



# 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 8 June 2016 at 7.30 pm**

**Council Chamber - Civic Centre**

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 Mahmood (Chairman)  
Councillor Gbola Adeleke  
Councillor S Adshead  
Councillor Banks  
Councillor Mrs Bassadone  
Councillor Conway  
Councillor P Hearn

Councillor Link  
Councillor Fethney  
Councillor Imarni (Vice-Chairman)  
Councillor Silwal  
Councillor Timmis  
Councillor W Wyatt-Lowe

Co-Opted Members:  
Cook, Horn and Howard

Substitute Members:  
Councillors Howard, D Collins, Clark, Ransley and Tindall

For further information, please contact Kayley Johnston - Ext: 2226

## **AGENDA**

**1. MINUTES** (Pages 4 - 8)

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. QUARTER 4 BUDGET MONITORING FINANCIAL REPORT (Pages 9 - 20)**

### **7. QUARTER 4 HOUSING REPORT (Pages 21 - 45)**

### **8. QUARTER 4 RESIDENT SERVICES (Pages 46 - 56)**

### **9. HOUSING ACQUISITION POLICY (Pages 57 - 66)**

### **10. HOUSING & PLANNING BILL UPDATE - IMPLICATIONS FOR DBC HOUSING DEPARTMENT (Pages 67 - 71)**

### **11. EXCLUSION OF THE PUBLIC**

To consider passing a resolution in the following terms: That, under s.100A (4) of the Local Government Act 1972 Schedule 12A Part 1, as amended by the Local Government (Access to Information) (Variation) Order 2006, the public be excluded during the items in Part II of the Agenda for this meeting, because it is likely, in view of the nature of the business to be transacted, that if members of

the public were present during these items there would be disclosure to them of exempt information relating to:

12. **WORK PROGRAMME OF THE HOUSING AND COMMUNITY OVERVIEW & SCRUTINY COMMITTEE 2016-2017** (Pages 72 - 77)

# Agenda Item 1

## MINUTES

### HOUSING AND COMMUNITY OVERVIEW AND SCRUTINY COMMITTEE

WEDNESDAY 16 MARCH 2016

**Present:**

**Councillors:**

Banks	Imarni
Bassadone	Mahmood (Chairman)
Conway	McLean (Vice-Chairman)
Hearn	Silwal
Link	Howard

Councillor Griffiths (Portfolio Holder for Housing) and Councillor Harden (Portfolio Holder for Residents and Regulatory Services)

**Officers:**

Richard Baker	Group Manager (Financial Services)
Julie Still	Group Manager – Resident Services
Elliott Brooks	Assistant Director - Housing
Natasha Brathwaite	Group Manager, Strategic Housing
Niamh Turner	Housing Strategy and Communications Officer
Cynthia Hayford	Independent Review Officer
Kayley Johnston	Member Support Officer (Minutes)

The meeting began at: 7:30pm.

**OS/81/15                      MINUTES**

The minutes of the Housing and Community OSC meeting on 28 January and 4 February 2015 were agreed by members and signed by the Chairman.

**OS/82/15                      APOLOGIES FOR ABSENCE**

Apologies received from Cllr Fethney, Cllr W Wyatt-Lowe, Cllr S Adshead, Cllr Timmis, Cllr M Griffith and Co-Opted TLC Members Cook, Howard and Horn

**OS/83/15                      DECLARATIONS OF INTEREST**

There was no declaration of interest.

**OS/84/15                      PUBLIC PARTICIPATION**

There was no public participation.

**OS/85/15                      CONSIDERATION OF ANY MATTER REFERRED TO THE  
COMMITTEE IN RELATION TO CALL IN**

None.

**OS/86/15                      QUARTER 3 BUDGET**

R Baker presented the budget report for Quarter 3 and provided details on the General Fund, Housing Revenue Account and Capital Programme.

*R Baker was happy to take questions on the report.*

Cllr Mahmood referred to page 5, and queried if the referendum in June is pencilled in the budget.

R Baker said no its not in next year's budget but it will be fully funded.

Cllr Mahmood referred to page 6, 3.1 if it's in brackets is that to be taken as a saving.  
R Baker They are either an underspend on the budget or an over achievement of income.

Cllr Mahmood said that he didn't think Colum 6 at the bottom added up correctly. R Baker agreed to look at this.

Cllr Mahmood referred to page 10 and asked what the reason was for the increase in this instance.

R Baker said the key variances for that are in 4.7 and one hundred and sixty thousand of that is to do with general fund properties being used by the HRA, and the transfer of income from HRA. Fourty thousand is for legal fees recovered from 14-15.

Cllr McLean referred to item 4.6 on page 7. How many more houses does that equate to that which we have taken out of rental stock?

E Brooks said about one hundred properties were forecast for the year where tenants have exercised their right to buy.

Action: None

Outcome: The report was noted.

## **OS/87/15                      QUARTER 3 HOUSING**

E Brooks presented the Quarter 3 update on Housing Service Plan. He pointed out three key points, firstly section 2.1 Osborne's is green but it doesn't give a full picture, there have been some complaints. The majority of the complaints have been response repairs and this was raised with Osborne at a meeting and it was due to one key individual not performing. They are aware of it and are addressing the situation and have a new interim Manager in place so there is assurance that things will improve. Cllr Imarni had also been up to Osborne's recently to get some reassurances that systems were in place

Second thing was that Layna Carman presented a report on Tenants and Sustainment. The committee has asked to start seeing the performance indicators around that area. They are reviewing the performance indicators for 2016. The first year they collected the data and now that the data is robust and more reliable we can include this in next year's performance information.

Thirdly just to note a positive on 4.0 page 17 with regards to Longlands which is finally finished and people are living in the new flats.

*E Brooks was happy to take questions.*

Cllr Mclean referred to 3.0 HRA Capital Programme, it doesn't say the percentage. Could that be clarified?

E Brooks said that the next time he brings the data it will be end of the year so he will give the committee the year total.

Cllr Mahmood asked with all the budget changed with buy-to-let private landlords, is there some contingency in place just in case they pull out due to the tax changes.

E Brooks said they do a lot of work in Strategy Housing Private Sector so they are working with approximately 150ish landlords. They also have incentive packages and they will review again in a few months. The private sector is an issue because a lot of the homeless come from the private sector.

There needs to be a varied housing option for people and they do try and encourage it.

Cllr Mahmood asked about the operational risk register on page 37 onwards, are some of these realistic risks and how do we benefit from this as a scrutiny committee.

E Brooks said it's beneficial to him he uses this quarterly format. It is refreshed every year, some come off and some stay on, he wouldn't want to lose this register, it is rare that they are questioned on it and it could be more user friendly for those that don't use it much.

Cllr Imarni referred to page 38, what can we do about it, it's highlighted as a concern but hard to predict.

E Brooks said they look at prevention and have to be flexible about accommodation. B&B's are expensive these are only used in emergencies and are kept to a minimal. They do use some of their general needs HRA stock for temporary accommodation but this fluctuates depending on demand.

There is potential for a large property home that has six bedrooms which they can't let so they are going to look at turning this into temporary accommodation.

Action: None

Outcome: Report was noted.

## **OS/88/15                      QUARTER RESIDENT SERVICES**

J Still presented the Quarter three resident services report, she highlighted the following things.

- The Adventure Playground figures were only down due to the closures over Christmas and the wet half term which we had.
- The crime figures has risen but they are still lower than 2010.
- There has been some good work from the ASB Team, premises closures, and injunctions for domestic abuse.
- Love your Neighbourhood in Bennetts End was one of the most well attended.
- The October European Democracy week went down well within schools
- The Old Town Hall has had good Christmas attendance 97% and the fun palace which they took place in was also well attended and enjoyed.
- WRAP training 400 people have had training and they are still going on to train more.

*J Still was happy to take questions.*

Cllr Imarni referred to the crime figures and stated that she had noticed that violent crime had gone up and wondered if that was because of the new way of reporting crime.

J Still said violent crime has gone up and work is taking place on trying to reduce it. They are addressing the issues which come from the Town Centre and they are working with licence holders to reduce this.

Cllr Howard asked what Silver Street is.

J Still said Silver Street is an agency led initiative bringing information to residents to make them safer.

Cllr Mahmood asked if there was a budget for verge hardening.

J Still said yes there is funding for the project and it has been approved. There is a list road, the roads which need to be done and she is happy to take suggestions for roads to go on the list, it will be a case of prioritisation for works carried out. It will be on going for 5 years depending on the budget.

Action: None.

Outcome: Report was noted.

#### **OS/89/15                      VULNERABLE PERSONS HOUSING STRATEGY 2014-2017**

N Brathwaite presented this report which was introduced in 2014. An internal review was done in 2015 and appendix 1 has the amendments. The main amendment is the removal of the action plan.

Cllr Mahmood said that they have previously spoken about the uptake of sheltered housing. N Brathwaite said its driven by demand there was previous issues with the up take in certain places but this has since improved. There is promotional work within the service to promote downsizing for those under occupying.

Cllr Mahmood said page 65, does the policy cover other people.

N Brathwaite said it's an overarching strategy across the housing service they do policies that focus on certain areas like a homeless policy.

Cllr Mahmood said there is no formal channel for vulnerable people. There needs to be something that sets out what we provide and what the County Council do, so we don't pay for what someone else should be doing.

N Brathwaite said this strategy document does not specifically set out the Councils remit however there are other strategies which sets this out we don't tend to duplicate information in strategies.

Cllr Mahmood said when we get new policies come to committee could we have a front page which highlights the new changes so one know exactly what the change is.

N Brathwaite agreed.

Action: None

Outcome: The report was noted.

#### **OS/90/15                      HOMELESSNESS REVIEW UPDATE**

E Brooks presented this report as the committee had requested this information as there was a change in the process.

N Brathwaite hoped the report was self-explanatory and wanted to ensure the committee was happy with the change in process. She introduced Cynthia Hayford the independent review officer who is undertaking the reviews.

*N Brathwaite and was happy to take questions.*

Cllr Bassadone referred to page 79 question 3, in that paragraph it say there weren't any county court appeals then underneath it says there were 5, were these outstanding from when the committee did it.

N Brathwaite confirmed that was correct.

Action: None.

Outcome: The report was note.

**OS/91/15                      EXCLUSION OF THE PUBLIC**

Agreed

**OS/92/15                      APPENDIX A – WORK PROGRAMME 2016/2017**

E Brooks highlighted a few changes.

To remove Vulnerable Persons Strategy in June and add Total Asset Management. (E Brooks has since request this to come in July)

Add Andy Vincent's name next to Community Alarm Update

The meeting closed at 8:32pm





## AGENDA ITEM: 6

### SUMMARY

<b>Report for:</b>	<b>Housing &amp; Community Overview and Scrutiny Committee</b>
<b>Date of meeting:</b>	<b>8 June 2016</b>
<b>PART:</b>	<b>1</b>
If Part II, reason:	

<b>Title of report:</b>	<b>Provisional Outturn 2015/16</b>
Contact:	Cllr Graeme Elliot, Portfolio Holder for Finance and Resources James Deane, Corporate Director (Finance & Operations) David Skinner, Assistant Director (Finance & Resources) Richard Baker, Group Manager (Financial Services)
Purpose of report:	To provide details of the provisional outturn position for the: <ul style="list-style-type: none"> <li>· General Fund</li> <li>· Housing Revenue Account</li> <li>· Capital Programme</li> </ul> <p>To provide details of the proposed transfers to and from earmarked reserves.</p>
Recommendations	That Committee note the provisional outturn position.
Corporate objectives:	Delivering an efficient and modern council
Implications:	Financial and Value for Money implications are included within the body of the report.
Risk Implications	Risk implications are included within the body of the report.

Equalities Implications	There are no equality implications.
Health And Safety Implications	There are no health and safety implications.
Glossary of acronyms and any other abbreviations used in this report:	GF – General Fund HRA – Housing Revenue Account

## 1. Introduction

1.1 The purpose of this report is to outline the Provisional Outturn for 2015/16, prior to the closure of the accounts. Outturn is reported for the following:

- General Fund
- Housing Revenue Account (HRA)
- Capital Programme

1.2 The Accounts and Audit Regulations 2011 require local authorities to have prepared their annual Statement of Accounts, complete with certification from the Section 151 Officer, by 30 June. The Statement of Accounts must be published by 30 September, following an audit to be undertaken by Ernst & Young.

