<b>21.616</b>	<b>(0.595)</b>	<b>21.021</b>	<b>20.880</b>	<b>(0.141)</b>	<b>(0.7%)</b>
<b>Grand Total</b>	<b>25.255</b>	<b>(2.453)</b>	<b>22.802</b>	<b>23.033</b>	<b>0.231</b>	<b>0.9%</b>

### 6.2 Housing and Community General Fund Capital Programme Major Variances

General Fund capital budgets are reporting further slippage of £1.858m. The slippage of includes the following items:

- Line 153: Disabled Facilities Grant. Not all grant budgeted to be spent in 2021-22 has been allocated. The unspent balance will be carried into 2022-23.
- Line 157: slippage of £0.488m against payment of capital grants to Registered Providers (RPs) (Affordable Housing Development Fund). Delays in RP developments mean that Council contributions to these developments have slipped to meet revised programme builds.
- Line 159: Slippage of £0.275m against the creation of new temporary accommodation units.
- Line 160- slippage of £0.824m against the creation of affordable housing move on units at Aragon Close.

There is a pressure of £0.372m against General Fund capital budgets, including the following items:

- Line 152: a pressure of £0.293m on garages. This additional spend was approved by Cabinet in March 2022.

Note that Line 137: Adventure Playgrounds includes expenditure funded by external grant funding, which offsets any pressure.

## **7 Housing Revenue Account Major Variances**

**7.1** There is further slippage of £0.595m in the HRA capital programme. This includes the following items:

- Line 178: Slippage of £0.281m on Planned Fixed Expenditure relating to the Asset Management contract.
- Line 181: Slippage of £0.213m relating to communal gas and heating.
- Line 182: Slippage of £1.051m relating to DBC commissioned capital works.
- Accelerated spend of £0.614m against the Council's new build housing programme.

**7.2** There is a minor underspend of £0.141m against the HRA capital programme. This represents less than 1% of the current budget.

## **8 Equalities, Community Impact and Human Rights**

**8.1** Community Impact Assessments on Council activities are carried out by relevant services with responsibility for those activities. A separate Community Impact Assessment has not been carried out in respect of this report.

**8.2** There are no Human Rights Implications arising from this report.

## **9 Sustainability implications**

**9.1** There are no specific sustainability implications arising from this report.

## **10 Council infrastructure**

**10.1** The content of this report sets out the implications of the Council's activities for its financial resources for 2021-22.

## **11 Conclusions**

**11.1** At provisional outturn 2021-22, there is an underspend of £0.565m against Council General Fund budgets of which a pressure of £0.189m relates to Housing and Community services. Housing Revenue Account budgets are reporting a balanced position.

**11.2** At provisional outturn 2021-22, Housing and Community General Fund capital budgets are reporting slippage of £1.858m with a pressure of £0.372m. Against Housing Revenue Account capital schemes, there is additional slippage of £0.595m and an underspend of £0.141m.

**11.3** The provisional outturn position for the Council for 2021-22 will be reported to Cabinet in July 2022.



# Dacorum Borough Council

## Provisional Outturn 2021-22

Appendix A

	<i>Full Year</i>		
	Budget £000	Forecast Outturn £000	Variance £000
<b>Cost of Services</b>			
Finance and Resources	7,300	<b>7,300</b>	0
Housing and Community	1,857	<b>2,046</b>	189
Strategic Planning and Environment	10,950	<b>10,884</b>	(66)
<b>Net Cost of Services</b>	<b>20,107</b>	<b>20,230</b>	<b>123</b>
<b>Other Items</b>			
Investment Income	(425)	<b>(115)</b>	310
Interest Payments and MRP	1,037	<b>905</b>	(132)
Parish Precept Payments	1,000	<b>1,000</b>	0
Government Grants	(1,968)	<b>(2,543)</b>	(575)
Revenue Contribution to Capital	350	<b>350</b>	0
Taxation (Council Tax and Business Rates)	(15,494)	<b>(15,494)</b>	0
<b>Surplus / Deficit on Provision of Services</b>	<b>(15,500)</b>	<b>(15,897)</b>	<b>(397)</b>
<b>Transfers between Reserves / Funds</b>			
Net Recharge to the HRA	(4,607)	<b>(4,898)</b>	(291)
<b>(Surplus)/ Deficit</b>	<b>0</b>	<b>(565)</b>	<b>(565)</b>

<b>Dacorum Borough Council Housing Revenue Account 2021-22 Provisional Outturn</b>				
	<b>Budget £000</b>	<b>Forecast Outturn £000</b>	<b>Variance</b>	
			<b>£000</b>	<b>%</b>
<b>Income:</b>				
Dwelling Rents	(55,465)	(55,213)	252	-0.5%
Non-Dwelling Rents	(102)	(99)	3	-2.9%
Tenants Charges	(1,517)	(1,464)	53	-3.5%
Leaseholder Charges	(593)	(671)	(78)	13.2%
Interest and Investment Income	(192)	(47)	145	-75.5%
Contribution towards Expenditure	(645)	(1,160)	(515)	79.8%
<b>Total Income</b>	<b>(58,514)</b>	<b>(58,654)</b>	<b>(140)</b>	<b>0.2%</b>
<b>Expenditure:</b>				
Repairs & Maintenance	11,608	11,513	(95)	-0.8%
Supervision & Management	13,692	14,674	982	7.2%
Rent, Rates, Taxes & Other Charges	36	185	149	413.9%
Interest Payable	11,586	11,389	(197)	-1.7%
Provision for Bad Debts	975	375	(600)	-61.5%
Depreciation	12,905	15,530	2,625	20.3%
HRA Democratic Recharges	341	233	(108)	-31.7%
Revenue Contribution to Capital	7,371	4,735	(2,636)	-35.8%
<b>Total Expenditure</b>	<b>58,514</b>	<b>58,634</b>	<b>120</b>	<b>0.2%</b>
Transfer to / (from) Housing Reserves	0	20	20	0.0%
<b>HRA Deficit / (Surplus)</b>	<b>0.00</b>	<b>(0)</b>	<b>(0)</b>	<b>0.0%</b>
<b>Housing Revenue Account Balance:</b>				
Opening Balance at 1 April 2021	(2,892)	(2,892)	0	0.0%
Deficit / (Surplus) for year	0	(0)	(0)	0.0%
Proposed Contributions to Reserves	0	0	0	
<b>Closing Balance at 31 March 2022</b>	<b>(2,892)</b>	<b>(2,892)</b>	<b>(0)</b>	

Scheme	Original Budget	Prior Year Slippage	Adj's, Supps, Virements	Adjustments (Slip. C/F)	In-Year Adjustments	Current Budget	YTD Spend	Projected Outturn	Forecast Slippage	Projected Over / (Under)
<b>General Fund</b>										
<b>Housing and Community</b>										
<b>Place, Communities and Enterprise</b>					0					
136 Verge Hardening Programme	350,000	(24,898)	0	(105,102)	(105,102)	220,000	211,066	211,066	(8,934)	0
137 Adventure Playgrounds Improvement Programme	0	0	0	0	0	0	47,604	47,604	0	47,604
138 Capital Grants - Community Groups	20,000	3,500	0	(4,500)	(4,500)	19,000	19,000	19,000	0	0
	<b>370,000</b>	<b>(21,398)</b>	<b>0</b>	<b>(109,602)</b>	<b>(109,602)</b>	<b>239,000</b>	<b>277,669</b>	<b>277,669</b>	<b>(8,934)</b>	<b>47,604</b>
<b>Commercial Development</b>										
152 Garages Renewal Programme	0	0	0	0	0	0	292,545	292,545	0	292,545
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>292,545</b>	<b>292,545</b>	<b>0</b>	<b>292,545</b>
<b>Neighbourhood Delivery</b>										
114 Rolling Programme - CCTV Cameras	25,000	1,456	0	0	0	26,456	15,166	15,166	(11,290)	0
115 Alarm Receiving Centre	0	33,627	0	0	0	33,627	0	0	(33,627)	0
116 CCTV Equipment Refresh	110,000	(41,713)	0	0	0	68,287	155,747	155,747	55,460	32,000
	<b>135,000</b>	<b>(6,630)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>128,370</b>	<b>170,913</b>	<b>170,913</b>	<b>10,543</b>	<b>32,000</b>
<b>Property and Place</b>										
153 Disabled Facilities Grants	741,000	202,842	0	0	0	943,842	671,008	671,008	(272,834)	0
	<b>741,000</b>	<b>202,842</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>943,842</b>	<b>671,008</b>	<b>671,008</b>	<b>(272,834)</b>	<b>0</b>
<b>Strategic Housing/ Development</b>										
Affordable Housing Development Fund	829,000	275,614	0	0	0	1,104,614	617,020	617,020	(487,594)	0
10 Temporary Accommodation - creation of new units	300,000	23,386	0	0	0	323,386	48,185	48,185	(275,201)	0
10 Aragon Close - Creation of Affordable Housing Move-on Units	0	0	900,000	0	900,000	900,000	75,712	75,712	(824,288)	0
	<b>1,129,000</b>	<b>299,000</b>	<b>900,000</b>	<b>0</b>	<b>900,000</b>	<b>2,328,000</b>	<b>740,917</b>	<b>740,917</b>	<b>(1,587,083)</b>	<b>0</b>
<b>Totals: Housing and Community- General Fund</b>	<b>2,375,000</b>	<b>473,814</b>	<b>900,000</b>	<b>(291,767)</b>	<b>790,398</b>	<b>3,639,212</b>	<b>2,153,052</b>	<b>2,153,051</b>	<b>(1,858,308)</b>	<b>372,148</b>

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Scheme	Original Budget	Prior Year Slippage	Adj's, Supps, Virements	Adjustments (Slip. C/F)	In-Year Adjustments	Current Budget	YTD Spend	Projected Outturn	Forecast Slippage	Projected Over / (Under)
<b>Housing Revenue Account</b>										
<b>Housing and Community</b>										
<b>Housing Property Services</b>										
178 Planned Fixed Expenditure	4,635,000	2,242,000	0	(1,077,400)	(1,077,400)	5,799,600	5,518,360	5,518,360	(281,240)	0
179 Pain/Gain Share (Planned Fixed Expenditure)	0	0	0	0	0	0	(296,919)	(296,919)	0	(296,919)
180 M&E Contracted Works	(220,000)	1,320,000	0	(100,000)	(100,000)	1,000,000	1,254,317	1,254,317	100,000	154,317
181 Communal Gas & Heating	(1,000,000)	3,500,000	0	0	0	2,500,000	2,286,725	2,286,725	(213,275)	0
182 DBC Commissioned Capital Works	5,746,000	758,132	0	(2,035,682)	(2,035,682)	4,468,450	3,417,839	3,417,839	(1,050,611)	0
183 Special Projects	(47,147)	847,147	0	(750,000)	(750,000)	50,000	286,979	286,979	236,979	0
	<b>9,113,853</b>	<b>8,667,279</b>	<b>0</b>	<b>(3,963,082)</b>	<b>(3,963,082)</b>	<b>13,818,050</b>	<b>12,467,301</b>	<b>12,467,301</b>	<b>(1,208,147)</b>	<b>(142,602)</b>
<b>Development</b>										
187 New Build - General Expenditure	0	0	0	184,000	184,000	184,000	0	0	0	(184,000)
188 Martindale	0	0	0	0	0	0	3,685	3,685	0	3,685
203 Stationers Place / Apsley Paper Mill	0	0	0	0	0	0	1,129	1,129	0	1,129
189 Bulbourne	823,155	117,165	0	(892,020)	(892,020)	48,300	38,726	38,726	(9,574)	0
190 Coniston Road	925,145	978,087	0	(418,230)	(418,230)	1,485,002	1,596,502	1,596,502	111,500	0
191 Eastwick Row	5,267,730	714,189	0	(4,835,320)	(4,835,320)	1,146,599	1,159,656	1,159,656	13,057	0
197 St Margaret's Way	554,645	(18,886)	0	(217,760)	(217,760)	317,999	318,843	318,843	844	0
198 Paradise Fields	3,276,000	(846,436)	0	(2,212,560)	(2,212,560)	217,004	480,355	480,355	263,351	0
199 Gaddesden Row	(70,985)	69,482	0	0	0	(1,503)	3,471	3,471	0	4,974
196 Randalls Ride	1,611,820	8,019	0	(1,297,840)	(1,297,840)	321,999	549,954	549,954	227,955	0
196 Garage Sites - New Build Developments	4,363,935	768,185	0	(2,157,000)	(2,157,000)	2,975,120	2,893,078	2,893,078	(82,042)	0
195 Willstone	1,251,000	75,403	0	(750,260)	(750,260)	576,143	666,810	666,810	90,667	0
198 Marchmont Fields	3,042,000	53,470	0	(2,971,700)	(2,971,700)	123,770	172,075	172,075	48,305	0
199 Paradise Depot	1,660,000	128,548	0	(1,608,000)	(1,608,000)	180,548	210,065	210,065	29,517	0
200 Cherry Bounce	245,000	265,190	0	(287,690)	(287,690)	222,500	142,547	142,547	(79,953)	0
201 Stoneycroft and Great Sturgess	0	0	0	0	0	0	175,891	175,891	0	175,891
	<b>22,949,445</b>	<b>2,312,416</b>	<b>0</b>	<b>(17,464,380)</b>	<b>(17,464,380)</b>	<b>7,797,481</b>	<b>8,412,786</b>	<b>8,412,786</b>	<b>613,626</b>	<b>1,679</b>
<b>Totals: Housing and Community- HRA</b>	<b>32,063,298</b>	<b>10,979,695</b>	<b>0</b>	<b>(21,427,462)</b>	<b>(21,427,462)</b>	<b>21,615,531</b>	<b>20,880,087</b>	<b>20,880,087</b>	<b>(594,521)</b>	<b>(140,923)</b>
<b>Totals</b>	<b>34,438,298</b>	<b>11,453,509</b>	<b>900,000</b>	<b>(21,719,229)</b>	<b>(20,637,064)</b>	<b>25,254,743</b>	<b>23,033,138</b>	<b>23,033,138</b>	<b>(2,452,829)</b>	<b>231,225</b>



# Housing & Communities

## Overview and Scrutiny Committee

<b>Report for:</b>	Housing & Communities Overview and Scrutiny Committee
<b>Title of report:</b>	Q4 Housing Performance Report
<b>Date:</b>	26 May 2022
<b>Report on behalf of:</b>	Councillor Mrs Margaret Griffiths, Portfolio Holder for Housing
<b>Part:</b>	I
<b>If Part II, reason:</b>	N/A
<b>Appendices:</b>	Appendix A Strategic Housing Performance Report Appendix B Property & Place Performance Report Appendix C Tenants & Leaseholders Performance Report Appendix D Housing Risk Register Appendix E Complaints Data Overview
<b>Background papers:</b>	None
<b>Glossary of acronyms and any other abbreviations used in this report:</b>	Housing Transformation Improvement Plan (HTIP) Senior Leadership Team (SLT) Afghan Citizens Resettlement Scheme (ACRS) Department for Levelling Up Communities and Housing (DLUHC)

<b>Report Author / Responsible Officer</b>	
Natasha Beresford, Assistant Director – Strategic Housing	
Mark Pinnell, (Interim) Assistant Director – HRA Property & Place	
Jon Maxwell, (Interim) Assistant Director – Housing Operations	
 	
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<b>Corporate Priorities</b>	A clean, safe and enjoyable environment Building strong and vibrant communities Providing good quality affordable homes, in particular for
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	those most in need Ensuring efficient, effective and modern service delivery Climate and ecological emergency
<b>Wards affected</b>	All wards
<b>Purpose of the report:</b>	<ol style="list-style-type: none"> <li>1. To provide members with an overview of the performance of the Housing Service for Q4 2021-22</li> <li>2. To present the various interventions and actions undertaken to address any performance concerns</li> </ol>
<b>Recommendation (s) to the decision maker (s):</b>	<ol style="list-style-type: none"> <li>1. That members consider the report and note the actions to address any performance concerns highlighted</li> </ol>
<b>Period for post policy/project review:</b>	Quarterly performance reporting

## **1 Introduction/Background:**

- 1.1 This report details the performance of the Housing Service during the final quarter of 2021/22, measured against the suite of performance indicators. The performance indicators are extracted from In-Phase and contained in Appendix A – C for the Housing Service remit.
- 1.2 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 has commenced activity in relation to the Housing Transformation Improvement Plan (HTIP), which will build on the previous housing action plan to develop a new operating model for the service, which reflects the organisational change and ambition for service delivery to residents. The HTIP programme will be governed by the newly established HTIP Board through periodical meetings and reporting to Senior Leadership Team (SLT).
- 1.3 The Operational Risk Register is to be revised and aligned with refreshed service plans and will be 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 current operational risk register is contained at Appendix D.
- 1.4 This report also outlines any newly arising service pressures such as the national response to Ukraine Resettlement schemes.