1.3 The Council's outturn position is a primary source of information for the production of the Statement of Accounts. The provisional outturn position detailed in this report may be subject to further amendment as work continues on the preparation of the Accounts. The final outturn position, along with movements in reserves, will be reported to Cabinet at its meeting of 28 June 2016 if there are any material variances. If there are no material variances, then the Final Outturn will be reported only to the Audit Committee for final sign off at its meeting of 29 June 2016.

## 2. General Fund Revenue Account

2.1 The General Fund revenue account records the income and expenditure associated with all Council functions except management of the Council's own housing stock, which is accounted for within the Housing Revenue Account (HRA) (see Section 5).

2.2 Appendix A provides an overview of the General Fund provisional outturn position, separating expenditure into controllable and non-controllable categories in order to focus scrutiny on those areas that officers are able to influence, i.e. the controllable.

2.3 The majority of non-controllable costs result from year-end accounting adjustments, e.g. depreciation charges. These are required to show the true value of resources used to provide the Council's services, but do not result in a cash charge to taxpayers. The provisional adjustments that have been completed to date are explained in section 4 of this report.

2.4 The current budget is the original budget approved by Cabinet in February 2015, plus the following approved amendments:

<b>Amendments</b>	<b>£000</b>	<b>Approved</b>
<b>2015/16 Original budget</b>	<b>17,534</b>	
Ambassadors' Programme	36	Council July 2015
Grant Funded Staff Costs in Revenues and Benefits	70	Council September 2015
Office Accommodation	53	Council September 2015
Reserve Funded Staff Costs	(10)	Council September 2015
Local Development Framework	(50)	Council September 2015
Grant Funded Costs in Electoral Registration	42	Council January 2016
Reserve Funded Election Budget	(30)	Council January 2016
<b>2015/16 Current Budget</b>	<b>17,645</b>	

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

	<b>Current Budget £000</b>	<b>Provisional Outturn £000</b>	<b>Variance</b>	
			<b>£000</b>	<b>%</b>
Finance & Resources	7,365	7,142	(223)	-3.0%
Strategic Planning & Environment	7,748	7,706	(42)	-0.5%
Housing & Community	2,532	2,393	(139)	-5.5%
<b>Total</b>	<b>17,645</b>	<b>17,241</b>	<b>(404)</b>	<b>-2.3%</b>

2.6 The following sections provide an analysis of the projected outturn and major budget variances shown by Scrutiny area.

### 3. Housing and Community

Housing & Community	Current Budget	Provisional Outturn	Variance	
	£000	£000	£000	%
Employees	2,462	2,516	54	2.2%
Premises	436	427	(9)	-2.1%
Transport	16	11	(5)	-31.3%
Supplies & Services	2,891	2,830	(61)	-2.1%
Third Parties	823	830	7	0.9%
Income	(4,096)	(4,221)	(125)	3.1%
	<b>2,532</b>	<b>2,393</b>	<b>(139)</b>	<b>-5.5%</b>

#### 3.1 Income - £125k over budget (3.1%)

Surplus of £45k – There is a surplus of £45k on income from The Elms homeless hostel. The Council entered into a contract with DENS to manage The Elms from May 2015, but the income from this contract had not previously been budgeted. This income has been factored in to the budget for 2016/17.

Surplus of £30k – There is a surplus of £30k on income from Garages where the level of voids has been lower than anticipated.

### 4. Non-Controllable Expenditure

4.1 Appendix A includes the provisional outturn for non-controllable expenditure. These are largely year-end accounting adjustments. There will be further adjustments as work on the Statement of Accounts continues.

4.2 At the time of writing, the depreciation and recharge calculations for the year have yet to be finalised and included within the non-controllable expenditure section of Appendix A. At this stage, both have been included as on budget.

4.3 The depreciation charge is an accounting adjustment which has no impact on the taxpayer. However, the recharge calculation is likely to result in the charge to the HRA deviating from budget. Any changes resulting from the recharge calculation will be reported to the Audit Committee as part of the Final Outturn report.

### 5. Housing Revenue Account (HRA)

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

5.2 The projected HRA balance at the end of 2015/16 is £2.6m, which is c£300k less than the budgeted balance of £2.9m.

5.3 The table below provides an overview of the provisional outturn position for the HRA:

Housing Revenue Account	Current Budget £000	Provisional Outturn £000	Variance	
			£000	%
Total Income	(57,765)	(58,029)	(264)	0.5%
Total Expenditure	57,765	58,342	577	1.0%
Transfer from Housing Reserves	0	(34)	(34)	0.0%
<b>HRA Deficit / (Surplus)</b>	<b>0</b>	<b>279</b>	<b>279</b>	
<b>Housing Revenue Account Balance:</b>				
Opening Balance at 1 April 2015	(2,900)	(2,846)	54	
Deficit / (Surplus) for year	0	279	279	
Proposed Contributions to Reserves	0	0	0	
<b>Closing Balance at 31 March 2016</b>	<b>(2,900)</b>	<b>(2,567)</b>	<b>333</b>	

#### 5.4 Dwelling Rent - £151k under budget (0.3%)

Although the net position on Dwelling Rent is under budget, there is an overachievement of £132k on budgeted housing rent, as the number of empty homes in the year was lower than anticipated. The budgeted level was 1%, but empty homes were approximately 0.4% over the course of the year.

The deficit has arisen following an unbudgeted recharge from the General Fund of £283k, to account for rent received on properties that are used to house Council tenants but are owned by the General Fund. This is shown as a reduction in rental income in the HRA. (See paragraph 3.4)

#### 5.5 Contribution towards Expenditure - £336k over-achievement of income (60.5%)

There is a surplus of £240k in Contributions from Leaseholders. Repairs costs were being charged to Leaseholders on an arrears basis, but are now being charged in the year the work has taken place.

A one-off payment of £40k has been received for Feed-In Tariffs for William Crook House which was an overdue payment relating to the last 4 years. There have also been some minor capital receipts, each individually under £10k, which have contributed a further surplus of £50k.

#### 5.6 Interest and Investment Income - £71k over-achievement of income (62.3%)

This over-achievement is as a result of higher than anticipated receipts from the sale of Right to Buy properties. An amount of £3.4m was estimated in the budget, however this financial year £12.9m has been received.

## 5.7 Repairs and Maintenance - £1.18m over budget (11.5%)

The year end outturn position for 2015/16 shows an overspend of £1.18m in the repairs and maintenance budgets.

The four areas that have experienced the greatest pressure are Responsive Repairs, including small works, Asbestos surveys and removals, Health and Safety works and External redecorations.

The reasons for the main variances are:

### **Responsive Repairs, including small works - overspend £740k (9.6%)**

These are all demand led works, encompassing traditional responsive repairs, and small works including estate works such as rebuilding dangerous walls, fence renewals, and footpath works.

In overall terms, in financial year 2015/16 28,534 responsive repair jobs were completed in comparison with 23,368 jobs in financial year 2014/15, which is an increase of 22%. Average job costs were at a 25% lower average cost in the first quarter of the year and it was anticipated that this would continue over the rest of the year. High demand in small works was experienced in the second and third quarters of the year as a result of a backlog in work predating self-financing that has outstripped the savings anticipated from reduced average job costs.

It was expected that these overspends could be offset by corresponding underspends on voids based on activity levels for the first two quarters of c£250k. However, due to increasing demand for homeless temporary accommodation, a number of HRA general needs properties have been converted into temporary accommodation during the year, thereby increasing the frequency and volume of voids. This has resulted in a swing in forecasts of c£500k based on the average unit cost of servicing a void of c£5k.

- *Voids 14-15 - 713 completed*
- *Voids 15-16 - 766 completed*

### **Health and Safety works – overspend £120k (7.6%)**

The poor summer followed by a persistently wet autumn/winter resulted in an increased demand for work to treat mould in the housing stock where the average rainfall was almost twice the normal average. An enhanced specification was developed and extensive work carried out to the affected properties to eradicate the mould and improve ventilation.

The remainder of the works in this category relate to concrete repairs, trip hazards or other health and safety related issues and are demand led.

### **Asbestos surveys and removals - overspend £230k (5.7%)**

The impact of higher volumes of responsive small works and the enhanced specification for eradication of mould has resulted in a corresponding increase in the number of asbestos refurbishment and demolition surveys, as the enhanced specification leads to more invasive work requiring a greater number of surveys.

Due to the age and poor condition a number of asbestos components have required removal.

**External redecoration - overspend £180k (3.8%)**

External redecoration was undertaken to blocks where scaffold was in-situ for windows or roof renewals funded from capital to maximise the use of the scaffold in line with the objectives of the Total Asset Management (TAM) approach. The TAM approach resulted in bringing forward spend from future years of the business plan.

**5.8 Supervision and Management - £141k under budget (1.2%)**

There are various over and underspends in this area, but the key variances are £140k underspend in the Housing Cleaning service due to a number of vacancies in year, £60k under budget in utilities costs in Elderly Persons' Dwellings and £60k overspend due to unbudgeted revenue costs associated with the New Build programme.

**5.9 Revenue Contribution to Capital - £481k under budget (3.3%)**

Line 192 of the Capital Programme (Appendix C) shows the budget for Planned Fixed Expenditure. There is an overspend of £149k on this line. Within this net overspend there is accelerated spend of £630k on the Walkways project to upgrade the structural integrity of the balconies and walkways, which necessitates budget to be brought forward from 2016/17. This leaves a residual underspend of £481k on the capital scheme overall. This underspend means that the Revenue Contribution to Capital can be reduced by a corresponding amount of £481k, as this amount is not required to fund the capital programme.

It is recommended that the revenue contribution to capital be further reduced by £279k to offset the current deficit on the HRA.

**5.10 Transfer from Housing Reserves - £34k over budget**

This transfer from HRA earmarked reserves is to fund the costs of the Social Housing Fraud officer, met from a grant received from DCLG in prior years.

**6. Capital Programme**

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

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

The 'Rephasing' column refers to those projects where expenditure is still expected to be incurred, but it will now be in 2016/17 or future years rather than 2015/16, or conversely, where expenditure planned initially for 2016/17 will now be in 2015/16.

The 'Variance' column refers to those projects which are now complete, but have come in under or over budget and those projects which are no longer required.

	<b>Current Budget £000</b>	<b>Provisional Outturn £000</b>	<b>Rephasing £000</b>	<b>Variance</b>	
				<b>£000</b>	<b>%</b>
Housing & Community	1,855	1,539	(114)	(202)	-10.9%
<b>G F Total</b>	<b>1,855</b>	<b>1,539</b>	<b>(114)</b>	<b>(202)</b>	<b>-10.9%</b>
<b>HRA Total</b>	<b>32,062</b>	<b>30,530</b>	<b>(1,048)</b>	<b>(484)</b>	<b>-1.5%</b>
<b>Grand Total</b>	<b>33,917</b>	<b>32,069</b>	<b>(1,162)</b>	<b>(686)</b>	<b>-2.0%</b>

## 6.2 General Fund Major Variances

The final position for the General Fund comprises the following:

- £202k - underspends on completed projects
- £114k - slippage on incomplete projects into 2016/17

The major variances on the General Fund capital programme are detailed below.

- Line 131: slippage of £83k on Youth Centre Provision. This budget is being used for the new Cycle Hub and for youth facilities at the Adventure Playgrounds. To avoid the works impacting on the Adventure Playgrounds during the Easter holidays, it was necessary to slip the £83k in to 2016/17.
- Line 137: an underspend of £165k on the Affordable Housing Development Fund. This budget was previously allocated from General Fund capital receipts, but is now funded from Housing Revenue Account 1-4-1 receipts due to the high level of property sales under the Right to Buy scheme. The expenditure is based on the grant applications received from Housing Associations and is therefore demand led.

## 6.3 HRA Major Variances

There is an underspend on the HRA capital programme of £1,532k.