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

- 2.1 Appendix A - C shows performance against the 'Service Critical' performance indicators for the final Quarter of 2021/22. Future InPhase reporting structure will be subject to change as a result of the key performance indicator reviews undertaken to reflect new priorities and the organisational structure change.

## **3 Performance highlights**

- 3.1 **Appendix B** shows strong performance in the following areas. PP01, Gas Safety with 100% compliance, PP04; Quality Assurance checks on completed repairs and void properties consistent with previous months and PP13b; Percentage of repairs complete first visit reports strong performance with a slight

increase on the previous quarter, and PP10; Emergency Repairs completed within 4 hours is again consistent with the previous quarter positive outturn.

- 3.3 The percentage of the rent roll collected was 101.69% at the end of April and the goal is to recover more than 100% as an indication of effective recovery methods for current and former tenant arrears. This performance is good when compared to other local authorities and registered providers. Two new members of staff were recruited to support the work in this area and to help continue the proactive work in this area.
- 3.4 There currently 39 live ASB cases, with 8 new cases and 12 closed cases in the last month. The cases continue to be monitored proactively with tenancy audits used to tackle any issues with access for safety works.
- 3.5 The Tenancy Sustainment Team continue to experience high demands, with increasing households placed into temporary accommodation requiring support, continued support and resettlement activity to increase independence of the resettled Syrian Refugee resettled households, plus the successful resettlement of a fourth household via the Afghan Citizens Resettlement Scheme. Progress is well underway to finalise preparations for the fifth household to be resettled via the ACRS. Additionally the Welfare & Sustainment Lead Officer has been seconded to a new role of Asylum/Resettlement Lead, this is to provide support to the Assistant Director – Strategic Housing to ensure effective co-ordination and management of the Initial Asylum and Afghan Resettlement hotels, in addition to new activity relating to the Ukraine resettlement response.
- 3.6 The Homeless Prevention & Temporary Accommodation Team successfully utilised Protect and Vaccinate and Homeless Prevention Grant funding, to deliver a package of initiatives to vulnerable households, which included reduction of council tax and rent arrears enabling effective move on to resolve housing difficulty, starter home packs and vouchers to support set up of the new home. Additionally grant funding was allocated to DENS to fund a Life Skills Co-ordinator, which will prepare residents for independent living in the community and sustainment of tenancy, preventing repeat cycle of homelessness.
- 3.7 Despite significant resource pressures, the Private Sector Housing Team have quickly mobilised activity, developed inspection forms and collaborated with other Hertfordshire authorities to ensure a consistent response to the completion of Ukraine Accommodation Checks is in place, this is so as to ensure that households coming to the UK to reside with sponsors, are occupying safe accommodation. The service has undertaken a detailed investigation and case file compilation to evidence enforcement activity required for a suspected bed in shed. Collaborative activity has also commenced in relation to private sector properties that fall under the remit of the Building Safety fund, service is proactively engaging with the Fire Service and Department for Levelling up Communities and Housing (DLUHC).
- 3.8 Extensive preparations were undertaken in relation to the Allocations Policy implementation, this has included data cleansing of the housing register, development of revised procedures and resident information documents, in addition to staff training roll out across the Housing Service.

#### **4 Performance challenges**

- 4.1 The percentage of non-urgent repairs completed in target has seen yet a further decline in performance, whilst it is noted that the volume of non-urgent repairs has increased. Tenants have been waiting for extended periods for repairs to be undertaken, which has led to dissatisfaction and a rise in complaints. Osborne continue to take steps to source additional labour to undertake these repairs.
- 4.2 It should be noted that the current reporting of performance in relation to allocation of our homes is referred to as average time to allocate – this indicator will be renamed in future reporting to be more reflective of the actual data being collated, currently this indicator is reflective of the key to key time (keys in, allocation period and empty homes works element) not just the allocation.

- 4.3 Aside from the current contractor challenges, the HTIP will review will identify opportunity to improve internal performance in relation to the overall empty homes process. Currently when keys are returned for a new empty home, there is a delay in compiling property information, which can be up to 72 hours – a property information sheet must be completed and submitted to the Housing Needs Team (allocations) to enable commencement of advertising. From receipt of the property information sheet a general needs home is then advertised for 3 working days and allocation is made within 5 working days of advert closure. Supported housing property allocations are allocated weekly on a Wednesday closing the following Monday, there is then a 7 day period to allow for the allocation – this is to ensure our most vulnerable residents are supported to provide verification information.
- 4.4 The performance for the key to key times for re-letting both general needs and sheltered properties was very poor, further extending the outturn delivered in quarter 3. A significant factor in the outturn performance for re-letting of our homes, is as a result of ongoing contractor delays, performance concerns – which include delays to obtaining quotes, labour to undertake activity, material shortages and significant price increases. Additionally 86% of current voids are Category 4 with an expected turnaround time of 18/25 days.
- 4.3 The current performance of Tunstall on the lifeline service to residents for the month of April against a target of 97.5% within 60 seconds is:
- Average response under 60 seconds – 94.94%.
  - Average response under 180 seconds – 99.13%.
- 4.4 This is below the contract KPIs and Tunstall have been impacted by local challenges in recruitment where they are based. They have recently engaged a specialist recruitment company and this will address the shortfall in their staffing complement. The other key indicators in the contract are being met, for example 97% of repairs are being completed in 48 hours against an industry standard of 90%. Discussions continue with Tunstall about the approach in place to address the shortfall and their working arrangements to achieve this.
- 4.5 The contract with Tunstall has been extended by 12 months to enable the Council to review the service and identify through discussions what the future service model should be. The annual cost of the contract is £75k.
- 4.4 The level and type feedback on the anti-social behaviour (ASB) service continues to be low and the format of the feedback requested will be reviewed as part of the target operating model (TOM). The intention is to move from seeking satisfaction responses and a focus on the achievement by the team against a defined service standard and timescales. This help focus on the service provided and the level of communication, rather than satisfaction with the outcome of the process which is more difficult to achieve in cases of ASB. This is in line with the good practice of other social housing providers.
- 5.5 There has been a reduction in the number of cases where homelessness has been successfully prevented or relieved, this is as a result of a number of factors including an identified performance issue within the staff team and sickness, which has resulted in an increase workload across the service. Team Leader for the service has also been absent due to sickness for an extended period, which has led to additional in service pressure and increased caseloads. These factors have been exacerbated by vacancy within the service and an unsuccessful attempt to recruit a Private Sector Liaison Officer and an Ex-Offender Housing Navigator, to lead on preventing homelessness via successful placement into the private sector.
- 4.6 The performance challenges highlighted in relation to Property & Place activity has seen a significant increase in service requests and complaints to the service, this added workload has placed further pressure on the Housing Service resource and resulted in a significant proportion of Officer capacity being utilised to manage customer expectation and respond to concerns raised. Key trends arising from complaints monitoring include time taken for repairs to be undertaken, lack of communication and empathy.

## **5 Interventions to address performance challenges**

- 5.1 OPSL and DBC have introduced a comprehensive service improvement plan to address performance across in areas of the Total Asset Management (TAM) contract. Specific examples include the increase in voids operative numbers that stood at 18 in December 2021 to 65 in May 2022. Additionally with the support of a Business Analyst we will start to map out current processes to provide clarity and allow focus on key areas of activity for improvement. It is important to note that we are currently completing works to properties that have been empty for a long time which will impact the key to key times until the backlog has been cleared. The additional resource will also allow a greater volume of day to day repairs to be completed as the competing resource demands have been reduced. The supply chain issues for planned and cyclical remain a key area of focus however the impact of escalating costs and contractor availability are significant. Commercial support has been allocated to review cost increases and to work with OPSL to facilitate greater throughput in these areas.
- 5.2 The contract with Tunstall will continue to be monitored monthly and action will be taken where the contract's performance indicators are significantly below the required target.
- 5.3 Plans to provide additional case officer support have been implemented within the Homeless Prevention and Temporary Accommodation Teams. Further review of recruitment and re-advertisement of Private Sector Housing Liaison Officer and Ex-Offender Housing Navigator roles has been undertaken. Additional line management support has been provided to key Officers from Team Leaders within the Strategic Housing Service and this has also included additional case review sessions, to provide support to Officers. In addition within the period the review of Temporary Accommodation has commenced and will identify a programme of activity to identify efficiency, improvement in procedure, cross departmental working and inform future decisions regarding management and investment of temporary accommodation assets.
- 5.4 In relation to monitoring and management of complaints, the Housing Complaints Officer under the direction of the Assistant Director – Strategic Housing, will work closely across the service to identify opportunity to improve engagement and outcomes from monitoring of complaints. A further review has been undertaken of complaints reporting, forthcoming reporting will identify volume of service requests that escalate to stage 1 complaint and will also incorporate trends from MP or Member enquiries. This analysis enables the service to identify key areas of improvement that will be targeted within the HTIP. Ongoing engagement is underway with Osborne Property Services to identify opportunities to improve communication and customer liaison.

## **6 Operational Risk Register**

The Operational Risk Register is contained in Appendix D, with the current risk rating following most recent review.

## **7 Financial and value for money implications**

Post pandemic, the sector are experiencing unprecedented price increases and a reduction in contractors available. These two factors alone will create a significant cost pressure on available budgets. For example with specific regard to planned and cyclical works, the programme of works may need to be rephrased over a long period of time leading to potential re-procurement or amendment of existing contracts.

## **8 Legal Implications**

The Housing Service are required to comply with all statutory and regulatory legislation relating to the delivery of the Housing Operations and Strategic Housing Service. This includes the statutory functions for Homelessness and interim (temporary) accommodation, Housing Allocations, Strategy and Private Sector Housing. This also includes the regulatory functions for the consumer standards and rent setting.

**9 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, residents and leaseholders which involve entering their homes. The policies adopted by the Council are subject to 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.

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

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

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

The HRA and general fund stock management of the asset is undertaken across the housing service. In line with the HTIP further work is underway to develop a stock investment review process and programme, which will inform future investment decisions.

The management of health and safety related matters are reported into the Corporate Health and Safety Working Group.

**12 Conclusions:**

The various interventions outlined in this performance report have been developed to address any areas of performance below target, and include the HTIP, contract interventions to monitor the Osborne Improvement plan and regular monitoring of the Tunstall response times. The impact of these will be monitored through the monthly performance indicators, the Residents Services Board and the Performance Board.

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	52	30	43	30	39	30	↑X	31 Mar 2022 Outturn performance, is outside of target set as a result of ongoing contractor delays and performance concerns - going forward KPI's will be split out to enable easier reflection of the allocation and works process.
SH03a (D)	Number of general needs properties allocated in period	48		60		61		n/a	31 Mar 2022 Reduction in available properties for allocating during the period.
SH03a (N)	Number of days taken to allocate general needs properties in periods	2,481		2,606		2,402		n/a	
SH03b	Average time to allocated adapted properties	144	151	132	151	98	151	↑X	31 Mar 2022 Whilst there have been a number of performance challenges in relation to adapted properties, primarily relating to the obtaining of quotes, materials and contractors to undertake works - outturn performance has been achieved within target.
SH03b (D)	Number of adapted properties allocated in period	2		3		6		n/a	
SH03b (N)	Number of days taken to allocate adapted properties in periods	288		395		585		n/a	
SH03c	Average time to allocate sheltered properties	84	43	106	43	67	43	↓✓	31 Mar 2022 Performance in relation to this KPI has improved however, still outside of target set - this is primarily due to issues relating to contractor performance, obtaining of materials and labour to undertake works. Additionally where long term void properties have been let, this further compounds the KPI outturn.
SH03c (D)	Number of sheltered properties allocated in period	32		42		41		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 (N)	Number of days taken to allocate sheltered properties periods	2,696		4,449		2,751		n/a	
SH04a	% of general needs properties allocated in target	6.25%	70.00%	6.56%	70.00%	32.79%	70.00%	✘	31 Mar 2022 Outturn performance in relation to sheltered allocations is extremely poor, for the reasons already outlined with regards to contractor performance, materials and labour to undertake works - however the letting of longer term void properties, that have been advertised over multiple cycles before being successfully let has also affected the outturn.
SH04a (D)	Number of general needs properties for allocating in period	48.00		61.00		61.00		n/a	
SH04a (N)	Number of general needs properties allocated in target in period	3		4		20		n/a	
SH04b	% of adapted properties allocated in target	50.00%	70.00%	66.67%	70.00%	66.67%	70.00%	✘	31 Mar 2022 Reduction in performance of adapted properties being allocated in target, this is due to the KPI being reflective of both the allocation and works period, going forward in line with the restructure and revised KPI's performance scrutiny will enable more effective determination of areas requiring focussed performance challenge.
SH04b (D)	Number of adapted properties for allocating in period	2		3		6		n/a	
SH04b (N)	Number of adapted properties allocated in target in period	1		2		4		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	% of sheltered properties allocated in target	9.38%	70.00%	7.14%	70.00%	31.71%	70.00%	↕	31 Mar 2022 A slight increase outturn performance for sheltered stock, however revised KPI's will see the split of contractor performance and allocations performance to enable more accurate performance monitoring.
SH04c (D)	Number of sheltered properties for letting in period	32		42		41		n/a	
SH04c (N)	Number of sheltered properties let in target in period	3		3		13		n/a	
SH07a	Number of new housing advice cases received	564		514		817		n/a	31 Mar 2022 Reduction in the period for new cases seeking advice, this will be monitored closely to identify key trends arising going forward and area of focus.
SH20e	Total household on housing register broken down by 1,2 ,3 and 3+ bedrooms	3,341		8,831		8,243		✗	Demand on the housing register, continues to be for single person households requiring 1 bedroom accommodation.
SH33	Overall spend on engagement activity per property							?	
SH34	Total number of Houses in Multiple Occupation (HMO's) with a license	118		118		103		➔	31 Mar 2022 Licensed properties remains relatively unchanged, the service is now focussed on identifying properties where landlords have not been forthcoming and applied for a licence - this activity may in turn result in additional licences being granted following enforcement action.
SH35	HMO licence applications received	4		9		3		✗	31 Mar 2022 Reduction in new HMO licence applications in the period, team are focussed on enforcing against those suspect HMO's

Measure Code	Measure Name	This Quarter Actual	This Quarter Target	Last Quarter Actual	Last Quarter Target	-4 Quarters Actual	-4 Quarters Target	DoT	Comments
SH36	Number of illegal evictions prevented	6		2		4		n/a	No illegal evictions were prevented, however the service is currently taking steps to revise the illegal eviction procedure in partnership with the CSP and are taking enforcement action against one household following an unlawful eviction.
SH37	Number of rough sleeper cases relieved	3		5		32		n/a	Reduction in cases relieved due to PRS challenges, however it is hoped that with dedicated resource which the service is currently recruiting for this will improve outturn.
SH38	Number of main duty applications	15		12		46		n/a	31 Mar 2022 Main duty applications has increased in the period and this increases households that the service has a responsibility to house.
SH39	Total number of successful prevention	40		44		33		n/a	31 Mar 2022 Slight reduction in the number of successful preventions during the period, Officers have been progressing out of target cases and this has negatively impacted on successful prevention activity.
SH40	Total number of successful relief	24		29		23		n/a	31 Mar 2022 Further reduction in number of households whose homelessness has been relieved during the period, this will need to be monitored further to determine if changes to the allocations policy when implemented are likely to increase success in relief and additional service activity to increase access to the private sector.

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%	100.00%	100.00%	99.99%	100.00%	✘	
PP04	Percentage of properties passing QA checks Repairs and voids	99.00%	98.00%	98.93%	98.00%	98.33%	98.00%	✔	
PP05	Percentage of properties passing QA checks Planned works	97.67%	98.00%	99.67%	98.00%	100.00%	98.00%	✘	
PP10	Percentage of emergency repairs completed within 4 hours	99.00%	99.00%	99.55%	99.00%	100.00%	99.00%	✘	
PP10 (D)	Number of emergency repairs in period	499.00		442.00		323.00		n/a	
PP10 (N)	Number of emergency repairs completed within 4 hours in period	494.00		440.00		323.00		n/a	
PP12	Percentage of non-urgent repairs completed within target	69.67%	98.00%	87.00%	98.00%	95.50%	98.00%	✘	
PP13a	Percentage of responsive repairs completed within target	70.92%	97.00%	86.89%	97.00%	95.87%	97.00%	✘	
PP13a (D)	Number of responsive repairs due in period	9,193.00		8,697.00		5,475.00		n/a	
PP13a (N)	Number of responsive repairs completed in target in period	6,520.00		7,557.00		5,249.00		n/a	
PP13b	Percentage of responsive repairs completed right first time	83.83%	78.00%	83.00%	78.00%	81.70%	78.00%	✔	
PP15	Percentage of tenants satisfied with the service planned and responsive works	87.67%	90.00%	97.67%	92.67%	96.40%	90.00%	✘	

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Risk Register Summary Table

Risk Name	Risk Owner	31 Mar 2022		
		RM01 Risk Consequence	RM02 Risk Likelihood	Status
		Actual	Actual	Actual
Failure of the Total Asset Management Contractor to deliver the five strategic objectives	Fiona Williamson	3	3	9.00
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 Homelessness	Fiona Williamson	3	2	6.00
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	4	2	8.00
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	2	8.00

Risk Register Details Table

Risk Name	Detail	31 Mar 2022
		Status

Risk Name	Detail	31 Mar 2022
		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	
	Controls & Assurances	<p>Regular contract review through a matrix of operational, financial and strategic core group meetings, with early warning mechanisms and agreed actions to address any areas of poor performance.</p> <p>Monthly monitoring of key performance indicators to identify any trends which could impact upon the achievement of the key strategic indicators.</p> <p>Review of contract against peer organizations at end of year 5 of the contract.</p> <p>Pressures within the construction sector have resulted in material and labour shortages - review of the price framework and approach to costs to ensure that statutory repairs and improvement works can continue to be delivered and provide value for money.</p> <p>Corporate working group established to monitor and provide additional resources and knowledge to apply additional controls and pressure to Osborne.</p>
	Evidence Risk is being managed	<p>Strategic Core Group Minutes</p> <p>Key Performance Indicators</p> <p>On-going scrutiny by the Property and Place surveyors</p> <p>Year five benchmark review</p> <p>Tenant and leaseholder feedback</p> <p>StarT transactional surveys being undertaken</p> <p>Corporate Working group established to provide additional resource and knowledge</p>
	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 Mar 2022
		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 &amp; 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&amp;S policy under review. Ongoing training for staff in key areas.</p> <p>Directorate Health &amp; 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&amp;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&amp;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 Mar 2022	
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	Detail	31 Mar 2022
		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 &amp; 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 &amp; Safety risks for clients if not provided with TA and left to sleep rough. Increase in homeless presentations would have severe impact on budget.</p> <p>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 Mar 2022	
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	Detail	31 Mar 2022 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	
	Controls & Assurances	<p>Additional resources employed to assist with the anticipated increase in workload following changes to the legislation.</p> <p>Training for all staff in HHSRS and fire safety has been undertaken and updated to include Fitness for Human Habitation Act requirements.</p> <p>New procedures have been developed to align with the changes in legislation.</p> <p>Volumes to be monitored to assess the level of demand upon the service.</p> <p>Working with other teams to capture all information relating to the possibility of unlicensed HMO's being operated and undertaking investigative work to address.</p>
	Evidence Risk is being managed	<p>Team Leader oversees the workload of the PRS officers and escalates any cases where enforcement actions are required.</p> <p>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.</p>
Consequences / Impacts	<p>Private sector tenants living in poor conditions that could be prejudicial to their health.</p> <p>Reduction in projected income from licence fees and enforcement action.</p> <p>Statutory function so reputational and financial risks for the Council.</p>	

Risk Name	Detail	31 Mar 2022
		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		31 Mar 2022
Detail		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>







Risk Register Summary Table

Risk Name	Risk Owner	31 Mar 2022		
		RM01 Risk Consequence	RM02 Risk Likelihood	Status
		Actual	Actual	Actual
Failure of the Total Asset Management Contractor to deliver the five strategic objectives	Fiona Williamson	3	3	9.00
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 Homelessness	Fiona Williamson	3	2	6.00
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	4	2	8.00
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	2	8.00

Risk Register Details Table

Risk Name	Detail	31 Mar 2022
		Status

Risk Name	Detail	31 Mar 2022
		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	
	Controls & Assurances	<p>Regular contract review through a matrix of operational, financial and strategic core group meetings, with early warning mechanisms and agreed actions to address any areas of poor performance.</p> <p>Monthly monitoring of key performance indicators to identify any trends which could impact upon the achievement of the key strategic indicators.</p> <p>Review of contract against peer organizations at end of year 5 of the contract.</p> <p>Pressures within the construction sector have resulted in material and labour shortages - review of the price framework and approach to costs to ensure that statutory repairs and improvement works can continue to be delivered and provide value for money.</p> <p>Corporate working group established to monitor and provide additional resources and knowledge to apply additional controls and pressure to Osborne.</p>
	Evidence Risk is being managed	<p>Strategic Core Group Minutes</p> <p>Key Performance Indicators</p> <p>On-going scrutiny by the Property and Place surveyors</p> <p>Year five benchmark review</p> <p>Tenant and leaseholder feedback</p> <p>StarT transactional surveys being undertaken</p> <p>Corporate Working group established to provide additional resource and knowledge</p>
	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 Mar 2022
		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 &amp; 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&amp;S policy under review. Ongoing training for staff in key areas.</p> <p>Directorate Health &amp; 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&amp;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&amp;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 Mar 2022	
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	Detail	31 Mar 2022
		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 &amp; 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 &amp; Safety risks for clients if not provided with TA and left to sleep rough. Increase in homeless presentations would have severe impact on budget.</p> <p>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	Detail	31 Mar 2022
		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 Mar 2022
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	
	Controls & Assurances	<p>Additional resources employed to assist with the anticipated increase in workload following changes to the legislation.</p> <p>Training for all staff in HHSRS and fire safety has been undertaken and updated to include Fitness for Human Habitation Act requirements.</p> <p>New procedures have been developed to align with the changes in legislation.</p> <p>Volumes to be monitored to assess the level of demand upon the service.</p> <p>Working with other teams to capture all information relating to the possibility of unlicensed HMO's being operated and undertaking investigative work to address.</p>
	Evidence Risk is being managed	<p>Team Leader oversees the workload of the PRS officers and escalates any cases where enforcement actions are required.</p> <p>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.</p>
	Consequences / Impacts	<p>Private sector tenants living in poor conditions that could be prejudicial to their health.</p> <p>Reduction in projected income from licence fees and enforcement action.</p> <p>Statutory function so reputational and financial risks for the Council.</p>

Risk Name		31 Mar 2022	
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	<p>Supported Housing Operational Procedures.</p> <p>Partnership working with other agencies.</p> <p>Effect use of INFORM – sheltered housing IT system. This allows for more robust record keeping and management of visits and support plans.</p> <p>Line management structure within supported housing including performance management structure (1:1s and appraisals).</p>	
	Evidence Risk is being managed	<p>Supported Housing Officer Procedures and audits of these including EROSH accreditation</p> <p>Use of Inform software to record details of Supported Housing Officer visits</p> <p>Use of telephone visits during the pandemic</p> <p>monitoring of the performance of the community alarm contract performance</p>	
	Consequences / Impacts	Appropriate Support to individuals living in sheltered accommodation and if not given there is risk to health and wellbeing of some of our most vulnerable residents.	

Risk Name	Detail	31 Mar 2022
		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>