- Line 192: net overspend of £149k on Planned Fixed Expenditure. Within this net overspend there is accelerated spend of £630k on the Walkways project to upgrade the structural integrity of the balconies and walkways, which necessitates budget to be brought forward from 2016/17. This leaves a residual underspend of £481k. The HRA Revenue Contribution to Capital will be reduced by this amount, as the budgeted contribution to capital is not required in full.
- Line 196 and 197: slippage of £106k on the new build programme at Farm Place and £140k on Galley Hill. Both of these schemes are complete, however it is proposed that the budget be slipped to 2016/17 to fund unbudgeted expenditure which will be required on Stationer's Place (The Apsley Paper Mill) where a second overage payment is due in 2016/17 on the land purchase.



- Line 198: slippage of £838k on the new build scheme at London Road Apsley. There have been some delays to the build of the site, due to amendments to meet changing client requirements, such as ground floor flats low level showers and layout change to certain plots to meet resident requirements. This work can be accommodated within the approved budgets for the scheme overall.
- Line 203: accelerated spend of £235k on the new build site at Apsley Paper Mill (Stationer's Place). An overage payment of £250k has been made following the granting of planning permission on this site. A further payment of £450k will be due in 2016/17.
- Line 204: slippage of £73k on the new build scheme at Queen Street Tring. With Queen Street being a former council depot, the initial site investigation suggested two points of contamination which needed to be addressed. A further survey uncovered extensive contamination across much of the site which was unexpected, and required removal of the surface layer and replacement in its entirety, culminating in a 5 week delay. This work can be delivered within the approved budgets for the scheme overall.
- Line 205: slippage of £178k on the new build scheme at Able House, which represents the first payment to the main contractor for works. The works were due to start on site in March 2016, after demolition of the existing building, however the demolition has proved more complex and time consuming than anticipated, due to the discovery of asbestos.
- Line 207: slippage of £583k on the new build scheme at Swing Gate Lane. This slippage is due to delays in the purchase of the land. It was expected that the land would be purchased in March 2016, but complexities in the transaction have led to a time delay and the purchase is now expected early in financial year 2016/17.



# Dacorum Borough Council

APPENDIX A

## General Fund Revenue Budget - Provisional Outturn 2015/16 (by Overview and Scrutiny Committee)

	Month			Year-to-Date			Full Year		
	Adjusted Budget £000	Actuals £000	Variance £000	Adjusted Budget £000	Actuals £000	Variance £000	Adjusted Budget £000	Forecast Outturn £000	Variance £000
<b>Controllable</b>									
Finance and Resources	718	535	(183)	7,365	7,142	(223)	7,365	7,142	(223)
Strategic Planning and Environment	253	158	(95)	7,748	7,706	(42)	7,748	7,706	(42)
Housing and Community	181	365	184	2,532	2,393	(139)	2,532	2,393	(139)
<b>Controllable</b>	<b>1,152</b>	<b>1,058</b>	<b>(94)</b>	<b>17,645</b>	<b>17,241</b>	<b>(404)</b>	<b>17,645</b>	<b>17,241</b>	<b>(404)</b>
<b>Non-Controllable</b>									
Finance and Resources	(2,413)	(1,675)	738	(3,712)	(679)	3,033	(3,712)	(4,017)	(305)
Strategic Planning and Environment	583	0	(583)	3,865	(5)	(3,870)	3,865	3,915	50
Housing and Community	563	1	(562)	1,450	6	(1,444)	1,450	1,450	0
<b>Non-Controllable</b>	<b>(1,267)</b>	<b>(1,674)</b>	<b>(407)</b>	<b>1,603</b>	<b>(678)</b>	<b>(2,281)</b>	<b>1,603</b>	<b>1,348</b>	<b>(255)</b>
<b>General Fund Service Expenditure</b>	<b>(115)</b>	<b>(616)</b>	<b>(501)</b>	<b>19,248</b>	<b>16,563</b>	<b>(2,685)</b>	<b>19,248</b>	<b>18,589</b>	<b>(659)</b>
Reversal of Capital Charges							(4,125)	(4,125)	0
Interest Receipts							504	378	(126)
Revenue Contributions to Capital							4,106	4,106	0
Contributions to / (from) Reserves							(897)	(561)	336
Contributions to / (from) Working Balance							(152)	465	617
<b>Budget Requirement:</b>							<b>18,684</b>	<b>18,852</b>	<b>168</b>
<b>Met From:</b>									
Revenue Support Grant							(2,070)	(2,070)	0
Retained Business Rates							(3,986)	(3,986)	0
New Homes Bonus							(2,611)	(2,620)	(9)
Other General Government Grants							(112)	(271)	(159)
Council Tax Surplus							(80)	(80)	0
Requirement from Council Tax							(9,825)	(9,825)	0
<b>Total Funding:</b>							<b>(18,684)</b>	<b>(18,852)</b>	<b>(168)</b>

### Interpreting this report

#### General Fund Service Expenditure

This subtotal includes those costs which are directly attributable to specific Council services.

#### Budget Requirement

This subtotal shows the total cash requirement to operate the Council for one year. It includes the General Fund Service Expenditure plus corporate costs and income.

#### Total Funding

This subtotal shows how the Council receives sufficient funding from different sources to meet the Budget Requirement. In order to 'balance the budget', Total Funding must equal the Budget Requirement.



## Housing Revenue Account Provisional Outturn 2015/16

**APPENDIX B**

	Original Budget £000	Provisional Outturn £000	Forecast Variance £000	Variance %
<b>Income:</b>				
Net Dwelling Rents	(56,236)	(56,085)	151	-0.3%
Non-Dwelling Rents	(80)	(70)	10	-12.5%
Tenants Charges	(273)	(332)	(59)	21.6%
Leaseholder Charges	(507)	(466)	41	-8.1%
Interest and Investment Income	(114)	(185)	(71)	62.3%
Contribution towards Expenditure	(555)	(891)	(336)	60.5%
<b>Total Income</b>	<b>(57,765)</b>	<b>(58,029)</b>	<b>(264)</b>	<b>0.5%</b>
<b>Expenditure:</b>				
Repairs and Maintenance	10,262	11,442	1,180	11.5%
Supervision & Management:	11,334	11,193	(141)	-1.2%
Rent, Rates, Taxes & Other Charges	14	13	(1)	-7.1%
Interest Payable	11,658	11,658	0	0.0%
Provision for Bad Debts	216	216	0	0.0%
Depreciation	9,288	9,288	0	0.0%
HRA Democratic Recharges	264	264	0	0.0%
Revenue Contribution to Capital	14,729	14,268	(461)	-3.1%
<b>Total Expenditure</b>	<b>57,765</b>	<b>58,342</b>	<b>577</b>	<b>1.0%</b>
Transfer from Housing Reserves	0	(34)	(34)	0.0%
<b>HRA Deficit / (Surplus)</b>	<b>0</b>	<b>279</b>	<b>279</b>	<b>0.0%</b>
<b>Housing Revenue Account Balance:</b>				
Opening Balance at 1 April 2015	(2,900)	(2,846)	54	
Deficit / (Surplus) for year	0	279	279	
Proposed Contributions to Reserves	0	0	0	
<b>Closing Balance at 31 March 2016</b>	<b>(2,900)</b>	<b>(2,567)</b>	<b>333</b>	

CAPITAL PROGRAMME PROVISIONAL OUTTURN 2015/16

APPENDIX C

Scheme	Budget Holder	Original Budget	Prior Year Slippage	In-Year Adjustments	Current Budget	YTD Spend	Provisional Outturn	Proposed Slippage	Projected Over / (Under)	Slippage into 2016/17	Slippage into 2017/18 & future
<b>General Fund</b>											
<b>Housing and Community</b>											
<b>Chief Executive's Unit Management</b>											
116 Highbarns Land Stabilisation Project	Steve Baker	0	77,252	0	77,252	68,891	68,891	(8,360)	(1)	(8,360)	
		<b>0</b>	<b>77,252</b>	<b>0</b>	<b>77,252</b>	<b>68,891</b>	<b>68,891</b>	<b>(8,360)</b>	<b>(1)</b>	<b>(8,360)</b>	<b>0</b>
<b>Commissioning, Procurement and Compliance</b>											
120 Telephony upgrade & virtualisation	Ben Hosier	6,480	53,440	0	59,920	43,952	43,952	(4,600)	(11,368)	(4,600)	
121 Customer Services Unit Refurbishment	Ben Hosier	25,120	0	0	25,120	15,241	15,241	(9,870)	(9)	(9,870)	
		<b>31,600</b>	<b>53,440</b>	<b>0</b>	<b>85,040</b>	<b>59,193</b>	<b>59,193</b>	<b>(14,470)</b>	<b>(11,377)</b>	<b>(14,470)</b>	<b>0</b>
<b>People</b>											
125 Capital Grants - Community Groups	Matt Rawdon	20,000	8,508	0	28,508	12,000	12,000	0	(16,508)	0	
		<b>20,000</b>	<b>8,508</b>	<b>0</b>	<b>28,508</b>	<b>12,000</b>	<b>12,000</b>	<b>0</b>	<b>(16,508)</b>	<b>0</b>	<b>0</b>
<b>Residents Services</b>											
129 Rolling Programme - CCTV Cameras	Julie Still	25,000	0	0	25,000	23,349	23,349	0	(1,651)	0	
130 Verge Hardening Programme	Julie Still	300,000	(33,179)	0	266,821	258,981	258,981	(7,840)	0	(7,840)	
131 Youth Centre Provision	Julie Still	0	100,000	0	100,000	17,193	17,193	(82,807)	(0)	(82,807)	
132 Adventure Playgrounds - Rewire Chaulden, Adeyfield, Bennettsend	Julie Still	0	31,361	0	31,361	37,537	37,537	0	6,176	0	
		<b>325,000</b>	<b>98,182</b>	<b>0</b>	<b>423,182</b>	<b>337,060</b>	<b>337,060</b>	<b>(90,647)</b>	<b>4,525</b>	<b>(90,647)</b>	<b>0</b>
<b>Strategic Housing</b>											
136 New Build - Elms Hostel Redbourne Road	Julia Hedger	0	0	191,000	191,000	177,000	177,000	0	(14,000)	0	
137 Affordable Housing Development Fund	Julia Hedger	1,300,000	(250,000)	0	1,050,000	885,000	885,000	0	(165,000)	0	
		<b>1,300,000</b>	<b>(250,000)</b>	<b>191,000</b>	<b>1,241,000</b>	<b>1,062,000</b>	<b>1,062,000</b>	<b>0</b>	<b>(179,000)</b>	<b>0</b>	<b>0</b>
<b>Totals: Housing and Community</b>		<b>1,676,600</b>	<b>(12,618)</b>	<b>191,000</b>	<b>1,854,982</b>	<b>1,539,144</b>	<b>1,539,144</b>	<b>(113,477)</b>	<b>(202,361)</b>	<b>(113,477)</b>	<b>0</b>
<b>Housing Revenue Account</b>											
<b>Housing and Community</b>											
<b>Property &amp; Place</b>											
133 Planned Fixed Expenditure	Fiona Williamson	20,200,000	992,443	0	21,192,443	21,341,537	21,341,537	630,178	(481,084)	630,178	
		<b>20,200,000</b>	<b>992,443</b>	<b>0</b>	<b>21,192,443</b>	<b>21,341,537</b>	<b>21,341,537</b>	<b>630,178</b>	<b>(481,084)</b>	<b>630,178</b>	<b>0</b>
<b>Strategic Housing</b>											
135 New Build - Farm Place Berkhamsted	Julia Hedger	0	218,681	224,790	443,471	337,966	337,966	(105,505)	(0)	(105,505)	
137 New Build - Galley Hill Gadebridge	Julia Hedger	0	68,318	186,441	254,759	114,634	114,634	(140,125)	(0)	(140,125)	
198 New Build - London Road Apsley	Julia Hedger	0	2,890,351	895,633	3,785,984	2,948,184	2,948,184	(837,800)	0	(837,800)	
199 New Build - General Expenditure	Julia Hedger	6,202,000	0	(6,202,000)	0	0	0	0	0	0	
200 Martindale	Julia Hedger	0	3,977,038	221,342	4,198,380	4,194,269	4,194,269	(4,111)	0	(4,111)	
201 Strategic Acquisitions - Housing	Julia Hedger	0	0	25,000	25,000	25,000	25,000	0	0	0	
202 Wood House	Julia Hedger	0	(78,239)	140,155	61,916	70,506	70,506	8,590	(0)	8,590	
203 The Apsley Paper Mill (Land Adj to Retail Park, London Road)	Julia Hedger	0	(43,278)	104,285	61,007	295,942	295,942	234,935	0	234,935	
204 New Build - Queen Street (Old Tring Depot)	Julia Hedger	580,000	(13,321)	(42,905)	523,774	450,353	450,353	(73,422)	0	(73,422)	
205 Able House	Julia Hedger	0	(30,385)	360,222	329,837	151,528	151,528	(178,309)	(0)	(178,309)	
206 New Build - Longlands	Julia Hedger	300,000	300,000	0	600,000	597,241	597,241	0	(2,759)	0	
207 Swing Gate Lane	Julia Hedger	0	0	585,500	585,500	2,820	2,820	(582,680)	0	(582,680)	
		<b>7,082,000</b>	<b>7,289,165</b>	<b>(3,501,537)</b>	<b>10,869,628</b>	<b>9,188,442</b>	<b>9,188,442</b>	<b>(1,678,427)</b>	<b>(2,760)</b>	<b>(1,678,427)</b>	<b>0</b>
<b>Totals: Housing and Community</b>		<b>27,282,000</b>	<b>8,281,608</b>	<b>(3,501,537)</b>	<b>32,062,071</b>	<b>30,529,979</b>	<b>30,529,979</b>	<b>(1,048,249)</b>	<b>(483,844)</b>	<b>(1,048,249)</b>	<b>0</b>
<b>Totals - Fund: Housing Revenue Account</b>		<b>27,282,000</b>	<b>8,281,608</b>	<b>(3,501,537)</b>	<b>32,062,071</b>	<b>30,529,979</b>	<b>30,529,979</b>	<b>(1,048,249)</b>	<b>(483,844)</b>	<b>(1,048,249)</b>	<b>0</b>
<b>Totals</b>		<b>28,958,600</b>	<b>8,268,990</b>	<b>(3,310,537)</b>	<b>33,917,053</b>	<b>32,069,123</b>	<b>32,069,123</b>	<b>(1,161,726)</b>	<b>(686,205)</b>	<b>(1,161,726)</b>	<b>0</b>