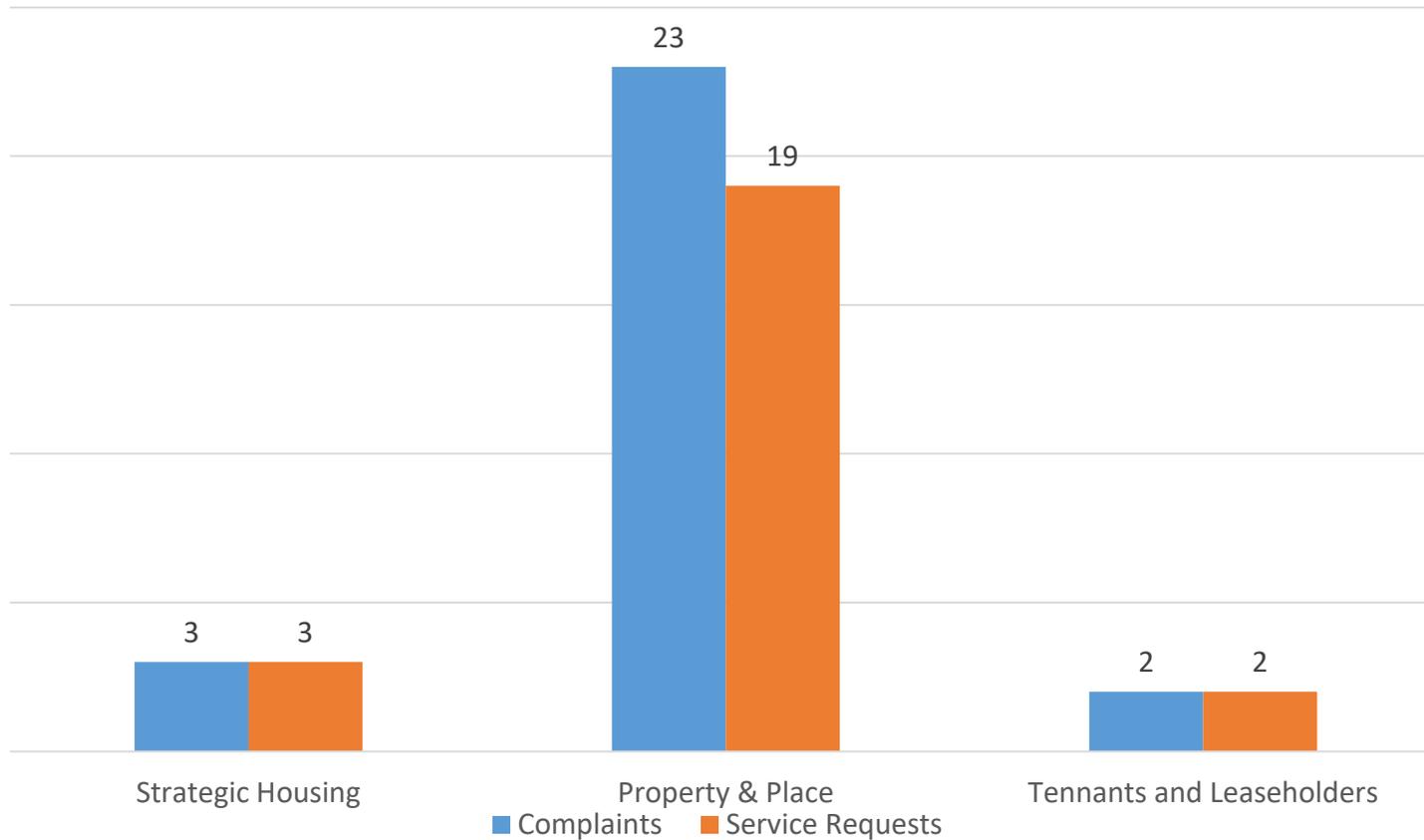








January 2022

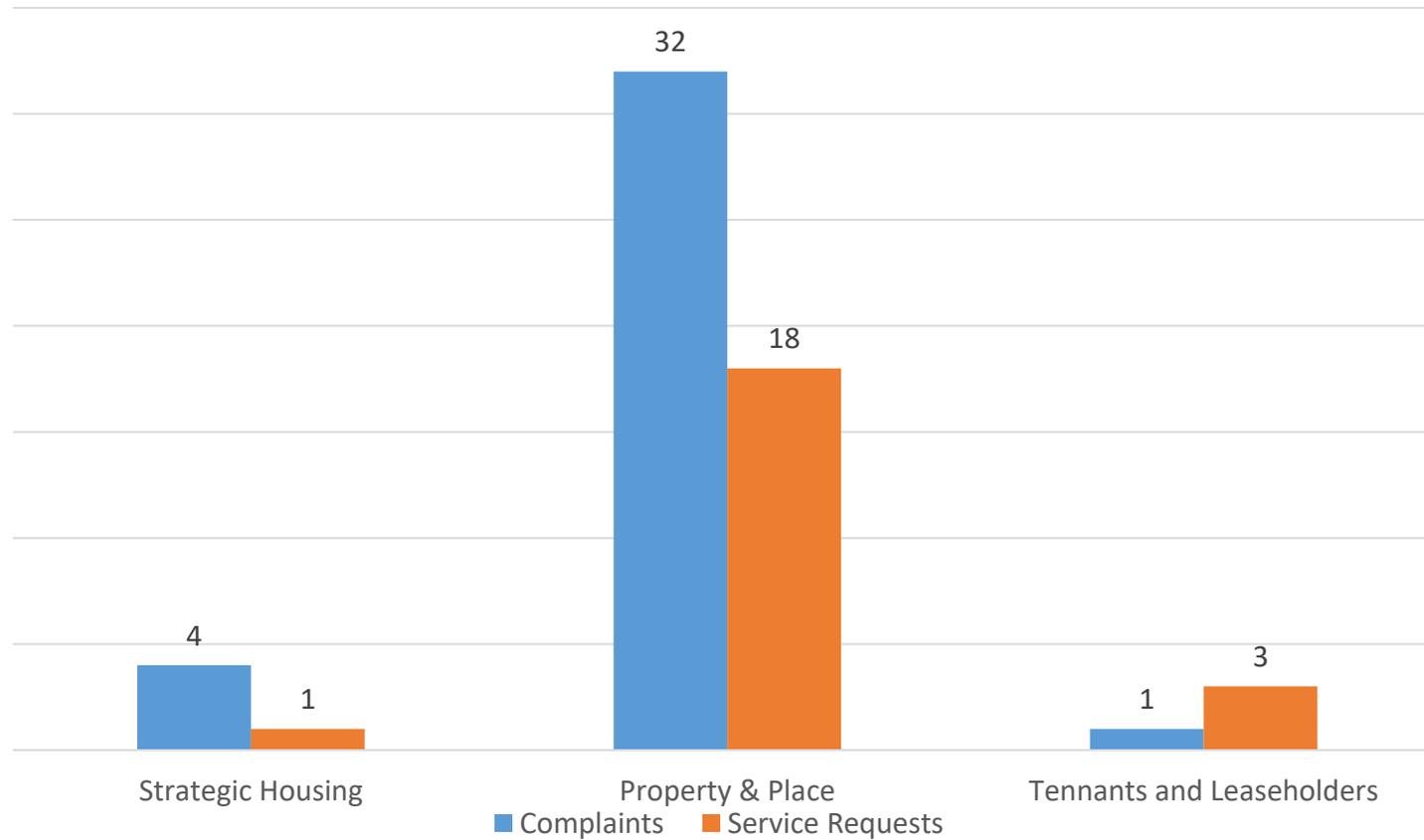


# Complaints and Service Requests

January- April 2022

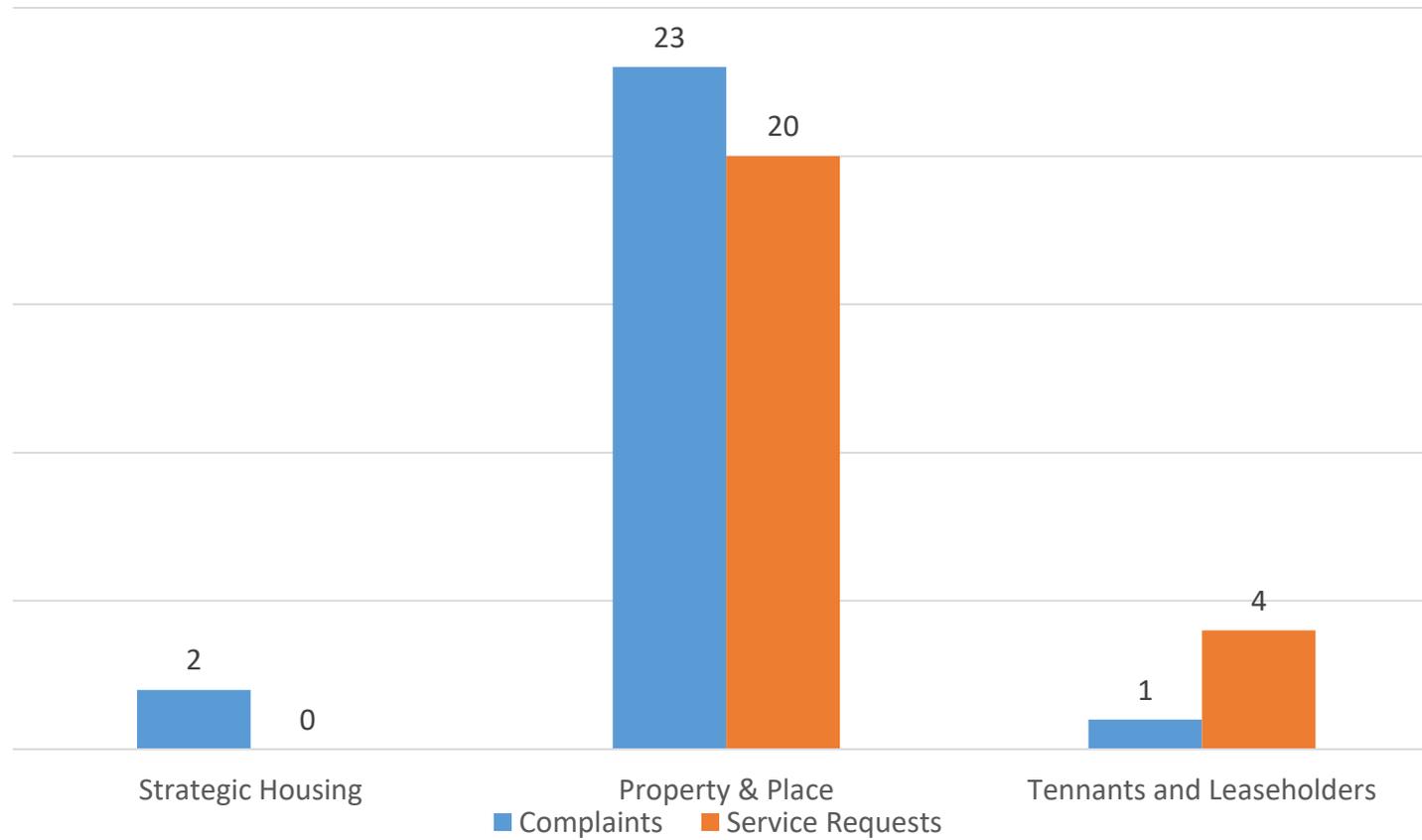


### February 2022



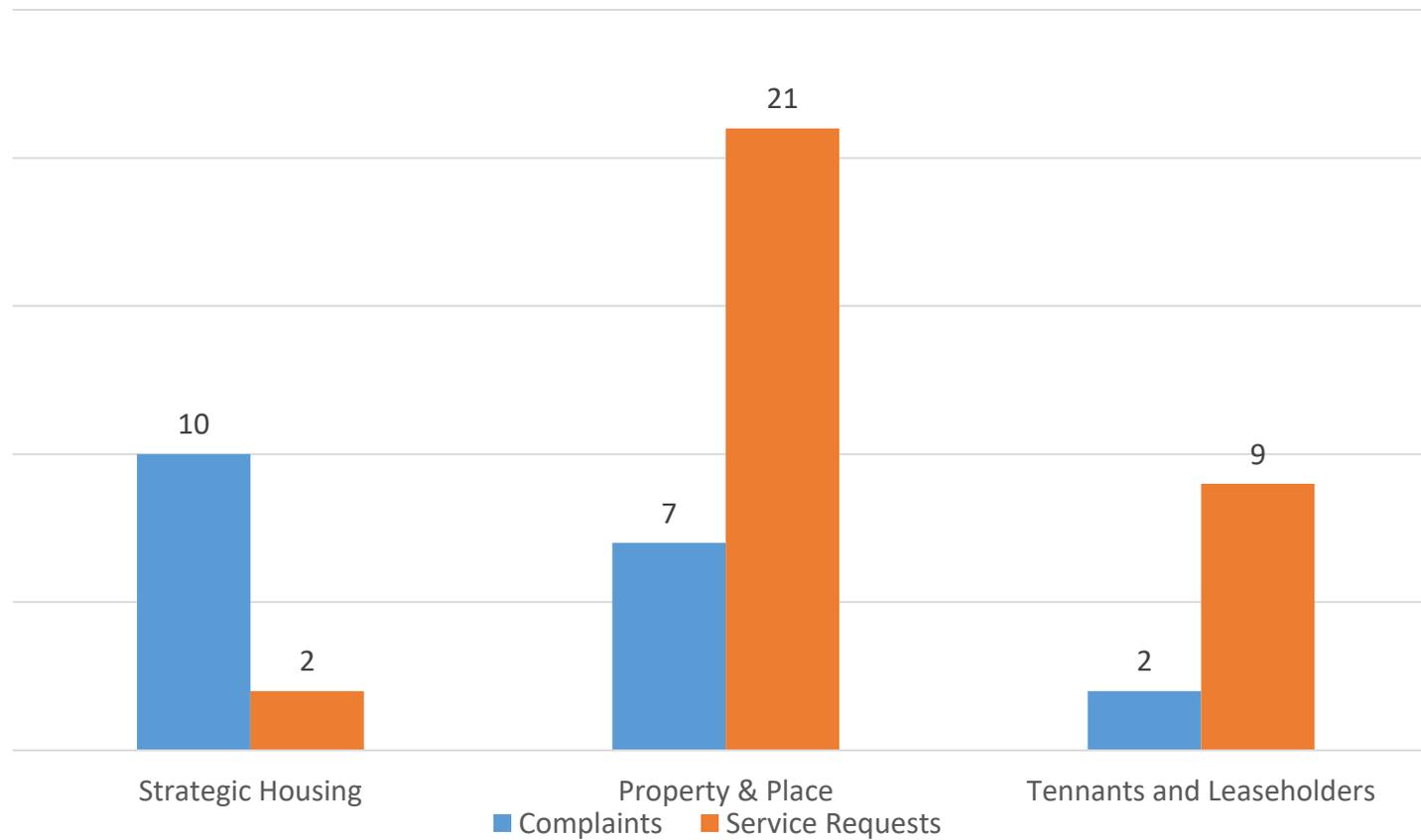


### March 2022



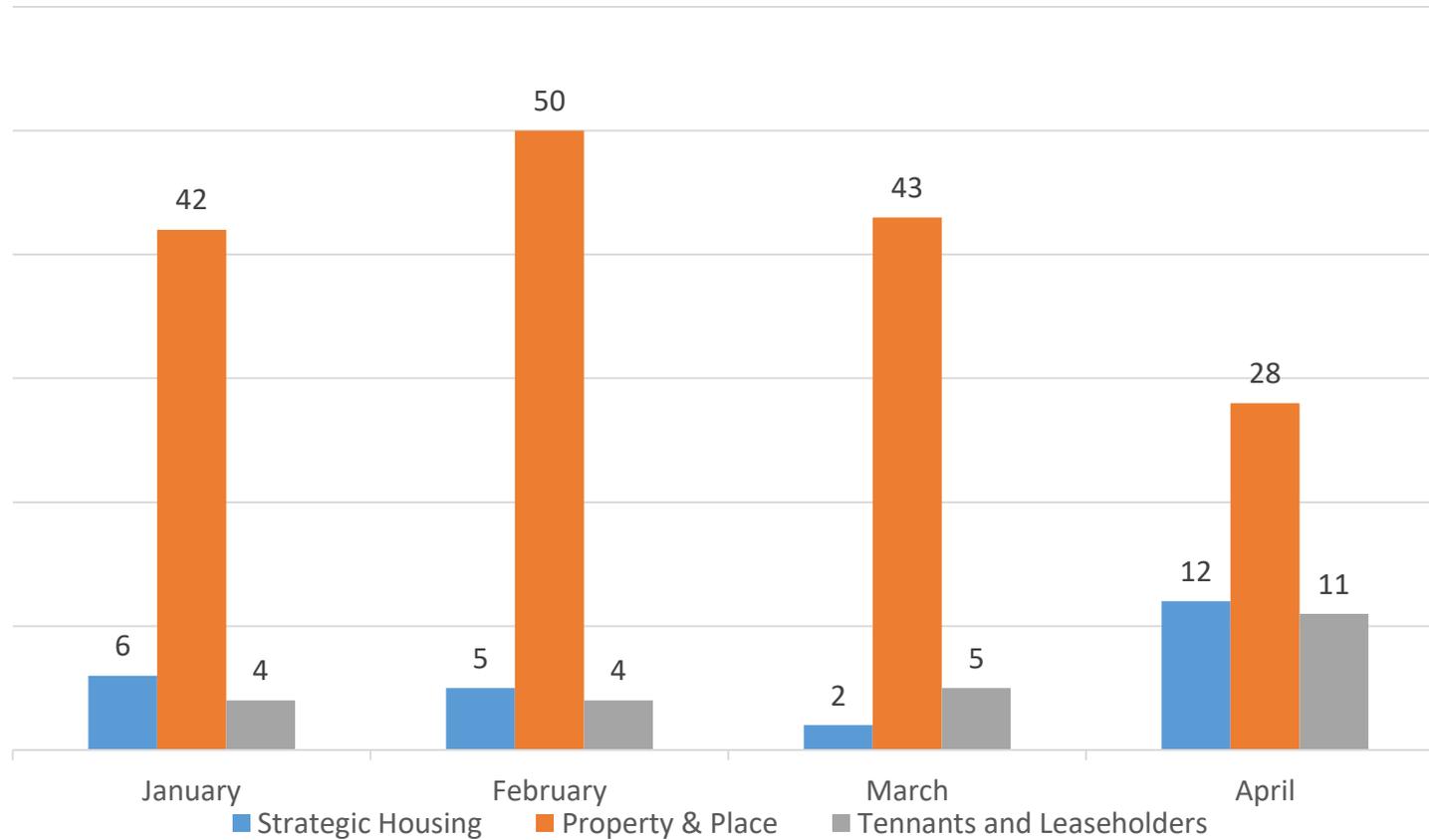


### April 2022



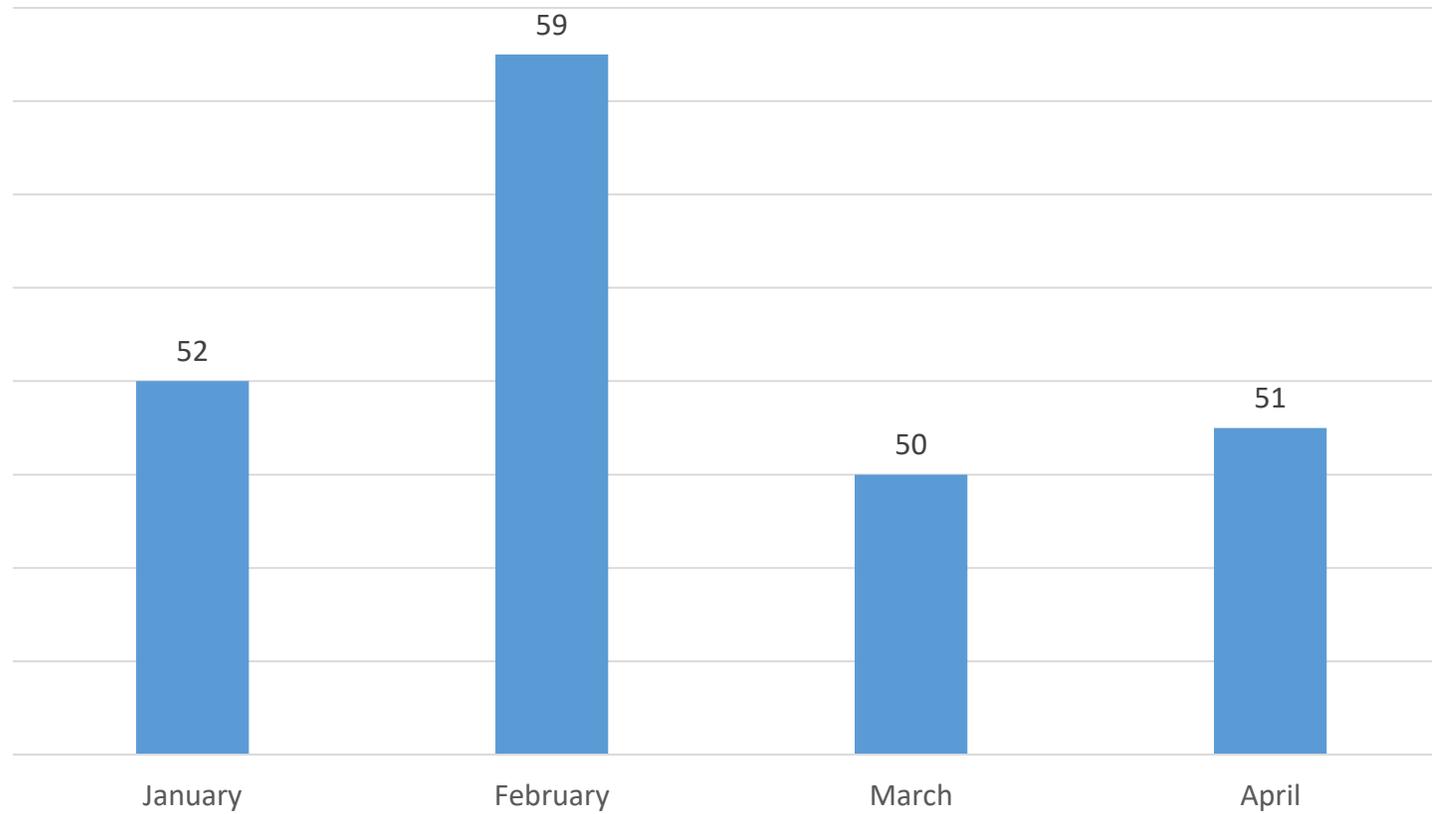


### Complaints and Service Requests (by team)



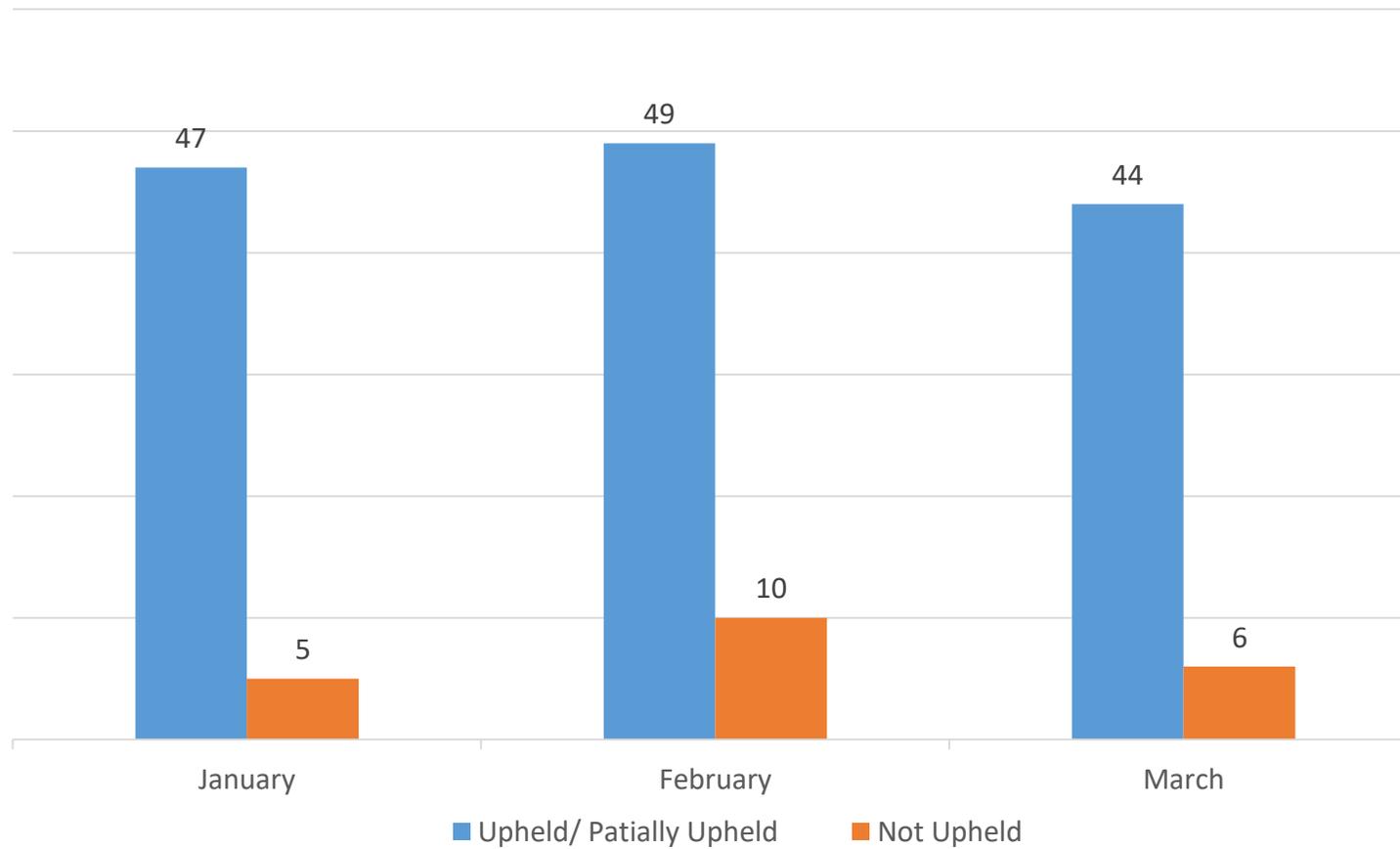


### Complaints and Service Requests (overall)





### Complaints and Service Requests: Upheld and not upheld





## Key lessons from all complaints and service requests:

Time Taken

Poor Communication

Lack of Empathy

- This typically relates to cases within P&P. This features heavily surrounding time taken for repairs to be carried out. Our repairs handbook states standard repairs will be carried out in a certain number of days, but people often wait significantly over this period by weeks, and sometimes months.
- Complaints like this also arise when residents are left without updates for a considerable period of time- this ties in with complaints about the level of communication which residents receive.
- Improvement suggestion: **proactive communication**
  - Residents should be sent regular updates without the need for them to chase for this information.
  - This type of communication will help to reassure residents that they have not been “forgotten about”, which is a concern that a number of people have mentioned.



## Key lessons from all complaints and service requests:

Time Taken

Poor Communication

Lack of Empathy

- This issue comes up across all teams within housing.
- Many people have said that their emails are not responded to within a reasonable time frame, some never receive responses.
- Some people do not receive call backs when they are told they will.
- Being passed from “pillar to post” also falls in to this category. Residents say that they are passed from person to person, or team to team and feel they have to chase for information, though often without success as no ownership is taken for the issues within their case, which then becomes a complaint.
- Improvement suggestion: ensure **ownership** is taken within DBC (avoid passing the resident from person to person where possible) and that all emails receive a response within the corporate agreement of **5 days**.



## Key lessons from all complaints and service requests:

Time Taken

Poor Communication

Lack of Empathy

- Complaints are not usually directly made about a lack of empathy, though this comment often does get added on to other issues when a complaint is made.
- This issue tends to come up as a result of a lack of communication, however it is sometimes a result of the “tone” used within emails.
- Sometimes residents feel their situation is not fully considered- they do not feel we realise how much of an impact something, such as an outstanding repair, has on their day to day lives.
- Improvement suggestion: work with teams to ensure that they are aware of how to be empathetic. They should consider how the **tone** of their emails may come across. We should also aim to look at the **real life impact** of certain issues and try to separate this from the black and white version we see on our screens.



## Housing and Community Overview and Scrutiny Committee

<b>Report for:</b>	Housing and Community Overview and Scrutiny Committee
<b>Title of report:</b>	Quarter 4 Performance Report – The Old Town Hall, Community Partnerships, Community Safety Partnership
<b>Date:</b>	15 <sup>th</sup> June 2022
<b>Report on behalf of:</b>	Councillor Julie Banks, Portfolio Holder for Community and Regulatory Services
<b>Part:</b>	I
<b>If Part II, reason:</b>	N/A
<b>Appendices:</b>	N/A
<b>Background papers:</b>	
<b>Glossary of acronyms and any other abbreviations used in this report:</b>	

### Report Author / Responsible Officer

Allison Westray- Chapman – Assistant Director Place Community and Enterprise



<b>Corporate Priorities</b>	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
<b>Wards affected</b>	All wards
<b>Purpose of the report:</b>	1. To provide the Q4 performance information for monitoring and information

<b>Recommendation (s) to the decision maker (s):</b>	1. That Members note the report and identify any areas where they require additional information
<b>Period for post policy/project review:</b>	N/A

## 1. Introduction

1.1. This paper will provide an update on service performance over Q4 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. There are no measures to report for this quarter for the service. New data will be available for the next quarter.

## 2. The Old Town Hall

2.1. The Old Town Hall saw a positive start to Q4 with the return of a more confident audience, once all Covid 19 restrictions had been lifted. January to March 2022 saw five sold out performances and an in-person attendance to live shows of 69%.

2.2. 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).

2.3. The final quarter of 2021/22 saw the launch of the new Old Town Hall website. The new design has provided customers with much improved functionality, information around the programme/venue and a smoother purchase path for ticket purchases.

2.4. The Old Town Hall Satisfaction Survey is sent out to customers a day after they have attended and event at the venue. 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% excellent/good rating from our customers over the quarter
- Customer rating on the range of events on offer was 88% either very good or excellent.
- Value for money was rated at 92% very good or excellent
- Overall customer satisfaction for the events staged this quarter was 87% excellent rating and 12% good rating.

2.5. Recruitment issues continued to be a challenge during the last quarter with three key positions at the Old Town Hall unfilled. The result of this has placed additional pressure on existing staff. We remain confident of a full team by the commencement of the autumn season. Below is a summary of the positions waiting to be filled:

- Theatre Technician – This position is currently going through the re-grade process to allow for the position to appear more competitive when re-advertised
- Events Assistant/Cleaner - There is internal interest for this position, and we are awaiting an update from the HR Department
- Venue & Ops Assistant – Currently being advertised until the 5<sup>th</sup> June

## 3. Community Partnerships

## Physical activity, Wellbeing, Arts and Culture

- 3.1. Your Town has sold 50 tickets so far for this year's Your Town 5k Hemel run 2022 which is being held on Sunday July 17<sup>th</sup>. 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-rmkkkr>
- 3.2. Northridge Way Basketball Court has had its temporary surface laid, following the extension of the court, including full size court, new seating area and new fencing.
- 3.3. January 2022 Shape UP Course: 15 people attended a course for Asian Men specifically (The Hemel School); 13 people attended a course aimed at those with a Learning Disability (HH Leisure Centre); 5 people attended a course aimed at those with a Physical Disability (HH Leisure Centre).

## COVID Vaccine uptake and Healthy Hub

- 3.4. COVID vaccine uptake calls up to end of Q4: *2,377 patients called; contact with 1,052; 294 already vaccinated, 163 planning to book, 407 declined, 29 other and 159 appointments made.*
- 3.5. COVID vaccine advice line continued to be promoted.
- 3.6. The four areas originally showing the lowest uptake of COVID vaccine have remained the lowest despite Pop Up clinics having been provided in 3 out of 4 areas. However, the figures have increased slightly. Pop Up clinics were held in Grovehill, Highfield, Woodhall Farm.. Pop ups at the South Hill Centre have been arranged for quarter 2.

### Healthy Hub

Referrals - 423 (decrease from 430 in Q3 2021)

Website – 346 (increase from 270 in Q3 2021)

Facebook reach – Facebook has changed its analytics so not possible to access figures at the moment

## Community Grants

- 3.7. Community Grants Awards was a virtual ceremony again this year and the video can be seen on DBC's Facebook page. <https://fb.watch/dndINYNBwp/>: 26 applications were received from projects funded in 2020-21. This represents a response rate of 78%, an improvement of 52% from 2019-20.
- 3.8. Household support funding from HCC given to Dacorum Community Trust to disseminate to residents as they already have the systems in place to buy white goods, fuel vouchers and other necessities funded by the scheme. £21,428.13 given out to local households from the fund to end March 2022.

## 4. Community Safety Partnership and Children Services

- 4.1. There were 13 safeguarding referrals made from Dacorum Borough Council staff in Q4. This is an increase of 1 report from Q3 which had 12 referrals. Of these 9 relate to concerns about adults who are subjected to emotional abuse, financial abuse or neglect, 2 relate to children at risk of homelessness, substance misuse and/or mental health, and 2 for Domestic Abuse. These numbers are relatively consistent with previous years.
- 4.2. Members of the Community Safety team have continued to work in partnership to address issues of anti-social behaviour. There were 27 reports relating to non-DBC housing tenants received in Q4 with the

main themes focusing on nuisance youths and parking, 3 of those cases have been referred to mediation services.

- 4.3. A community trigger was received in Q4. 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 and progressing these requests with partner agencies.
  - 4.4. The Adventure Playgrounds have now reopened following the winter closure period. Numbers are increasing with 4,326 children visiting in Q4. The number of children visiting youth clubs has also increased with 891 attending in Q4, which is an increase of 364 from Q3.
  - 4.5. Income is still increasing due to the improvements made to both Grovehill and Adeyfield adventure playgrounds, with Q4 nearing £24,000, an increase of £6,000 from Q3.
5. Adeyfield Adventure Playground was successful in a funding bid to the Digital, Culture, Media and Sports (DCMS) Youth Investment Fund, receiving £45,000. The aim of the Youth Investment Fund (YIF) is to create, expand and improve local youth facilities and their services, in order to drive positive outcomes for young people, including improved health and wellbeing, and skills for work/employability and life. So far, the following has been purchased from the fund: Electric Quads, Tag Archery, Benches, Accessible roundabout, Storage container, Computers, Zorb football.

# Agenda Item 9

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted



## Housing and Communities Overview and Scrutiny Committee

<b>Report for:</b>	Housing and Communities Overview and Scrutiny Committee
<b>Title of report:</b>	Housing Action Plan update
<b>Date:</b>	15 <sup>th</sup> June 2022
<b>Report on behalf of:</b>	Councillor Margaret Griffiths, Portfolio Holder for Housing
<b>Part:</b>	I
<b>If Part II, reason:</b>	N/A
<b>Appendices:</b>	Appendix A –Housing Programme Update
<b>Background papers:</b>	
<b>Glossary of acronyms and any other abbreviations used in this report:</b>	

### Report Author / Responsible Officer

Report Author - Martyn Cockram, Programme Lead, Housing Transformation and Improvement

Responsible Officer – Jody Nason, Strategic Director Neighbourhood Services



Jody.Nason@dacorum.gov.uk

<b>Corporate Priorities</b>	<ul style="list-style-type: none"> <li>A clean, safe and enjoyable environment</li> <li>Building strong and vibrant communities</li> <li>Ensuring economic growth and prosperity</li> <li>Providing good quality affordable homes, in particular for those most in need</li> <li>Ensuring efficient, effective and modern service delivery</li> <li>Climate and ecological emergency</li> </ul>
<b>Wards affected</b>	ALL
<b>Purpose of the report:</b>	<ol style="list-style-type: none"> <li>1. To provide an overview the continuous improvement taking place within the Housing</li> </ol>

	Service through the development and delivery of the Housing Action Plan, outlining why it was developed, how it is developing, what it includes and how through its delivery it will improve the lives of Dacorum residents.
<b>Recommendation (s) to the decision maker (s):</b>	1. To note the contents and provide any feedback on the work to date.
<b>Period for post policy/project review:</b>	

## 1 Introduction/Background:

As the council emerged from the pandemic and restrictions were being lifted during Spring 2021, the focus upon delivering the best possible services for our residents continued to be at the core of everything we did. Our approach to continually improve the services and outcomes provided was underpinned by the development of a range of activities which ensured that residents remained at the centre of everything we did and thereby ensured that as we developed services further throughout 2021, in difficult circumstances, they were at the centre of all of our thinking and improvement actions.