## AGENDA ITEM: 7

### SUMMARY

Report for:	Housing & Communities Overview & Scrutiny Committee
Date of meeting:	8 <sup>th</sup> June 2016
PART:	1
If Part II, reason:	

Title of report:	<b>2015/16 Quarter 4 Performance Report, Service Plan update &amp; Operational Risk Register - Housing</b>
Contact:	Councillor Margaret Griffiths, Portfolio Holder for Housing Author/Responsible Officer – Elliott Brooks – Assistant Director - Housing
Purpose of report:	1. To Update the Committee on the Performance of the Housing Service Quarter 4 2015/16 2. To inform the Committee of the status of the current Housing Service Risk Register and Housing Service Plan
Recommendations	1. That the Committee note the Performance Report & Risk Register, and Service Plan Update
Corporate objectives:	Affordable Housing
Implications:	<u>Financial</u> All areas of the service are subject to Monthly Budget Monitoring Meetings with the HRA Financial Accountant. Budget Reporting is quarterly to the Committee and 6 monthly to the Tenants & Leaseholders Committee.
'Value For Money Implications'	<u>Value for Money</u> The Housing Service & its costs are reviewed annually through

	a national benchmarking organisation (Housemark)
Risk Implications	Appendix – Housing Operational Risk Register
Equalities Implications	Equality Impact Assessments are carried out when policies or procedures are amended as appropriate
Health And Safety Implications	Health & Safety is an identified key risk for the Housing Service.
Consultees:	Andy Vincent – Group Manager Tenants & Leaseholders Fiona Williamson – Group Manager Property & Place Natasha Brathwaite – Interim Group Manager Strategic Housing
Background papers:	n/a
Historical background <i>(please give a brief background to this report to enable it to be considered in the right context).</i>	Each year, in consultation with staff and members of the Tenants & Leaseholder Committee a set of performance indicators, and key Service Plan Objectives are identified and agreed.
Glossary of acronyms and any other abbreviations used in this report:	TLC – Tenants & Leaseholder Committee HRA – Housing Revenue Account STAR – Survey of Tenants & Residents

## **1.0 Introduction**

This report details the performance of the Housing Service during the 4<sup>th</sup> quarter 2015/16 against performance indicators and an update regarding the Housing Service Plan 2014- 2016

The report also details the Housing Operational Risk Register. These risks have been identified as key in terms of tracking and ensuring all is done to mitigate as far as is reasonably possible.

## **2.0 Housing Performance Report – 2015/16**

Appendix 1 shows performance against the ‘Service Critical’ performance indicators for the 4<sup>th</sup> Quarter of 2015/16 and the year as a whole.

## **2.1 Repairs & Maintenance - Osborne**

The Osborne 'Total Asset Management' (TAM) contract will complete its second year on July 1<sup>st</sup> 2016.

The end of year performance report shows that performance indicators for the Total Asset Management contract are on target.

Whilst Performance Indicators have on the whole been achieved this year the contract has not been without its problems which the Council and Osborne continue to work together on in order to rectify.

Certain areas of work such as Aids & Adaptations and complex repairs are proving problematic and works which require full pricing outside of previously agreed rates are not getting started in acceptable timescales in some instances.

The Total Asset Management contract will be subject to a full end of year review and a report will be brought to the Housing & Communities Overview & Scrutiny Committee.

As well as Key Performance Indicators the contract is also subject to Key Strategic Indicators. These are reviewed annually as part of the formal contract review which determines whether Osborne achieve a 1 year rolling extension. The year two review will take place in June.

The Key Strategic Indicators are:

<b>Key Strategic Indicator</b>	<b>Target Compliance</b>
Performance at or above the target for all KPIs for at least 9 months of the year	Performance at or above the target for all KPIs for at least 9 months of the year
Transparency and control of costs delivered through the management of Open Book records including sub-contractors information available at Quarterly intervals	Open Book format and protocol to be agreed during dialogue and the information to be presented at quarterly intervals in advance of Core Group meetings. Target in year one 95% - from year 2 onwards 100%
Tenant involvement in operational and service improvement activities including meetings, workshops, customer satisfaction surveys and monitoring of corrective action arising from complaints.	Tenant involvement in operational and service improvement activities including meetings, workshops, customer satisfaction surveys and monitoring of corrective action arising from complaints.
Delivery of community initiatives to support the ambitions of the Councils economic, environmental and social sustainability agenda	Delivery of community initiatives to support the ambitions of the Councils economic, environmental and social sustainability agenda

<p>Delivery of integrated Information Technology solutions to ensure that the business intelligence collected through repairs data, component condition information from operatives, tenant preferences, complaints, satisfaction surveys etc. is collated and shared with the client to develop annual programmes for targeted investment and continually develop the asset management strategy</p>	<p>Delivery of integrated Information Technology solutions to ensure that the business intelligence collected through repairs data, component condition information from operatives, tenant preferences, complaints, satisfaction surveys etc. is collated and shared with the client to develop annual programmes for targeted investment and continually develop the asset management strategy</p>
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### **3. Tenant Involvement**

The Housing Service is currently producing its next Tenant Involvement Strategy for the period 2016 – 2020. The strategy will set out how the Council will involve tenants and leaseholders, as well as those in temporary accommodation in shaping and holding the service to account.

There has been a full review of the involvement structure and a proposal for the way forward will be taken to the Council's Tenant & Leaseholder Committee in June. Both the Strategy & involvement structure will be brought to the Housing & Communities Overview & Scrutiny Committee in July.

### **4.0 Syrian Refugee Re-settlement Programme**

In September 2015 the Government announced the UK's plans to resettle approximately 20,000 Syrian refugees over the next 5 years. Across Hertfordshire 9 districts including Dacorum have confirmed their commitment to the Syrian Vulnerable Person Resettlement Programme (SVPRP).

The Council will receive 10 families over the 5 year period. The Council's Housing Department is leading on the project and a group of officers led by the Assistant Director are confirming arrangements with the Home Office for the first arrival in June. Various voluntary sector organisations attended a workshop in April and made commitments to assist in both pre-arrival and ongoing support for the families.

### **5.0 HRA Capital Programme**



The Council continues to invest in its current housing stock through the Total Asset Management contract with Osborne Property Services. For the period January – March 2016 the following works were completed.

- Kitchens – 2 Kitchens
- Bathrooms & level access and wet-rooms – 14
- Doors – 33
- Rewires – 0
- Roofs – 7 Blocks / 6 Houses

For the full financial year 2015/16:

- Kitchens – 389 Kitchens
- Bathrooms & level wet-rooms – 412 Bathrooms/ WC
- Doors – 1282
- Rewires – 247 Rewires/137 rewire upgrades/lighting – upgrade work to 105 blocks
- Roofs – Blocks 19 / Properties 80

The information about is being programmed into the Council's Asset Management data base to determine the current percentage of homes classed as 'decent'. This should be available for the end of year Total Asset Management Contract review.

### **5.0 Housing Service Plan**

It was agreed with the Council's Tenants & Leaseholder Committee that the Housing Service plan should be aligned with the STAR survey which is carried out every two years.

Appendix 2 shows progress of the Housing Service Plan as at end of March 2016.

The Council has recently introduced a new corporate template for Service Plans and they will be aligned with the budget setting process for 2016/17. The new format will be reported throughout 2016/17.

### **6.0 Housing Risk Register**

Appendix 3 details the Housing Service Operational Risk Register following a quarterly review carried out by the Assistant Director & Group Managers.

# H&C OSC YEARLY PERFORMANCE REPORT

## Housing Landlord

March 2016



Measure	Owner & Updater	Quarter 4 Result	2015 Result	Trend	2016 Result	Sign Off	Comments	Flag
HL05a - Stage 1 Complaints responded to within target for Housing	Elliott Brooks Corvu Admin	131.03% (114/87) Target: 85	94.34% (300/318) No Target	↗	103.63% (314/303) Target: 85	✓	<b>Updater</b>	
PP01 - Percentage of dwellings with a valid Gas Safety Certificate	Fiona Williamson Fiona Kimberley	99.99% Target: 100	99.99% Target: 100	→	99.99% Target: 100	✓	<b>Updater</b> Pleased with this figure although we try extremely hard to achieve 100% it is worth noting the monthly figure always include persons in care homes, mental hospital & prison which other local authorities may exclude from their reported figures, these are true and accurate reporting of Gas Safety Certificate numbers.DBC have an excellent rapport with Sun Realm and they work with us to keep up the high standard.	

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Measure	Owner & Updater	Quarter 4 Result	2015 Result	Trend	2016 Result	Sign Off	Comments	Flag
PP04 - Percentage of properties passing QA checks Repairs and voids	Fiona Williamson Ricky Lang	99% Target: 98	97% Target: 98	↗	99% Target: 98	✓	<b>Updater</b> The Partnership Surveyors who undertake these inspections have set a high standard that they expect the works to meet and the feedback has been very strong demonstrating a key output of procurement, being an improvement in the standard of works that are being delivered to the tenants of Dacorum, is being achieved on the ground. The Partnership recognises this has been achieved since mobilisation. An example of this is the reduced key to key times on Empty Homes with an improved standard of works being achieved on site.	
PP05 - Percentage of properties passing QA checks Planned works	Fiona Williamson Ricky Lang	100% Target: 98	92% Target: 98	↗	100% Target: 98	✓	<b>Updater</b> The Partnership Surveyors who undertake these inspections have set a high standard that they expect the works to meet and the feedback has been very strong demonstrating a key output of procurement, being an improvement in the standard of works that are being delivered to the tenants of Dacorum, is being achieved on the ground. The Partnership recognises this has been achieved since mobilisation. An example of this is the reduced key to key times on Empty Homes with an improved standard of works being achieved on site.	

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Measure	Owner & Updater	Quarter 4 Result	2015 Result	Trend	2016 Result	Sign Off	Comments	Flag
PP10 - Percentage of emergency repairs completed within 4 hours	Fiona Williamson Ricky Lang	100% Target: 99	94% Target: 99	↗	99% Target: 99	✓	<b>Owner</b> During the year this performance has been very strong with the volume as a percentage against overall repairs being well within the industry upper quartile performance. The industry generally runs at 10% Emergency works, and Osborne had tracked this at 8% during this financial year. The works the Planning team have done to ensure resource is available geographically across the borough during the day has seen excellent results.	
PP12 - Percentage of non-urgent repairs completed within target	Fiona Williamson Ricky Lang	98% Target: 98	94% Target: 98	↗	97% Target: 98	✓	<b>Updater</b> The target was missed by 1% contract year which was precominantly due to the opening quarters of the FY. A lot of work has since been done with the team to ensure jeopardy awareness and management is controlled with positive results in the last 2 quarters.	
PP13a - Percentage of responsive repairs completed within target	Fiona Williamson Ricky Lang	98.01% (5652/5767) Target: 97	95.44% (33452/35049) Target: 97	↗	97% (22418/23112) Target: 97	✓	<b>Owner</b> By having a single supplier for teh repairs and planned work this has enabled better understanding of the volumetrics and also does not create a situation where they want to increase repairs as there is scope to identify capital improvements rather than individual repairs. The work to anaylise the historc data demonstrates an overall reduction in repairs volumes and further work is required to ensure the investment is targetted.	

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Measure	Owner & Updater	Quarter 4 Result	2015 Result	Trend	2016 Result	Sign Off	Comments	Flag
PP15 - Percentage of tenants satisfied with the service planned and responsive works	Fiona Williamson Ricky Lang	97% Target: 90	94% Target: 90	↗	97% Target: 90	✓	<b>Updater</b> OPSL have placed a great amount of emphasis on the customer experience since mobilisation and have continued throughout the year with the Customer Experience Director embarking on a programme towards this topic. We must recognise the areas where we can improve upon and we shall work closely with tenant groups, members, DBC, and our own teams to continually try and improve our service to the tenants of DBC.	
SH03a - Average Time (working days) to re-let all properties	Natasha Brathwaite Tracy Vause	24.9 Days (3317/133) Target: 35	36.3 Days (21390/590) Target: 35	↗	27.7 Days (15341/553) Target: 35	✓	<b>Updater</b> Throughout the year there has been a clear focus on reducing the amount of time to relet properties. Processes have been closely monitored and scrutinised and changes have been made where required to ensure that relet times continue to decrease.	
SH05 - Number of new Affordable Homes completed	Julia Hedger Sam Bramley	179 Dwellings Target: 0	248 Dwellings Target: 150	↘	309 Dwellings No Target	✓	<b>Updater</b>  <b>Owner</b> 146 – affordable rent 69 – firstbuy 41 – social rent 53 – shared ownership figures include new Council homes plus housing association new builds.	

Measure	Owner & Updater	Quarter 4 Result	2015 Result	Trend	2016 Result	Sign Off	Comments	Flag
TL02 - Rent collected as a percentage of rent owed (excluding current arrears brought forward)	Andy Vincent Katie Kiely	99.93% Target: 95	99.23% Target: 99.5	↗	99.93% Target: 95	✓	<b>Owner</b> This year end performance exceeds expectations and reflects the hard work of the Housing Income Team, other housing teams (including the Tenancy Sustainment Team) and support from colleagues in Benefits to achieve this year end performance.  This performance has also been particularly challenging in the current financial climate and in light of recent welfare benefit changes	
TL04 - Voids loss as a percentage of the rent roll	Andy Vincent Katie Kiely	0.44% Target: 0.7	0.98% Target: 0.8	↘	0.44% No Target	✓	<b>Updater</b> A good result, within target	
TL03a - Percentage of Community Alarm calls answered within 1 min	Andy Vincent Andy Vincent	97.72% Target: 97.5	97.43% Target: 97.5	↗	97.71% Target: 97.5	✓	<b>Owner</b> Performance on this indicator has been consistently high and above target	
TL05 - Satisfaction with the outcome of medium level ASB cases	Andy Vincent Lindsey Walsh	100% (1/1) Target: 65	89% (68/76) Target: 50	↘	71% (50/70) Target: 65	✓	<b>Updater</b> not many surveys are being returned, Lead Officers Tenancy, to run a pilot of phoning tenants/leaseholders to increase feedback of satisfaction levels	
TL16 - Acknowledgement of a report of ASB within 24 hours	Andy Vincent Lindsey Walsh	96% (93/97) Target: 95	No Data Target: 95		97% (498/511) Target: 95	✓	<b>Owner</b> Performance has been consistently above target throughout the year	

<b>Objective</b>	<b>What will be different once this work is done</b>	<b>Project Lead &amp; Target Completion</b>	<b>Other Services Involved consulted</b>	<b>March 2016 Update</b>
<b>Introduce arrangements for identifying and supporting our most vulnerable tenants.</b>	<p>Ensure that vulnerable tenants are identified and that support arrangements are put in place to enable them to manage their tenancy effectively.</p> <p>Vulnerable Persons Strategy</p>	<p>Group Manager Tenants and Leaseholders</p> <p>September 2014</p>	Resident Services	<p>A Housing Vulnerable Persons Strategy has been produced.</p> <p>Complete</p>
<b>Improve Digital access</b>	<p>Identify geographic areas with high levels of digital exclusion.</p> <p>Provide training sessions on internet access and security – run prize draws with free IT equipment</p> <p>Create a virtual tenant resource centre to be linked to the customer service portal login allowing access to online training – Housemark – CIH – TPAS etc</p>	<p>Income Team Leader</p> <p>March 2015</p>	Part of a wider Borough Wide Project	<p>The Group Manager for Tenants and Leaseholders is leading the Council's Digital Inclusion Project. This includes a programme of tenant training on IT is being undertaken and promoting wider access to the internet and the financial benefits this brings.</p> <p>Mapping of digital exclusion is also being undertaken.</p> <p>A virtual tenant resource centre will be provided – this is linked to develop of the customer service portal.</p> <p>The Lead Officer for Tenant Involvement is representing Housing in the Corporate Digital Inclusion working group, to consider the areas which would be appropriate to include within the Customer Service Portal.</p> <p>The establishment of a tenant resource centre is linked to the development of Housing IT – the Housing Service is still committed to this aim and it is likely to be built into the</p>

				<i>Tenant Involvement Strategy.</i>
<p><b>Launch a back to work initiative</b></p> <p><b>Develop a theme for the programme</b></p>	<p><i>Theme 'conference on the road', the tenant and leaseholder day and other involvement events around getting back to work.</i></p> <p><i>Link to Digital Access</i></p> <p><i>Work with our Repairs and Maintenance Partner regarding the recruitment of tenants to apprenticeship posts</i></p>	<p><i>Strategic Housing Team Leader (People)/Policy &amp; Participation Team Leader &amp; Tenancy Sustainment Team Leader</i></p> <p><i>March 2015</i></p>	<p><i>Regeneration</i></p>	<p><i>A series of activities are being undertaken to encourage tenants back to work. This includes activities at conference on the road and the love your neighbourhood events. Further work has been undertaken with the Southill Centre and Osborne to provide a package of initiatives referred to as Positive Futures</i></p> <p><i>A number of initiatives are now in place, via Southill Centre/Osborne and DENS. Further meetings have taken place in May to ensure the project is joined up with Residents Services &amp; DWP. Final report to come to HOM &amp; HSMT in September.</i></p>
<p><b>Review our Local Offers</b></p>	<p><i>Review the Local Offers we have agreed with tenants (tenants key priorities) to ensure they reflect the priorities of the community</i></p>	<p><i>Policy and Participation Team Leader</i></p> <p><i>October 2014</i></p>	<p><i>N/A</i></p>	<p><i>Our local offers were reviewed at the Tenant and Leaseholder day. A further review will be undertaken in 2015.</i></p> <p><i>Complete</i></p>
<p><b>Put in place arrangements for reporting environmental issues and monitoring the environmental condition of our estates</b></p>	<p><i>This work will enable the condition of the environment to be monitored.</i></p> <p><i>Themes affecting the environmental condition to be identified and areas of the borough with the lowest environmental standards prioritised.</i></p>	<p><i>Tenant and Leasehold Team Leader</i></p> <p><i>March 2015</i></p>	<p><i>Clean Safe &amp; Green</i></p>	<p><i>Work is underway with the Cleaning Team and Neighbourhood Support Officers to enable the reporting of environmental issues and to capture a picture of the condition of our estates.</i></p> <p><i>Due to some IT issues this will take until the autumn to be finally completed.</i></p> <p><i>Complete</i></p>
<p><b>Review our 'Get Involved' Strategy – and develop new</b></p>	<p><i>The purpose of this strategy is to continue to expand the involvement of tenants with</i></p>	<p><i>Policy and Participation Team Leader</i></p>	<p><i>Resident Services</i></p>	<p><i>A tenant consultation structure for the review has been discussed and developed with the Tenant Involvement Review Group.</i></p>



<b>objectives for tenant involvement from 2016-2020</b>	<i>the service – ensuring that tenant’s priorities set the direction for the service as a whole (including housing management, repairs and improvements, management of the housing register and allocations and new build)</i>	<i>Commences in March 2015 completed by December 2015</i>		<i>The consultation exercise has been undertaken – the strategy document is now being put together for July 2016.</i>
<b>Review our Financial Inclusion Strategy and develop a strategy from 2016-2019</b>	<i>The purpose of this strategy is to assist tenants to get access to financial services which can often be restricted from people with the lowest levels of income.</i>	<i>Income Team Leader  Commences March 2015 completed by December 2015</i>	<i>Revenues &amp; Benefits</i>	<i>The review of the existing strategy does not commence until March 2015 – changed here  A new strategy is being developed with partner organisations to commence in March 2016 . Consultation on the content of the strategy will commence in November 2015. A new strategy will now be published in the summer of 2016</i>
<b>Completion of the new Homeless Hostel, Farm Place and the Nokes - end of March 2015</b>	<i>New Council homes will be the first completed – Farm Place and The Nokes. The new Homeless Hostel will be a new facility within the Borough for single homeless and will include community facilities.</i>	<i>Group Manager Strategic Housing  March 2015</i>	<i>New Build Project Group</i>	<i>The Elms and the Nokes (St Peters Court) achieved practical completion by the end of March 2015 with Farm Place completed in June 2015 (due to some issues with discharging planning conditions.) All new homes are occupied. . COMPLETE</i>
<b>Continue with Council New Build Programme as set out in the HRA Business Plan – March 2016</b>	<i>Regular updates to TLC</i>	<i>Group Manager Housing Development  Ongoing</i>	<i>New Build Project Group</i>	<i>HRA Business Plan has been updated regularly. Council new build programme is ongoing with new schemes identified in London Road Apsley, which started on site January 2015 and is progressing well. Completion is due by April 2016. Tring (Elizabeth Court) started on site 5<sup>th</sup> October. Martindale School is now demolished as well as Able House. Other schemes in progress include Stationers Place and Woodhouse. Tring Depot has started on site</i>

				<p><i>London Road is nearly completed with expected handover around the end of June 2016.</i></p> <p><i>Tring – Elizabeth Court, Queen Street is progressing well with expected completion in Autumn 2016.</i></p> <p><i>Able House has started on site at the end of April 2016. Estimated time to build and complete is approx. 1 year.</i></p> <p><i>Wood House and Stationers Place have secured planning permission with both schemes out to tender the build contract. Estimate to start both schemes in Autumn 2016.</i></p> <p><i>Martindale school planning application is progressing with public consultation completed. Comments being incorporated into new scheme design. Planning application to be submitted in Summer 2016 for consideration.</i></p>
<p><b>Extend current Housing advice and education services available within the Community</b></p>	<p><i>To increase the Homeless Prevention service by working with providers of hard to reach client groups; to include (Youth Offending Team) YOT, Probation, Dacorum Education Support Centre (DESC) &amp; Teenage pregnancy</i></p>	<p><i>On-going with completion by March 2016</i></p>	N/A	<p><i>Welfare and Support Officers Job Description have been amended to include education and training provision to clients. Housing Advice surgeries throughout the Borough are ongoing and are increasingly busy.</i></p> <p><i>Additional surgeries added include Childrens Centres, Link Family Services, CAB and Southill Centre – back to work job club with DWP/Osborne also present.</i></p> <p><b>COMPLETE &amp; TO BE REVIEWED AS PART OF HOMELESS STRATEGY FORMAL REVIEW</b></p>
<p><b>Prepare for peer review in line with Gold Standard and agree timescales for review to take place.</b></p>	<p><i>Achievement of Gold Standard status acknowledges the service improvements within the team and would be a national award to recognise the successful work of the service.</i></p>	<p><i>Cynthia Hayford – Strategic Housing Team Leader (People)</i></p> <p><i>Peer Review Autumn/Winter 2014</i></p>	N/A	<p><i>Peer Review was completed in February 2015, with an action plan for improvements specifically around the service provided from CSU. Processes have been fully reviewed with a new referral procedure to the Housing Team in place from August 2015.</i></p> <p><i>The NPSS have also changed the way the Gold Standard can be achieved, therefore it will not be possible to achieve this status by Autumn 2015.</i></p> <p><i>A further peer review has been arranged for March 2016</i></p>