Giving residents a key role in the way in which we delivered and developed services has been a key factor in our approach to improving services and we are and have been undertaking a range of activities which ensures that our services develop at a rate of change that ensures we are able to deliver the right services, in the right place and at the right time.

This has meant that we have sought to ensure continuous improvement takes place across a range of areas; within our customer approach to residents, in the way in which we deliver our operations, in our technology which seeks to make life simpler for residents if they chose to access our services digitally and in the way our organisation is shaped, so again we are able to work closely with our communities and engage in such a manner that we are able to put them first.

In the Spring of 2021, we developed our Housing Action plan which was designed to improve the way in which our services work for and with residents and took an approach which had them at its centre. Through its development, it is apparent that that there were opportunities to not only move faster on improvement opportunities for them, there were also opportunities to transform how our services are delivered and what this means for residents by having them at its focus, from front door to back door.

As a result of our developing thinking, the theme and underpinning approach of our continuous improvement activity is that we are able to and are delivering services and outcomes that are focused upon actions that improve the lives of residents, in all of our communities. This means meeting their aspirations in terms of not only their immediate housing needs, but also in fully involving them in the development of the type of services they require in the future, including the environment in which they live, the space, look and feel of their properties, knowing that our residents are all different and have different needs based upon their background and lifestyle aspiration.

With this in mind, our planning and actions continue to be shaped around ensuring that we are able to deliver homes that our residents are proud to live in and we are able to offer them services which mean they feel safe,

that their homes are designed to be the best they possibly can be and that they live in communities that can grow and prosper together. We have developed a programme of work which will ensure that our housing services not only focus upon the best possible outcomes for residents, but also that by looking across council we are able to make sure that all of the services which need to be linked together are so, thus ensuring that no one falls through the cracks whether it be in a service provided by the council or through our partners in other Local Authorities, in Health or Voluntary Service settings.

## **2. Issue/Proposal**

In order to continue to make progress on behalf of our residents, there is some significant activity underway to provide the council with a programme of work which will deliver change at a pace that is safe, easily embedded across the services (Housing and other dependent services) and sustainable. This means too, that we will deliver outcomes that continue to be both safe and legal going forward.

Building upon the theme of a front door to back door approach for residents when they engage with the council there has been some key activities identified which when delivered will help to provide excellent outcomes for all of our residents and the communities within which they live:

We have identified six key areas that we want to work with our residents jointly. These are

- Strategic Housing.
- Housing Operations
- Resident Services
- Finance, Technology and Performance
- Commissioning
- People and Culture

In terms of what the above will deliver, the programme of work, over the next two years will work with residents, across council and with partners and providers to develop a range of services and activities that:

- Investigates and delivers the types of homes our residents really want to live in and agree that they improve their lives, are where they spend time with their families and friends in communities in which they feel safe, are secure and know are sustainable. The homes that our residents live in in the future are built with materials that are environmentally friendly, meet all of their needs for now and in the future and are as efficient as they possibly can be.
- Proactive and responsive to the needs of our residents. This means that when they, for example report a need for a repair -or want to find out how they might make an adaptation to their home, they are able to raise their enquiry simply, digitally, or personally and then know when it will be resolved, by who and how they can keep track of progress.
- Throughout the programme of work, as well as there being strongly focused controls internally to ensure progress and outcomes, there will be continuous resident engagement to ensure that there genuinely is the resident at the focus of our work. This will take place through a range of activities and engagement, in communities, in resident settings and at times which mean that we are able to maximise our ability to hear our residents' voices and then be clearly show how this is reflected in our subsequent actions – “you said, we did”.
- We will develop our services in a way that our residents only need to tell their story once and can then have confidence that their requirements will be met in a manner that is as straightforward as possible. This means that when we shape our services going forward that they are not passed from pillar to post,

are signposted correctly to services that can deliver the outcomes they want, as quickly as possible. This means that for our residents, when they contact us, digitally or by other means we will be able to help them within one or two conversations or connections. Internally, this means that our technology will develop to make customer interaction as simple as possible, our performance will only measure the most important of outputs and outcomes and in using our finances sensibly and efficiently, we will ensure that through our continuous improvement programme we deliver the best value we can, where value though doesn't only mean financial value.

- The way in which we buy services from the marketplace will also develop and we will make absolutely certain that through a range of resident opportunities we will ensure that we buy in a manner that guarantees best value for our communities. This applies to all products and services, whether they directly or indirectly have an impact. Best Value means not just the financial spend involved – it means what does it change for our residents positively, that we buy in a manner which means quality is affordable, sustainable and doesn't in the medium to longer term end up costing the council and citizen more. Through the Improvement and Transformational activity we will take, this means we will absolutely know what is available to us, from where and through conversation will ensure that the market develops services and products that improve the lives of our residents and for that matter future residents.
- The way in which we will engage and deliver outcomes for our residents means that we will continuously improve the way in which we work and develop our services. This means that internally we will continue to develop our people to gain the skills needed to maintain and deliver excellent outcomes for residents. This means too that we will look to attract and retain the best talent we possibly can, providing all of our people with an environment that encourages them to go the extra mile for our communities and people who live within them. We will continue to develop a workforce that is talented, is focused upon the best of services for residents, operates in a manner that is safe and legal, whilst at the same time is innovative in thinking and providing the homes of the future that our residents will be proud to call home.
- As a part of developing our people and the way in which they work, the programme of activity also considers how we meaningfully engage with our residents. The approach is designed to make best use of existing forums, whilst at the same time, ensuring that as the need arises additional events are able to take place on a regular basis. The Improvement and transformation will only work effectively if there are real opportunities for a conversation to take place on a regular basis. With this in mind the programme will develop a range of interactions with customers that encourage conversation, whether this is in person, digitally or through correspondence. The activities undertaken will, as is appropriate explicitly have the voice of the resident throughout and at its core.

In order to deliver all of the above in a manner that “joins the dots”, confidence will be offered internally and externally through internal processes and controls, as well as a clear plan of activities, outputs and outcomes that are visible and transparent to all stakeholders.

### **3. Options**

The programme of continuous improvement is shaping through a range of activities that consider both Improvement and Transformation. There have been a range of activities which will present options and opportunities around the development of the best outcomes for residents through the way the council works, and how internally it is shaped so that the customer only has to tell their story once. The “front door to back door” experience should mean that for residents they tell their story and from there know exactly what will happen, by when and delivered by who.

Options and opportunities once developed will be tested by internal stakeholders as a core part of the approach. This will essentially be through workshops, formal and informal conversations and in an environment of openness

and trust. It is vital that we get this right, so as ideas are developed it will be essential that they are tested, adapted, and agreed – at pace.

#### **4. Consultation**

Resident engagement is a key component of each of the workstreams and of the programme as a whole. The way in which services are delivered will be tested and explored with residents, across communities as widely as possible. As with internal approaches, the voice of the resident will be identifiable across outputs and outcomes from the continuous improvement journey. The programme will adopt a “you said, we did” approach across all of the six-core programme work areas as identified earlier.

#### **5 Financial and value for money implications:**

As the programme of work associated with the action plan is agreed, further updates will be provided to Members on the associated cost implications. It is expected that any costs associated with this work will be funded in full from Housing Revenue Account resources.

#### **6 Legal Implications**

The programme of work will be developed and reviewed to ensure that the council has an appropriate compliance framework in place to meet all relevant health and safety requirements.

#### **7 Risk implications:**

The programme risks are being outlined as the programme moves into delivery. All risks will be managed and mitigated through the council’s existing system inphase and alongside the strategic and operational risk registers.

#### **8 Equalities, Community Impact and Human Rights:**

Community Impact Assessment will be undertaken as the delivery of the programme is underway.

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

Sustainability implications will be identified as the delivery of the programme is underway.

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

This is a corporate programme of work with Health and Safety, Human Resources, Finance and Legal services all included in the delivery and continued oversight of the work.

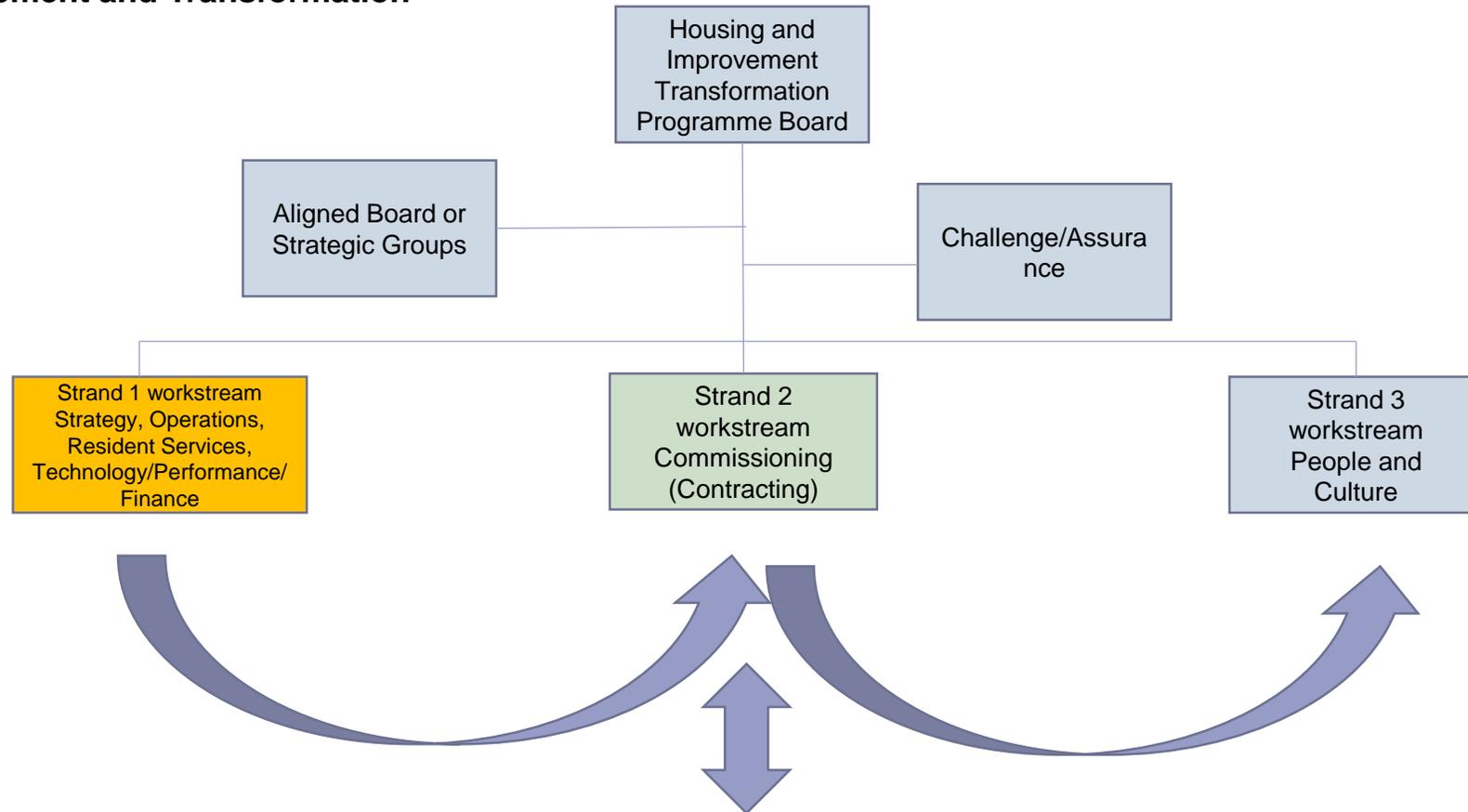
#### **11 Conclusions:**

Next steps are:

- Finalise the ways of working activity – outputs by Mid/late May
- Develop ways of working options and opportunities -June
- Revisit the ways of working thinking based upon internal feedback and from residents – June, July

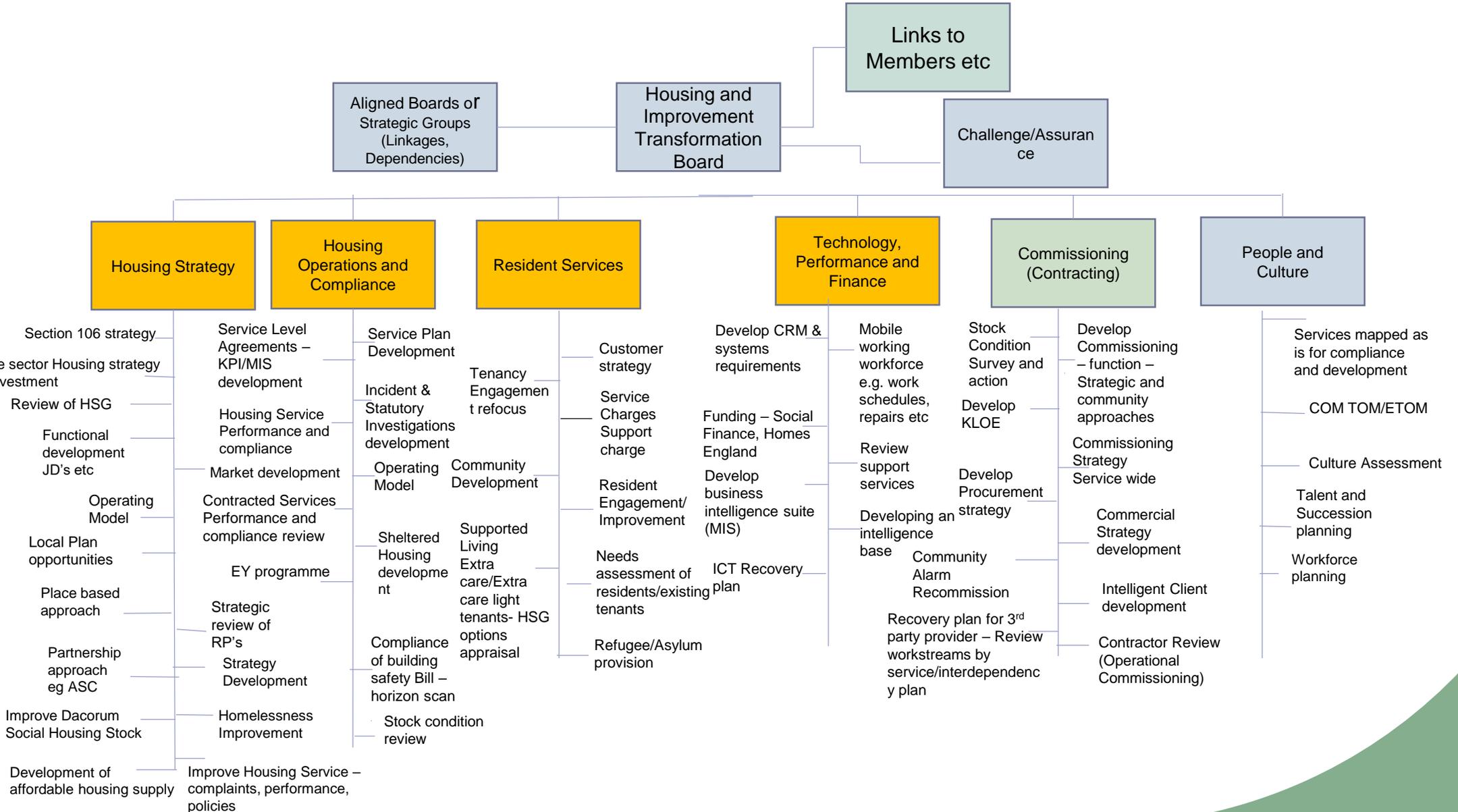
- Develop ways of working and engagement amongst services that underpin resident services e.g., iT mid-May- late June
- Design Stakeholder management approach May
- Design our Communications and Engagement approach and plan May
- Agree the programme of work at the Housing Transformation and Improvement Programme Board – 11<sup>th</sup> May (then rolling month)
- Agree who is responsible for the delivery of the six core themes and the work required to enable delivery
- Develop our thinking and activities further –will lead into further engagement (internal and Resident) planning in June/July
- Indicative financial envelope May early June
- Finalise the scope of continuous improvement across all of the programme activity– May
- Review existing business and resident processes and strategies to align to programme activities – May, June
- Commence activity that checks our understanding of how existing ways of working operate – then undertake activity to consider the options and opportunities going forward – May- July
- Resident engagement and influencing opportunities– Use existing and developing a range of actions that use a variety of media enabling the continuous improvement to work with a wide range of residents across Dacorum, based upon location, demographics, age, and circumstance. – June/July initially
- Undertake a review of the way we work across housing - May, early June – informs the way in which we need to change and deliver services for our residents.
- Develop the approach to effective communications and engagement – internally and with residents, including Partners, the Voluntary sector, providers, and suppliers.