		<i>Achieve Gold Standard Status by Autumn 2015</i>		<i>with the aim to achieve Bronze status summer/autumn 2016 (this is dependent on NPSS being able to assess the criteria within these timescales). Peer review assessment complete April 2016 &amp; successful. Applications for local challenges to commence June 2016 onwards, with aim of achieving Bronze status in 2016</i>
<b><i>Set up a single non-priority project group, obtain commitment from partner agencies.</i></b>	<i>To eradicate street homeless to help the Council to achieve Gold Standard status.</i>	<i>Strategic Housing Team Leader (People)</i>  <i>Summer 2015</i>	<i>Partnerships</i>	<i>Project Group met for the first time in December 2014 and has continued to meet quarterly to focus on reducing single non-priority homeless. Homeless count undertaken in November 2015, count verified and ongoing intervention/outreach work being undertaken. Crashpad arrangements in place at the Elms &amp; Woolmer Drive. SWEP arrangements advertised via DENS, CSU and Website. COMPLETE to be reviewed as part of Homelessness Strategy formal review in June 2016.</i>
<b><i>Develop a Young Persons Housing Strategy</i></b>	<i>To set out a long term plan for meeting the housing needs of young people living in the Borough</i>	<i>Policy and Participation Team Leader</i>  <i>Completion and approval of Strategy by December 2015</i>	<i>Resident Services</i>	<i>First draft complete and on target to complete for March 2016</i>
<b><i>Develop Help to Rent offer</i></b>	<i>Develop further ideas (eg possible Landlord incentive scheme) with the aim to recruit more landlords and increase partnership working with local lettings agencies.</i>	<i>Strategic Housing Team Leader (Property)</i>  <i>Summer 2015</i>	<i>N/A</i>	<i>New Lead Officer has been recruited in January 2015 to focus on developing the Help to Rent offer. Temporary member of staff has also been made permanent to assist with this work. Team are working well with a focus on recruiting new landlords to the scheme. Help to Rent initiatives to be implemented March 2016,</i>

				<p>following drawdown of funds approval – to assist with recruitment of new landlords.</p> <p>COMPLETE</p>
<p><b>Woolmer Drive – New Temporary Accommodation</b></p>	<p>Develop plans to bring property back into use as new temporary accommodation – significant structural and internal works to the property required.</p>	<p>Housing Development Team Leader</p> <p>Summer 2015 occupation</p>	N/A	<p>Woolmer Drive was completed in June 2015 and is currently fully occupied. The property has a crash pad facility for 16 and 17 year olds to ensure the Council meets the Governments recommendation to place no 16 and 17 year olds in B&amp;B accommodation.</p> <p>Additional temporary accommodation approved at Barleycroft, 6 units – HRA stock to be converted for temporary accommodation use. Estimated completion May 2016. Final snagging to Barleycroft being completed May 2016</p>
<p><b>Through HMEC ensure that both Osborne &amp; Sunrealm work with the Council and tenants to ensure that there is choice and consultation surrounding renewals of doors, kitchens, bathrooms and that boilers are suitable for the needs of the tenants</b></p>	<p>Put in place protocol of consultation through HMEC</p>	<p>Group Manager Property &amp; Place</p> <p>December 2014</p>	N/A	<p>There has been active consultation with HMEC both in the monthly meetings held at the Civic Centre and the interim meetings held in Osborne’s offices. To date this has established the options available for kitchens and bathroom refurbishment, colour choices for external wall insulation finishes and some improvement items such as Sure Stop Valves and soft close drawers.</p> <p>The tenant and leaseholder participation is currently being reviewed to ensure that the various participatory bodies represent a wider number of views of those individuals who have recently experienced repairs or planned works.</p> <p>Osborne and Sun Realm will continue to attend meetings as appropriate to the various work strands that are being reviewed.</p> <p>Osborne have arranged to attend Supported Housing Forum meetings to engage with the residents in the schemes and agree priorities or tailoring the service to their needs.</p> <p>Tenant inspectors have been involved in reviewing the Empty Homes standard and have undertaken inspections of various properties.</p>

<p><b>Complete the review of service provided to Leaseholders</b></p>		<p>Group Manager Tenants &amp; Leaseholders</p> <p>December 2014</p>	<p>N/A</p>	<p>The review of the leaseholder service has been completed. The actions from the review are currently being addressed – these will be considered by the Leaseholder Forum</p> <p>Complete</p>
<p><b>That the council should continue to promote awareness of the standard of cleaning that tenants can expect, monitor standards via satisfaction surveys and invest in improvements to the service, including staff training where necessary.</b></p>		<p>Team Leader Cleaning Services &amp; Tenant Involvement Team</p> <p>Ongoing</p>	<p>N/A</p>	<p>The cleaning service has appointed a lead officer to improve the improve supervision and monitoring of the service.</p> <ul style="list-style-type: none"> <li>• Cleaning Standard booklet issued to all residents and also available online</li> <li>• Satisfaction survey currently via the STAR but considering other additional methods of survey</li> <li>• Easy-log system has been changed so inspections can be carried out by managers, supervisors and “operatives with a van” soon to also be available to Neighbourhood Support Officers and Housing staff with the use of tablets</li> <li>• Equipment and chemicals constantly reviewed and replaced where necessary</li> <li>• Training in house, and from suppliers of equipment and chemicals to reinforce health and safety and appropriate use of the products.</li> <li>• Staff acting as eyes and ears reporting maintenance issues when encountered</li> <li>• Run a team which patrols to ensure all internal communal areas are clear in line with the Clear Landings policy.</li> <li>• The new window cleaning contract has commenced and will provide the rota for the sites so that these can be proactively monitored by the Supported Housing Officers.</li> </ul>
<p><b>That Grounds</b></p>		<p>Team Leader</p>	<p>Clean Safe &amp;</p>	<p>HMEC have had a member sitting on the monthly joint</p>

<p><b>Maintenance should be a regular agenda item for Housing Maintenance and Environment Committee (HMEC) with a view to monitoring standards and investigating options for improving levels of satisfaction.</b></p>		<p>Housing Asset Management</p> <p>Ongoing</p>	<p>Green</p>	<p>Housing/Clean Safe and Green (CSG) meetings to enable better understanding of the frequency and scope of work which is undertaken by the teams.</p> <p>Due to the review and restructure of the tenant participation teams this has been put on hold to determine the best method to feedback and address any issues with landscaping and maintenance of external areas.</p> <p>Clear landings policy and procedure has been reviewed and the new process agreed. The approach will now to centre around enforcement rather than just clear landings and clearances.</p>
<p><b>That HMEC and TLC should continue their involvement with monitoring the new TAM contract and work co-operatively with officers to devise both the new definition of 'right first time' and satisfaction surveys to promote confidence that service standards are being met.</b></p>		<p>Group Manager Property &amp; Place</p> <p>Ongoing</p>	<p>N/A</p>	<p>The HMEC were involved in monitoring the performance of the new TAM contract and performance reports were discussed at the monthly meetings, where areas of performance are scrutinised in detail.</p> <p>Osborne will report to TLC on performance updates since the HMEC was disbanded.</p> <p>The definitions for emergency repairs and first time fix have been agreed and these will be established in the Corvu reports from the beginning of the next financial year with new data quality sheets produced to reflect the changes.</p> <p>HMEC members reviewed the contract terms and conditions and the final bid solutions that formed Osborne's tender, to assess if all of the service elements are being delivered.</p> <p>Tenant inspectors to be involved in reviewing the empty homes process and standard – this is ongoing facilitated by the tenant involvement team Underway..</p>
<p><b>Develop a Fencing Policy</b></p>		<p>Team Leader Housing Asset Management</p>		<p>A draft fencing policy has been produced but there are concerns about the ongoing revenue costs if fencing between gardens is to be provided to all properties. It has been agreed that fencing enquiries will be dealt with on a case by case</p>

		March 2015		<p>basis and the GM's from Property and Place and Tenants and Leaseholders will review.</p> <p>Consultation event held on the 14<sup>th</sup> October to obtain the view of tenants the outputs are currently being reviewed to inform the policy.</p> <p>Following a Housing Senior Management Team meeting in January a new policy will be developed for the revised Tenant Handbook</p>
<p><b><i>That all possible steps should be taken to reverse the trend of increasing numbers of residents finding it difficult to reach the correct person when contacting the Council and the Housing Service in particular.</i></b></p>		<p>Assistant Director – Housing</p> <p>Ongoing</p>	<p>Corporate Customer First project sponsored by Chief Exec</p> <p>Digital Dacorum Corporate Project</p>	<p>The Housing Service is involved in the two corporate projects in place to address issues relating to the customer experience and access to services. The service has designated lead officers to ensure that housing's needs and those of our tenants and leaseholders are considered.</p>
<p><b><i>That using an Estate Management approach the Tenant Involvement Team in partnership with other housing colleagues should continue to organise and promote local area walkabouts to highlight any local problems and work co-operatively with</i></b></p>		<p>Group Manager Tenants &amp; Leaseholders</p> <p>April 15</p>	N/A	<p>An approach to Neighbourhood Management was launched in April – this will involve regular inspections and neighbourhood action plans.</p>

<b><i>Clean Safe &amp; Green and Resident Services to tackle any local rubbish or littering issues.</i></b>				
<b><i>To work in partnership with colleagues across the Council to develop a garage strategy</i></b>	<i>Consider all options for the Council's garage stock following evaluation</i>	<i>Group Manager Tenants &amp; Leaseholders</i>	<i>Estates / Finance</i>	<i>A garage strategy was presented to the Council's Cabinet – this identifies sites which have a development opportunity</i>



# OPERATIONAL RISK REGISTER

March 2016



Housing Landlord - Elliott Brooks					
HL_F01 Failure to closely monitor operational and financial factors affecting the delivery of the HRA Business Plan					
<b>Category:</b> Financial	<b>Corporate Priority:</b>		<b>Risk Owner:</b> Elliott Brooks	<b>Portfolio Holder:</b> Cllr Margaret Griffiths	<b>Tolerance:</b> Treating
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
2 Unlikely	4 Severe	8 Amber	1 Very Unlikely	2 Medium	2 Green
Consequences		Current Controls		Assurance	
Delivery of the Business Plan would not be achieved if income and financial control is not closely managed		Regular and then formal end of year review of Business Plan in partnership with Finance. Any policy changes or govt announcements that may impact the plan or its assumptions are quickly analysed and reflected into the Business Plan  This enables for long term financial viability to always be visible and if there are foreseen issues in certain years programmes can be altered as needed or issues taken to mitigate		HRA Business Plan  Signed off by Cabinet	
Sign Off and Comments					
Sign Off Complete					

# OPERATIONAL RISK REGISTER

March 2016



HL_F02 Failure to closely monitor operational and financial factors relating to the delivery of the Council's Homelessness Service					
<b>Category:</b> Financial	<b>Corporate Priority:</b> Affordable Housing		<b>Risk Owner:</b> Elliott Brooks	<b>Portfolio Holder:</b> Cllr Margaret Griffiths	<b>Tolerance:</b> Treating
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
3 Likely	4 Severe	12 Red	2 Unlikely	4 Severe	8 Amber
<b>Consequences</b>		<b>Current Controls</b>		<b>Assurance</b>	
<p>DB SP NS</p> Could be open to legal challenge if the service is not fit for purpose due to lack of resources for this statutory service. Health & Safety risks for clients if not provided with TA and left to sleep rough. Increase in homeless presentations would have severe impact on budget.		Monthly financial monitoring with Group Manager and accountant, team leader monitors weekly B & B spend, and monthly reporting of stats including numbers of cases seeking Housing Advice and presentations as homeless.		Full Strategy Review to take place in 2016 and Peer Review	
Sign Off and Comments					
Sign Off Complete					

Failure of the Total Asset Management Contractor to deliver the five strategic objectives					
<b>Category:</b> Financial	<b>Corporate Priority:</b> Affordable Housing		<b>Risk Owner:</b> Elliott Brooks	<b>Portfolio Holder:</b> Cllr Margaret Griffiths	<b>Tolerance:</b> Transferring
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
3 Likely	4 Severe	12 Red	2 Unlikely	4 Severe	8 Amber
<b>Consequences</b>		<b>Current Controls</b>		<b>Assurance</b>	
Inability of the contractor to secure contract extensions		Regular contract review through a matrix of operational,		Strategic Core Group Minutes	

# OPERATIONAL RISK REGISTER

March 2016



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.	financial and strategic core group meetings, with early warning mechanisms and agreed actions to address any areas of poor performance. Monthly monitoring of key performance indicators to identify any trends which could impact upon the achievement of the key strategic indicators.	Key Performance Indicators
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**Sign Off and Comments**

Sign Off Complete

**H103 Failure to adopt a service specific best practice approach to Health and Safety (Housing Landlord)**

<b>Category:</b> Infrastructure	<b>Corporate Priority:</b> Safe and Clean Environment	<b>Risk Owner:</b> Elliott Brooks	<b>Portfolio Holder:</b> Cllr Margaret Griffiths	<b>Tolerance:</b> Treating	
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
3 Likely	4 Severe	12 Red	2 Unlikely	4 Severe	8 Amber
Consequences		Current Controls		Assurance	
Death or injury to staff; residents or contractors' staff; reputation; litigation and charges of corporate manslaughter.		Service specific H & S procedures applied to sheltered housing service covering service users and staff eg. fire safety and lone working; clear landings policy and procedures; estate inspections schedule.. Corporate H&S policy under review. Ongoing training for staff in key areas. Directorate Health & Safty Committee Quarterly at DMT Standing Items on Team Meeting Agendas		All Risk Assessments / Notes of meetings available for review	

# OPERATIONAL RISK REGISTER

March 2016



	Quarterly Housing Fire Safety Group attended by Fire Service	
<b>Sign Off and Comments</b>		
Sign Off Complete		

**HL\_R01 Failure to identify the needs and risks of residents living in sheltered housing and ensure that they have access to support appropriate to their needs**

<b>Category:</b> Reputational	<b>Corporate Priority:</b> Affordable Housing	<b>Risk Owner:</b> Elliott Brooks	<b>Portfolio Holder:</b> Cllr Margaret Griffiths	<b>Tolerance:</b> Treating	
<b>Inherent Probability</b>	<b>Inherent Impact</b>	<b>Inherent Risk Score</b>	<b>Residual Probability</b>	<b>Residual Impact</b>	<b>Residual Risk Score</b>
3 Likely	4 Severe	12 Red	1 Very Unlikely	4 Severe	4 Green
<b>Consequences</b>		<b>Current Controls</b>		<b>Assurance</b>	
Appropriate Support to individuals living in sheltered accommodation and if not given there is risk to health and wellbeing of some of our most vulnerable residents		Supported Housing Operational Procedures.  Partnership working with other agencies.  Effect use of SPRINT – 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).		Supported Housing Officer Procedures	

<b>Sign Off and Comments</b>					
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# OPERATIONAL RISK REGISTER

March 2016



Sign Off Complete

## HL\_R03 Failure to Deliver the Council's New Build Programme

<b>Category:</b> Reputational	<b>Corporate Priority:</b> Affordable Housing	<b>Risk Owner:</b> Elliott Brooks	<b>Portfolio Holder:</b> Cllr Margaret Griffiths	<b>Tolerance:</b> Treating	
<b>Inherent Probability</b>	<b>Inherent Impact</b>	<b>Inherent Risk Score</b>	<b>Residual Probability</b>	<b>Residual Impact</b>	<b>Residual Risk Score</b>
2 Unlikely	4 Severe	8 Amber	1 Very Unlikely	4 Severe	4 Green
<b>Consequences</b>		<b>Current Controls</b>		<b>Assurance</b>	
Reputational and financial impact with public and HCA regarding grant allocations and due to the high profile of the project		Monthly Financial meetings to monitor budgets, Fortnightly AD update, monthly project group, seconded team concentrating solely on development.  This allows full debate on key issues and involves legal, finance, procurement at the early stages of any discussions		All Schmes have project worksheets updated fortnightly	

### Sign Off and Comments

Sign Off Complete

# Agenda Item 8



## AGENDA ITEM: 8

### SUMMARY

Report for:	Housing and Community Overview & Scrutiny
Date of meeting:	8 <sup>th</sup> June 2016
PART:	1
If Part II, reason:	

Title of report:	<b>Resident Services quarter 4 performance report, 1/1/2016 to 31/3/2016</b>
Contact:	Cllr Neil Harden, Portfolio Holder for Resident and Regulatory Services  Author/Responsible Officer, Julie Still, Group Manager – Resident Services/David Austin, Assistant Director
Purpose of report:	Monitoring and information
Recommendations	That members note the report and identify any areas where they require additional information or reports of specific projects.
Corporate objectives:	Safe and Clean Environment Building Community Capacity Dacorum Delivers
Implications:	<u>Financial</u> Within existing budgets
'Value For Money Implications'	<u>Value for Money</u>
Risk Implications	See risk register in report
Equalities Implications	
Health And Safety Implications	
Consultees:	Service Team Leaders, Community Safety Co-ordinator, Fire Service, Hertfordshire Fire and Rescue
Background papers:	Service Reports, Police reports (JAG), CorVu, Community Safety report from Community Safety Co-ordinator, Hertfordshire Fire and Rescue report

## **Housing and Community Overview and Scrutiny Quarter 4, 2015 – 2016**

### **1. Introduction**

1.1 This is the fourth quarter performance report for the Residents Services Group which forms part of the wider Neighbourhood Delivery service area and covers the period 1<sup>st</sup> January 2016 to 31<sup>st</sup> March 2016.

1.2 The services within this group are: -

Neighbourhood Action, Anti-Social Behaviour, Community Safety, The Old Town Hall, Children's Services, Community Cohesion, CCTV, Adventure Playgrounds, Youth Democracy and Safeguarding children and young people.

1.3 If there are any reports for specific areas that members would like to see, please can they inform the Group Manager, Resident Services.

### **2. Performance Reports 15/16 – CorVu**

2.1 Quarter 4 report - See appendix 1

2.2 Annual report 2015/16 – see appendix 2

### **3. Risks**

3.1 Operational Risk Register - See appendix 3 (pages 10 – 13 only)

### **4. Resident Services – 4th Quarter Achievements.**

4.1 The following achievements are a sample of the projects/work undertaken by this group of services during the last quarter.

### **5. Community Safety Partnership**

#### **5.1 Dacorum Crime Summary Q4 2015/16, Period 1/4/2015 to 27/3/2016**

The table below shows the figures for 1/4/15 to 27/3/16 compared with same period in previous year *showing percentage increase/decrease followed by number of crimes/incidents.*

	All Dacorum	Position in County (10 Districts)per 1000 population	Position in County (10 Districts)per 1000 population (Same Period last year)	Highest Performing CSP	Lowest Performing CSP
<b>All Crime</b>	+16.1% 8248	5 <sup>th</sup>	5 <sup>th</sup>	Three Rivers	Stevenage
<b>Burglary Dwelling</b>	+9.3% 376	6 <sup>th</sup>	4 <sup>th</sup>	Stevenage	Hertsmere
<b>Vehicle Crime</b>	-7.5% 928	7 <sup>th</sup>	8 <sup>th</sup>	North Herts	Broxbourne
<b>Violent Crime</b>	+54.2% 2002	6 <sup>th</sup>	5 <sup>th</sup>	Three Rivers	Stevenage
<b>Criminal Damage</b>	+18.4% 971	7 <sup>th</sup>	6 <sup>th</sup>	Three Rivers	Stevenage
<b>Anti-Social Behaviour</b>	+15.4% 3368	5 <sup>th</sup>	5 <sup>th</sup>	Three Rivers	Stevenage

5.2 A performance report from Hertfordshire Fire and Rescue Service is attached at appendix 4.

### 5.3 Funding

#### Funding Allocation from Office of Police & Crime Commissioner for Hertfordshire

<b>Period From: 01/04/2015 To 31/03/2016</b>	
<b>Total funding received for this financial year</b>	<b>£29,324</b>
<b>Actual expenditure in this period</b>	<b>£29324</b>
<b>Forecast expenditure in the period</b>	<b>£29324</b>
<b>TOTAL</b>	<b>£29324</b>
<b>SEE FUNDING TABLE BELOW</b>	



Cross Matching Ref	Project	Lead Agency	Strategic Assessment Priorities	Estimated Amount of Grant
1	Youth Engagement Projects (Uniforms & Equipment)	Fire & Rescue Service	Young People	£1,500
2	Neighbourhood Watch Development	Hertswatch (Incl establishment of Dacorum Dogwatch)	Protecting the Vulnerable/Prevent Crime	£1,530
3	Speed Indication Devices (estimated fitting at £250 per camera) Match Funding of each device by CSP	CSP & Parish Councils Markyate, Tring Rural & Bovington	Area of local concern- aligns with community speedwatch concept	£4,825
4	Silver Street Meet (Regular meetings in localities with elderly and other vulnerable residents) Budgets funds resources	Joint – DBC/Police/Trading Standards/ Fire & Rescue/Home Meals Service	Dwelling Burglary/Protecting the Vulnerable	£2,647
5	Development of Pump Track Ashlyns School (Contribution to wards £45k development cost)	Ashlyns School, CTC, DBC, Dacorum CSP	Young People	£4,000
9	Public Space CCTV with ANPR capability	Deployable CCTV with ANPR	Prevention of crime - Vehicle Crime & Burglary	£14,822

Total £29,324.00

#### 5.4 Meeting strategic priority objectives for the Community Safety Partnership

The priorities are monitored and reported on at each monthly Joint Action Group (JAG) meeting with updates provided by member agencies. Crime and ASB Figures are reported every month and any areas of concern are actioned.

The funding table illustrates the scope of partnership working (funding across projects which impact across agencies) within Dacorum and that the needs of victims are being addressed. There is also a strong focus, particularly through supported Fire & Rescue initiatives, on preventative educational activity with young people and vulnerable adults

In addition, Community Payback is used in Dacorum (Offender Pays concept) and wherever possible joint working (e.g. Joint ASB Management meetings) is utilised to obtain value for money.

#### 5.5 Approaches which have had a positive impact on crime and Community Safety

- Silver Street Meets (protecting the vulnerable)
- Locality Speed Indication Devices (addressing local concerns re speed)
- Public Space CCTV development

#### 5.6 How activity is driven through intelligence and information exchange

- Development of Neighbourhood Watch in targeted areas – 1800 additional households have joined Neighbourhood Watch in Dacorum.
- Spate of theft from vehicles and burglaries in one particular ward – discussed as priority issue at JAG; in addition to routine agency responses, two deployable CCTV cameras installed – result has been a decrease in offences
- December- Spate of arsons, particularly in communal bin areas of blocks of flats and at rear of commercial premises; JAG reviewed and a plan was put in place involving DBC staff, Fire and rescue, Police SNT and DBC CCTV. Offender arrested very quickly and back tracking on CCTV identified further offences he had committed but which had not been reported
- Evidence based multi-agency working has been used this year to address the issues of street homeless, leading to the development of a new borough wide process intended to deal more effectively with this issue.