# Proposed Portfolio of work linked to Housing Action Plan building to Improvement and Transformation

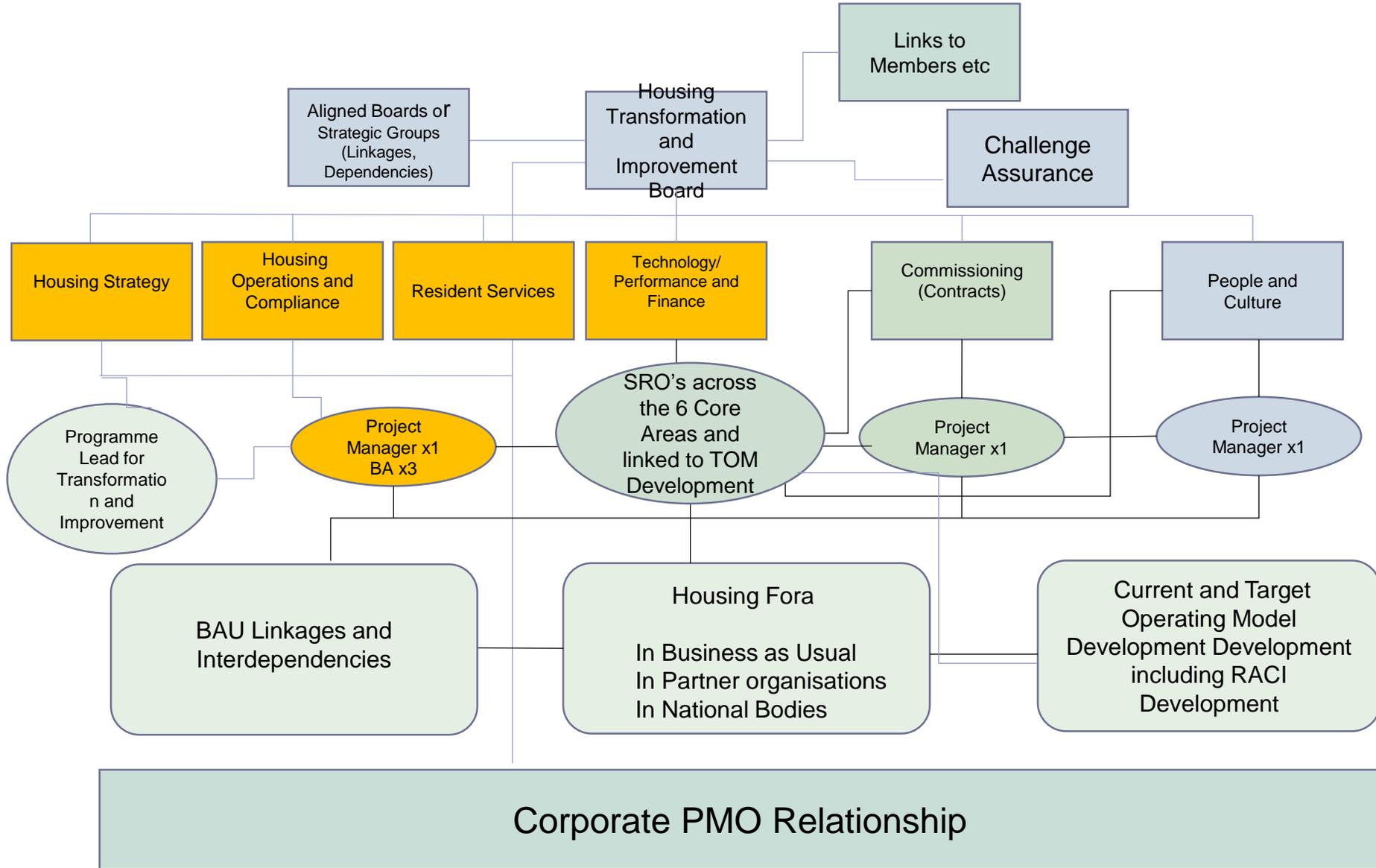


All projects and programmes are interlinked for a successful Delivery of capability and sustainability

# Housing Transformation and Improvement Programme (Linked to existing Action Plan)



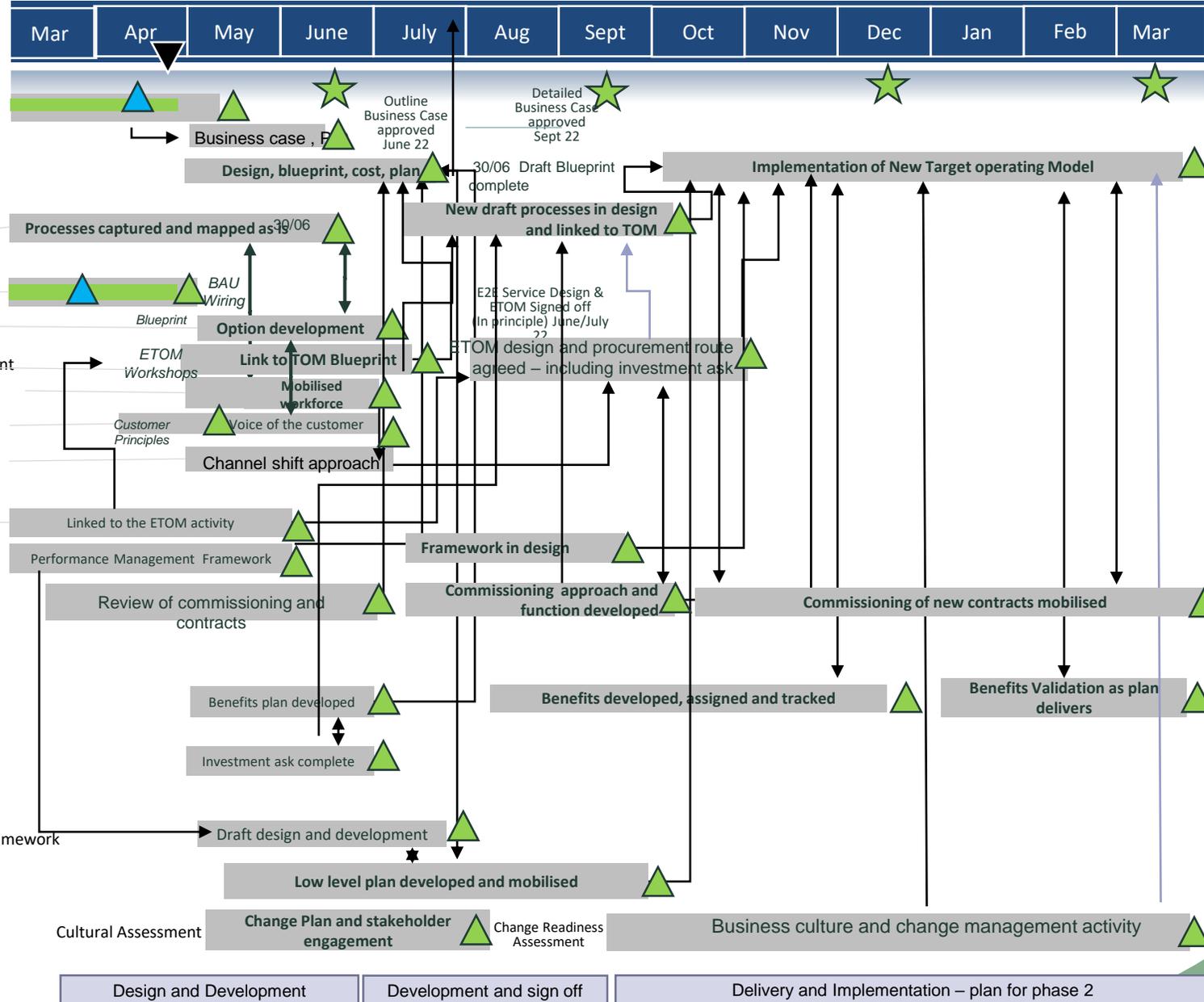
Housing Transformation and Improvement Programme – Potential Structure/Governance



# Housing Transformation and Improvement Programme – DRAFT

## POAP v 2

-  Completed milestone
-  On target milestone
-  Some delay within tolerance
-  Milestone failed
-  Gateway Reviews



# Agenda Item 11

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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## Housing and Communities Overview and Scrutiny Committee

<b>Report for:</b>	Housing and Communities Overview and Scrutiny Committee
<b>Title of report:</b>	Council Property Cladding Update
<b>Date:</b>	15 <sup>th</sup> June 2022
<b>Report on behalf of:</b>	Councillor Margaret Griffiths, Portfolio Holder for Housing
<b>Part:</b>	I
<b>If Part II, reason:</b>	N/A
<b>Appendices:</b>	None
<b>Background papers:</b>	None
<b>Glossary of acronyms and any other abbreviations used in this report:</b>	

### Report Author / Responsible Officer

Report Author – Mark Pinnell, Interim Assistant Director

Responsible Officer – Jody Nason, Interim Strategic Director Neighbourhood Services



Jody.Nason@dacorum.gov.uk

<b>Corporate Priorities</b>	<ul style="list-style-type: none"> <li>A clean, safe and enjoyable environment</li> <li>Building strong and vibrant communities</li> <li>Ensuring economic growth and prosperity</li> <li>Providing good quality affordable homes, in particular for those most in need</li> <li>Ensuring efficient, effective and modern service delivery</li> <li>Climate and ecological emergency</li> </ul>
<b>Wards affected</b>	ALL
<b>Purpose of the report:</b>	<ol style="list-style-type: none"> <li>1. To provide an overview of the properties affected and a remedial plan to incorporate legal advice</li> </ol>

	on specific contractual claims. This will include any funding requests to pay for remedial works.
<b>Recommendation (s) to the decision maker (s):</b>	1. To note the buildings identified, actions taken to date and outstanding legal complexities associated with this project.
<b>Period for post policy/project review:</b>	

## 1 Introduction/Background:

Following the Grenfell fire disaster and the issue of the Hackitt Report (Building a Safer Future) the safety of high rise buildings, particularly residential, has come under increasing scrutiny amid a drive to confirm their safety or to remediate those buildings.

The Royal Institution of Chartered Surveyors (RICS) developed the External Wall Fire Review form (EWS1). This came into use in December 2019. The EWS1 form applies to individual residential buildings with one the following designation:

1. **Buildings over 18 Metres**, unless the building was signed-off under The Building (Amendment) Regulations 2018
2. **Buildings over 6 storeys** with: (1) cladding or curtain wall glazing; or (2) vertically stacked balconies made from or connected by combustible materials (such as timber).
3. **Building of 5 or 6 storeys** with: (1) a “significant amount of cladding” (ie. approximately one-quarter of the entire elevation); or (2) panels made from Aluminium Composite Material (ACM), Metal Composite Material (MCM) or High Pressure Laminate (HPL); or (3) vertically stacked balconies made from or connected by combustible materials (such as timber).
4. **Buildings of 4 storeys or fewer** with panels made from ACM, MCM or HPL. Where metal cladding is present, written confirmation should be obtained from the building owner (or managing agent) that panels made from ACM, MCM or HPL have not been used.

There are five possible results from a EWS assessment. Category A applies where buildings have external wall materials that are unlikely to be combustible. RICS state A1 and A2 findings “are not likely to lead to any further action.” An A3 finding means remedial work may be needed on attachments to the external wall, such as balconies.

Category B applies where combustible materials are clearly present. A **B1** rating means the engineer has decided the fire risk is low, and no remedial work is required. A **B2** finding means there isn’t an adequate standard of fire safety and remedial work/interim measures are required.

## 2. Issue/Proposal

Dacorum Borough Council (DBC) officers identified eight buildings that fell under the requirement of requiring a EWS1 survey. These are:

- 1 -38 Pelham Court
- 39 – 76 Pelham Court
- 1 – 40 Gade Tower
- 43 – 89 Fennycroft Road
- 40 – 60 Eastwick Row
- 64 Eastwick Row
- Kylna Court
- The Elms

DBC commissioned The Oakleaf Group to complete the required EWS1 surveys.

Oakleaf have confirmed that three buildings 1-38 Pelham Court, 39-76 Pelham Court and 1-40 Glade Tower, although identified with combustible materials on the façade do not require any further investigation. This is based on the fact that the building has a Rockwool and concrete render external wall insulation system that covers the combustible materials and would not support flame spread. These buildings are not referenced any further in this report.

The remaining five identified schemes were highlighted with a non-compliant façade leading to further investigation and remedial actions as detailed in table 1 of this report.

**Table 1**

<b>43 – 89 Fennycroft Road</b>				
Date of Survey	EWS1 - Classification	Advice Provided	Actions Taken	Residual Risk High - Low
29 March 2021	<b>B2</b>	• That the HPL cladding system be replaced with a non-combustible compliant cladding system.	Cladding has been removed and the building returned to 'as built' condition with the now exposed areas painted to ensure protection against the elements.	N/A
		• That cavity barriers are provided at each floor level within the void to the new compliant cladding system to the bin chute and staircase.	Not Applicable relates to cladding system now removed	N/A
		• That the polyurethane insulation board cavity closer is replaced with a non-combustible compliant cavity closer to window and door openings.	Not Applicable relates to cladding system now removed	N/A
		• That vertical cavity barriers are provided between flats on the same level within the external cavity wall.	Not Applicable relates to cladding system now removed.	N/A
		• That the	To be completed – (Given low risk	Low

		spandrel panels to the window openings are checked for their combustibility and replaced with a non-combustible compliant spandrel, if found to combustible.	further dialogue with consultant to established if this action would affect EWS1 outcome)	
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**Additional Comments:**

Following a large capital investment programme completed in 2021 for fire safety improvement works, the building is fully compliant with regards to the recommendations of the current Type 1 Fire Risk Assessment (FRA). There remains an outstanding action to assess the combustibility of the spandrel panels.

A Part 1 Communal Fire alarm system has been installed for early warning notice and full evacuation.

All fire doors have been replaced with fully certified door sets.

**Next Steps**

Arrange testing of spandrel panels, and potential replacement cost.

Consider the completion of Type 4 Fire Risk Assessments (FRA) this will not be without it's challenges given the intrusive nature of the FRA and the mixed tenure of both leasehold and DBC owned properties, hence the decision to install a communal alarm system to counteract potentially high no access rates.

**Overall Risk rated as - Low**

**40 - 63 Eastwick Row**

Date of Survey	EWS1 - Classification	Advice Provided	Actions Taken	Residual Risk High - Low
14 May 2021	<b>B2</b>	That the Resoplan cladding system be replaced with a non-combustible compliant cladding system.	Cladding has been removed and the building returned to 'as built' condition with the now exposed areas painted to ensure protection against the elements.	N/A
		That cavity barriers are provided at each floor level within the void to the new compliant cladding system to the staircase and lift enclosure.	Not Applicable relates to cladding system now removed.	N/A

**Additional Comments:**

Doors throughout the block are a mixture of composite flat entrance doors and timber

2x glazed panel doors – an assessment of these doors needs to be completed against current regulation and project costed to replace the complete door set as required.

A type 4 fire risk assessment has been completed however further investigations via intrusive surveys to assess the compartmentation between flats are recommended.

Part 1 system has been installed for early warning notice and full evacuation.

**Next Steps**

Instruct Oakleaf Group to complete a new EWS1 assessment.

**Overall Risk rated as - Low**

**64 - 87 Eastwick Row**

Date of Survey	EWS1 - Classification	Advice Provided	Actions Taken	Residual Risk High - Low
14 May 2021	<b>B2</b>	As 40 – 63 Eastwick Row	As 40 – 63 Eastwick Row	N/A

**Additional Comments:**

As 40 – 63 Eastwick Row

**Next Steps**

Instruct Oakleaf Group to complete a new EWS1 assessment.

**Overall Risk rated as - Low**

**Kylna Court**

Date of Survey	EWS1 - Classification	Advice Provided	Actions Taken	Residual Risk High - Low
9 August	<b>B2</b>	<ul style="list-style-type: none"> <li>The balcony timber furring batten need to be tested to achieve a minimum “A2-s,d0 classification therefore, it would not contribute in any stage of the fire, including the fully develop fire.</li> <li>The technical data of the Ecodeck “Signature AT” balcony decking system needs to be established, tested for its combustibility and subsequent classification.</li> <li>The Ecodeck “Signature AT” balcony decking</li> </ul>	Currently with the legal team who are currently preparing the instruction to appoint an expert witness to provide a legal opinion on a breach of contract to establish potential liability for replacement cladding to be undertaken at the cost of the original developers. Part of this commission will include a review of the fire door certification and potential costs.	High

		system need to be tested to achieve a minimum "A2-s1,d0" classification therefore, it would not contribute in any stage of the fire, including the fully develop fire.		
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**Additional Comments:**

Composite style decking on the roof top garden and balconies which is known to be that of a combustible type.

The doors throughout the scheme have certification as a new development signed off in 2018, however the certification does not state primary test data for the doors and only global certification. Although these doors are of good quality and will perform in the event of a fire we remain unsure to what extent the ability to offer good fire resistance.

The scheme has a part 1 alarm system and sprinkler system in place also which mitigates the risk further.

**Next Steps**

Await the outcome of Legal Opinion - It is not advisable to commence remediation works at this stage as this action would render any subsequent claims for recompense extremely difficult.

The last communication to the residents was 13<sup>th</sup> August 2022, we will provide an up to date position statement to provide assurance.

**Overall Risk rated as - High**

**The Elms**

Date of Survey	EWS1 - Classification	Advice Provided	Actions Taken	Residual Risk High - Low
<b>9 August 2021</b>	<b>B2</b>	The elms has a cladding system known as the Trespa system, which has been tested and deemed as non-compliant	Currently with the legal team who via the appointment of an expert witness are seeking legal opinion on a breach of contract to establish potential liability for replacement cladding to be undertaken at the cost of the original developers.  Response due back for consideration by	High

			13 May 2022.	
<b><u>Additional Comments:</u></b>				
<p>This building is staffed 24 hours per day 7 days per week by an external organisation the DENs which is a charity. The fire brigade are aware and have a direct communication with the DENs.</p> <p>Ordinarily the limitation period will run from Practical Completion, the contract provides that the Date of Completion as 31 March 2015; on this basis the Council must commence proceedings by <b>31 March 2027</b>.</p> <p>The legal opinion report was received in draft on the 13 May 2022 and is currently being reviewed.</p>				
<b><u>Next Steps</u></b>				
<p>Await the outcome of Legal Opinion - It is not advisable to commence remediation works at this stage as this action would render any subsequent claims for recompense extremely difficult.</p> <p>We will provide an update to DENS on progress to date pending the review of the legal opinion information. Once this review has taken place we propose to provide DENS with a factual information briefing that can be given to existing and new residents.</p>				
<b>Overall Risk rated as - High</b>				

We are committed to ensure our residents are fully aware of progress being made to improve the safety of their homes. Whilst we have a corporate approach to resident engagement we recognise the need for a bespoke approach in this case to promote a culture of openness and transparency.

To provide the information and ensure understanding we will use a range of ways to communicate to cater for, as much as possible, the diverse needs of our residents. Examples of the ways in which we can communicate with residents may include but is not limited to:

- At property sign up
- Website
- Notice boards
- Text
- Email
- Letter

We will also ensure we cater for residents who may prefer face to face meetings to discuss their building. We will keep residents updated in relation to any interim safety measures necessary, remedial works and further investigations that are required.

### 3. Options

Where possible remedial actions have been taken and the immediate risks mitigated via the removal of the non-complaint materials. Options to consider are limited due to the regulatory requirements of in scope buildings relating to building safety. Additionally there are two buildings with associated legal complexities for which we currently do not have a legal opinion.

### 4. Risks

The associated risks of non-compliant buildings should be noted and accepted as substantial and the need for robust actions to mitigate these risks are of paramount importance to DBC and the safety of our residents.

The works undertaken to date on three of the five identified buildings has mitigated the risk to a point that DBC could re-apply for a new EWS1 form and confidence is high that these buildings would now be compliant. The next steps articulated within this report continue with the theme of improving the safety of these buildings and further works are required to be considered, financially assessed and undertaken.

The overall approach to compliance through the improvement and transformation work as the development of the Target Operating Model (TOM) progresses will ensure visibility, understanding and ownership of compliance risk across DBC.

## **5. Next steps**

The next steps relating to these properties are articulated in **table 1**.

It is proposed to provide a further update to SLT at a date to be confirmed once the outcome of the legal opinion exercises are known.

# Agenda Item 13

## Housing and Community OSC: Work Programme 2022-23

Meeting Date	Report Deadline	Items	Contact Details	Background information
<b>Wed 7 September 2022</b>	<b>Monday 29 August 2022</b>	<b>Action Points (from previous meeting)</b>		
		Q1 Budget Monitoring Report	Head of Financial Services) <a href="mailto:Fiona.jump@dacorum.gov.uk">Fiona.jump@dacorum.gov.uk</a>	<i>To review and scrutinise quarterly performance</i>
		Q1 Performance Report - Housing	Assistant Director for Housing Operations Assistant Director Strategic Housing Natasha.Beresford@dacorum.gov.uk	<i>To review and scrutinise quarterly performance</i>
		Q1 Performance Report – People & Communities	Head of Community Safety	<i>To review and scrutinise quarterly performance</i>
<b>Wed 2 November 2022</b>	<b>Monday 24 October 2022</b>	<b>Action Points (from previous meeting)</b>		
		Q2 Budget Monitoring Report	Head of Financial Services <a href="mailto:Fiona.jump@dacorum.gov.uk">Fiona.jump@dacorum.gov.uk</a>	<i>To review and scrutinise quarterly performance</i>
		Q2 Performance		<i>To review and</i>

		Report - Housing	Assistant Director for Housing Operations Assistant Director Strategic Housing Natasha.Beresford@dacorum.gov.uk	<i>scrutinise quarterly performance</i>
		Q2 Performance Report – People & Communities	Head of Community Safety	<i>To review and scrutinise quarterly performance</i>
<b>Wed 15 March 2023</b>	<b>Monday 6 March 2023</b>	<b>Action Points (from previous meeting)</b>		
		Q3 Budget Monitoring Report	Head of Financial Services <a href="mailto:Fiona.jump@dacorum.gov.uk">Fiona.jump@dacorum.gov.uk</a>	<i>To review and scrutinise quarterly performance</i>
		Q3 Performance Report - Housing	Assistant Director for Housing Operations Assistant Director Strategic Housing Natasha.Beresford@dacorum.gov.uk	<i>To review and scrutinise quarterly performance</i>
		Q3 Performance Report – People & Communities	Head of Community Safety	

**Housing and Community OSC**

**Actions arising – 2<sup>nd</sup> March 2022**

Date of meeting	Action point	Responsible for action	Date action completed	Update on action point
<p><u>02/03/22</u> <u>HC/014/22</u></p>	<p>SWhelan to acquire further analytics around bin collections</p>			
<p><u>02/03/22</u> <u>HC/014/22</u></p>	<p>To gather further feedback around Town Hall attendance.</p>	<p>M. Rawdon</p>	<p>30/03/22</p>	<p>As Members may be aware arts and entertainment venues have been adversely affected by Covid 19, this was evidenced by extensive work undertaken by the Audience Agency which pointed to a trend of ‘less in – person attendances at cultural events’.</p> <p>Our programme commenced in July last year when all restrictions were eased – although mask wearing was still actively encouraged. Since re-opening there has been a lower than usual turn out, this is likely to be the lack of confidence amongst our older audience members in being in confined spaces, sitting next to strangers.</p> <p>However, the numbers for the final quarter 2021/22 of this year have been positive and we saw an in person attendance to live shows of 69%. This is against a backdrop of Covid 19 and the squeeze on household budgets due to cost of living increases.</p> <p>We do, however, realise that we need to adapt to the changes in our audiences and the development of new audiences. Members may have noticed our new website –</p>

				<p>which we hope is more easily accessible and intuitive to users than the previous version. We are also working on a new marketing approach with four main objectives:</p> <ol style="list-style-type: none"> <li>1. Increase brand awareness of the venue and programme</li> <li>2. Increase loyalty and attendance via membership and other promotional offers for existing bookers</li> <li>3. Develop and increase audiences in the 25-55 age range</li> <li>4. Create awareness of our inclusive programming and processes to increase diversity in our audience</li> </ol> <p>The Council has also commissioned a review of the OTH to look at our future offer and vision to ensure we can continue to provide the best possible arts &amp; entertainment provision to our residents.</p>																
<u>02/03/22</u> <u>HC/014/22</u>	Officer to provide timescale on Herts Cultural Education Partnership for feedback.																			
<u>02/03/22</u> <u>HC/014/22</u>	Officer to email the Committee regards which groups had been given funding.																			
<u>02/03/22</u> <u>HC/015/22</u>	RBarton to circulate full list of refurbishments carried out last year.			<table> <thead> <tr> <th><b>Location</b></th> <th><b>No.</b></th> </tr> </thead> <tbody> <tr> <td>Hammer Lane, Hemel Hempstead 13-78</td> <td>66</td> </tr> <tr> <td>Douglas Gardens, Berkhamsted 196 - 227</td> <td>32</td> </tr> <tr> <td>Loxley Road, Berkhamsted 135 - 159</td> <td>25</td> </tr> <tr> <td>Ridgeway, Berkhamsted 31-80</td> <td>50</td> </tr> <tr> <td>Croft End Road, Chipperfield 41-45</td> <td>5</td> </tr> <tr> <td>Croft Close, Chipperfield 6-14</td> <td>9</td> </tr> <tr> <td><b>Total Garages Refurbished</b></td> <td><b>187</b></td> </tr> </tbody> </table>	<b>Location</b>	<b>No.</b>	Hammer Lane, Hemel Hempstead 13-78	66	Douglas Gardens, Berkhamsted 196 - 227	32	Loxley Road, Berkhamsted 135 - 159	25	Ridgeway, Berkhamsted 31-80	50	Croft End Road, Chipperfield 41-45	5	Croft Close, Chipperfield 6-14	9	<b>Total Garages Refurbished</b>	<b>187</b>
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<p><u>02/03/22</u> <u>HC/015/22</u></p>	<p>RBarton to take Cllr Mahmood's suggestion of a 3-month response time instead of moratorium back to the team.</p>			<p>It is hoped that between the team we can clear the backlog within the next 3 months possibly without the need for a moratorium on new applications, although this will be monitored closely.</p> <p>The main reason for this is that the team has a new member of staff starting in June and although they will need to be trained on the systems, the team will keep the focus on reducing the backlog in addition to the business as usual.</p> <p>Garage team update –</p> <p>The team has appointed new permanent members of staff to cover the following roles:</p> <ul style="list-style-type: none"> <li>• Commercial Manager role (May 2022)</li> <li>• Garage Management Officers (May /June 2022)</li> </ul>									
<p><u>02/03/22</u> <u>HC/015/22</u></p>	<p>Cllr Adeleke to send RBarton a list of garages at risk for antisocial crimes, and RBarton to approach the team to make decisions about them.</p>			<p>Cllr Adeleke confirmed that the sites were in Maddox Road and Chaulden Terrace</p> <p>It is confirmed that the garage in questions in Maddox Rd has recently had a new door fitted and is now being rented and one of the other void garages has been offered to someone this week. Clean safe and green have been asked to attend the site to remove any shrubs and weeds and to clear any rubbish and this will be completed shortly.</p> <p>In regards to Chaulden Terrace this is a site that we have frequent issues with and it is on our list of possible sites we would like to develop. The garages have been boarded up again and additional visits are planned for this area.</p>									
<p><u>02/03/22</u> <u>HC/015/22</u></p>	<p>RBarton to present on increase in terminations at next Committee.</p>			<p>Since the beginning of 2022/23 the number of void garages being terminated is running at an average of 2.6%</p> <table border="1" data-bbox="1223 1273 1966 1401"> <thead> <tr> <th data-bbox="1223 1278 1384 1310">2021-22</th> <th data-bbox="1384 1278 1570 1310">VOIDS</th> <th data-bbox="1570 1278 1966 1310">TERMINATIONS</th> </tr> </thead> <tbody> <tr> <td data-bbox="1223 1342 1384 1374">April</td> <td data-bbox="1384 1342 1570 1374"></td> <td data-bbox="1570 1342 1966 1374">25</td> </tr> <tr> <td data-bbox="1223 1374 1384 1401">May</td> <td data-bbox="1384 1374 1570 1401"></td> <td data-bbox="1570 1374 1966 1401">37</td> </tr> </tbody> </table>	2021-22	VOIDS	TERMINATIONS	April		25	May		37
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April		25											
May		37											

				<p>June 23</p> <p>July 30</p> <p>August 41</p> <p>September 31</p> <p>October 2,266 105 4.63%</p> <p>November 2,194 38 1.73%</p> <p>December 2,044 40 1.96%</p> <p>January 2,008 60 2.99%</p> <p>February 1,945 35 1.80%</p> <p>March 1,907 51 2.67%</p> <p><b>Total 516</b></p> <p>The reason why we had a high volume of terminations in October is due to the 8 development sites we did last year. For these developments to take place, we had to terminate the current tenancies and offer them a new garage. The volume of terminations can also fluctuate depending on the time of year, when people have time to sort out their garages.</p>
<u>02/03/22</u> <u>HC/017/22</u>	Cllr Freedman to share incidents of leaseholders being unfairly charged.			