#### 5.7 Position in County compared to other 9 Districts

- |                         |                 |
|-------------------------|-----------------|
| • All Crime             | 5 <sup>th</sup> |
| • Residential Burglary  | 6 <sup>th</sup> |
| • Vehicle Crime         | 7 <sup>th</sup> |
| • Violent Crime         | 6 <sup>th</sup> |
| • Criminal Damage       | 7 <sup>th</sup> |
| • Anti-Social Behaviour | 5 <sup>th</sup> |

#### 5.8 Conclusion

- The CSP has allocated funding on a considered basis, according to relevance to both Strategic Priorities (e.g. Vehicle Crime) and issues of public concern (e.g. Speeding Vehicles).
- As the county positions indicate, Dacorum sits roughly in the middle in terms of performance.
- The aim of the CSP is clearly to improve our performance in our key priority areas; this year has illustrated how annual performance in a category (e.g. burglary) can be affected by the Borough being targeted by a criminal network – this has resulted in Dacorum moving from 4<sup>th</sup> in the county last year in performance in Burglary to 6<sup>th</sup> position.
- Dacorum remains a very safe place to live and work.

## 6. Anti-Social Behaviour

6.1 Reports of anti-social behaviour up to the end of the year have increased by 15.4% compared to the same period in 14/15 which equates to an increase of 449 reported incidents on last year.

6.2 During this quarter the Council's Anti-social Behaviour Team took action and closed 3 Premises Closure Orders under the Anti-social Behaviour, Police and Crime Act 2014. These orders were obtained against properties where class A drugs were being used and where anti-social behaviour was impacting on the local residents.

6.3 The use of this new power has sent a very clear message to those dealing or using drugs regardless of the tenure of the property if their behaviour has an anti-social impact on the community or neighbouring residents.

6.4 The closure orders have been obtained due to close partnership working with Police, the Housing Service and Housing Associations and resulted in long term remedies for the community.

6.5 Community Protection Notices (CPN's) are also new tools, which have been introduced under the Anti-social Behaviour Police and Crime Act 2014 and they have been piloted with good results by the Anti-social Behaviour Team on a number occasions.

6.6 These notices can be used for a very wide range of issues that meet the following criteria: -

The Council needs to be satisfied that an individual (aged over 16 years) or body:-

- a. Is having a detrimental effect on the quality of life of those in the locality;
- b. Is of a persistent or continuing nature; and
- c. Is unreasonable.

6.7 There were 3 Notice Seeking Possessions served on Council Tenancies for Anti-social Behaviour and 9 Acceptable Behaviour Contracts were signed by perpetrators of anti-social behaviour, the ASB Team and the Police.

6.8 There have not been any reports under the Community Trigger for anti-social behaviour.

## **7 Quarter 1 – 2016/17 priorities for ASB: -**

- Increase the use of Community Protection Notices and Public Space Protection Orders where proportionate and appropriate to do so.
- Continue to deliver 'Silver Street' meets to vulnerable groups

## **8 Neighbourhood Action**

8.1A “Love Your Neighbourhood“ event took place in Adeyfield at the Community Centre on Wednesday 17<sup>th</sup> February 2016. The aim was to target issues highlighted from the Indices of Multiple Deprivation and Hertfordshire Local Information Service.

8.2 The specific categories identified by the data source in the Adeyfield area were:-

1. Child Obesity
2. General health with an emphasis on heart disease
3. Academic attainment and employment.

The themes for the day were therefore agreed as ‘Love Your Health’ and Love your Future

8.3 Departments from within the Council and external agencies were invited to the event to promote their services and give advice to residents. Agencies involved included: -

- The Windmill Children’s Centre
- Get Set Go Dacorum
- Hemel Football Club
- Sunnyside Rural Trust
- Dacorum Supported Housing
- Connect Dacorum
- Radio Dacorum
- Dacorum Communities For Learning
- Police Community Support Officers and Neighbourhood Watch
- Hertfordshire Domestic Abuse Helpline

8.4 Information on healthy eating, exercise, CV writing and job application form completion, opportunities for a range of further learning were just some of the related offers readily available to everyone. In addition there were a range of crafts, face painting and entertainment for children and adults to become involved in.

8.5 Youth Involvement

8.6 Dacorum Youth Forum and the Youth Action Entertainers were busy this quarter and were involved in the Love your Neighbourhood Day and volunteered to serve refreshments and or entertain residents.

8.7 During this quarter the Forum visited Radio Dacorum and had visits from the local Police Community Support Officer, Anti-social behaviour Team Leader and local artist Ruby Lewis.

8.8 In February during half term 40 young people took part in singing and drama workshops at the Civic Centre and several of them signed up to volunteer for Youth Action Entertainers.

## **9 Verge Hardening Project**

9.1 During this quarter the initial Verge Hardening Project came to an end with **340** new parking spaces delivered in **35** areas. Following the success of this project a further budget has been agreed for 2016/17 and prioritisation will be completed for this year's projects on 1st June 2016.

## **10 Quarter 1 2016-17 priorities for Neighbourhood Action: -**

10.1 Deliver Adeyfield Big Lunch and Queens 90<sup>th</sup> Birthday Celebrations – 12<sup>th</sup> June 2016.

10.2 Deliver Get Set Go Dacorum Projects – Dance and Skating

10.3 Prioritise Verge Hardening areas for 2016-17

## **11 Adventure Playgrounds**

11.1 The Easter holidays were split this year for Junior Schools and Senior schools – this reduced numbers at attending the playgrounds during the holiday as they were open for the Hertfordshire County Council dates however attendance for this quarter was 11,077 against a target of 11,811.

11.2 Attendance was also impacted by the replacement of the flooring at 2 of the adventure playgrounds which were closed for a week each – targets would have been over achieved without this interruption.

11.3 The agreement with Youth Connexions for them to use the Adventure Playgrounds to deliver their service to young people has ended. The reason for this was that Dacorum Borough Council advised that there would be a charge made for the use of the premises which Connexions decided they could not meet. The cost was imposed purely to cover costs which were increasing.

### **11.4 Quarter 1 2016-17 priorities**

11.5 Half Term Holidays – w/c 30<sup>th</sup> May 2016

11.6 Installation of sports pitches at 3 sites – June / July

11.7 Focus on increasing income potential at playgrounds

11.8 Increase the attendance at the Youth Clubs.

11.9 Recruitment of summer staff

11.10 Structural Surveys of built equipment

## **12 CCTV**

12.1 The Community Control Centre continues to extend its remit and offer a service to a range of new customers and secured a contract with a local school to monitor its CCTV system.

12.2 During this quarter there has been a significant increase in the recording of incidents captured by CCTV. During this quarter, there were 1028 incidents captured – an increase of 217 on the last quarter. This has resulted in 118 requests for footage.

12.3 The figures above end an exceptionally successful year for CCTV with exceptional improvements in performance and achievements. There has been a 30% increase in requests for footage and an 800% increase in incidents captured. The increase in the incidents captured relates, in part, to the digital recording of incidents as opposed to the previous manual system but there has been a more proactive approach to surveillance, partnership working and excellent information sharing as well as a considerable increase in the number of cameras monitored by the control centre.

12.4 The above has contributed to a wide range of results and evidence to support prosecution in a range of serious offences which include the following crimes: -

- Arson
- Serious sexual assaults
- Assaults on Police Officers
- Burglary
- Theft
- Criminal Damage

### **13 Quarter 1 2016/17 priorities CCTV: -**

13.1 Development of CCTV/Community Control services at the Forum and with DBC services

13.2 Increase external customer base and income

13.3 Agree monitoring arrangements with Hertfordshire Constabulary for Queens visit to Berkhamsted

### **14 Old Town Hall**

14.1 The Old Town Hall took over the running of the Café/ Bar service following the withdrawal of the catering service by First Care. This is an interim arrangement which has been very successful and options for future delivery will be explored during the next financial year.

14.2 Let's Dance are dance workshops for the 55+ age group which have been extremely successful and they have now teamed up with Get Set Go Dacorum and delivered 10 workshops which have been sold

out. Some participants have submitted testimonials that speak of the very positive transformative effect that the sessions have had on their life. They are more than health workshops – they have helped combat depression and feelings of isolation for some members of the group.

14.3 Let's Dance participants began work on their involvement with the Big Dance project which will be live on Friday 20<sup>th</sup> May.

14.4 Last Quarter saw the first of our 'relaxed performances' for children's theatre work. These adapted performances have quieter sound and brighter lighting for children with varying degrees of autism / learning difficulties. We welcomed young people from Collett School to the theatre for our first relaxed performance in March.

14.5 In January, we worked in partnership with the Community Partnerships team and Herts County Council to support an event hosted at the Old Town Hall for disabled residents to engage in health / sport activities.

14.6 A new cinema screen has been installed which has greatly enhanced the customer experience and attendance for film is increasing.

14.7 Attendance at the Old Town Hall in the second half of the year has been excellent with the last half of the year achieving an average of 74% attendance against a national average of 64%.

## **15 Quarter 1 2016/17 priorities Old Town Hall**

15.1 Work with Get Set Go to continue and develop Let's Dance

15.2 The Big Dance – 20<sup>th</sup> May 2016

15.3 Continue interim arrangements for the Bar and Cafe and explore options for long term arrangements

15.4 Review Marketing strategy.

15.5 Develop digital marketing strategy and new website

## **16 Safeguarding and Prevent**

16.1 This quarter saw the delivery of further Workshops Raising Awareness of Prevent (WRAP) and over 500 Dacorum staff, members and contractors have now been trained as required by the Counter Terrorism Act 2015.

16.2 The training aims to deliver the following objectives: -

- An understanding of the Prevent Strategy and the individual's role within it.
- The ability to use existing expertise and professional judgement to recognise the vulnerable individuals who may need support
- Local Safeguarding and referral mechanisms and people to contact for further help and advice.

16.3 During this quarter there were 22 Safeguarding referrals made to Herts County Council. There were 4 Vulnerable Adults referred and 18 Children.

16.4 A new system for monitoring safeguarding enquiries for Herts County Council's Children's Services and the responses from Dacorum Borough Council's Service is in place and working efficiently

### **17 Quarter 1 Priorities 2016/17 Safeguarding/Prevent**

17.1 Continue delivery of Prevent in line with priorities

17.2 Training for front line staff

17.3 Training for Designated Persons

17.4 Monitoring of contractors safeguarding practices





## Agenda item: 9

### Summary

Report for:	Housing and Community Overview and Scrutiny Committee
Date of meeting:	8 June 2016
Part:	1
If Part II, reason:	

Title of report:	<b>ACQUISITIONS POLICY</b>
Contact:	Margaret Griffiths, Portfolio Holder for Housing Author/Responsible Officer Simon Smith Asset Team Leader Fiona Williamson, Group Manager Property and Place Elliott Brooks, Assistant Director Housing
Purpose of report:	1. To inform the committee of the content of the Acquisitions Policy 2. To seek comments and feedback from the Committee
Recommendations	1. That the committee note the content of the policy
Corporate objectives:	Deliver Affordable Housing
Implications:	<u>Financial</u> Financial Resources need to be identified to purchase assets.
'Value for money' implications	<u>Value for money</u> The purchase price must represent value for money.
Risk implications	By implementing this policy the risk of purchasing an unsuitable asset is reduced.
Community Impact Assessment	Community Impact Assessments will be carried out for each asset identified for acquisition
Health and safety	N/A

Implications	
Consultees:	Elliott Brooks, Assistant Director of Housing Fiona Williamson, Group Manager Property and Place Julia Hedger, Group Manager Housing Development Isabel Connolly, Team Leader Tenant Involvement
Background papers:	Acquisitions Policy
Historical background <i>(please give a brief background to this report to enable it to be considered in the right context).</i>	Housing developed a RTB Buy Back Policy in 2013 to enable The Council the opportunity to purchase former RTB properties if they met the criteria specified in the policy.  Following the formation of the Hosing Development team to identify land for new build opportunities it was decided to incorporate the RTB Buy Back Policy in a new Acquisitions Policy enabling The Council to acquire assets for The Housing Revenue Account
Glossary of acronyms and any other abbreviations used in this report:	RTB – Right to Buy HRA - Housing Revenue Account

## Background

- 1.1 Housing developed a RTB Buy Back Policy in 2013 to enable the Council to purchase properties if they met a required criteria. This policy has been amalgamated in to a new Acquisitions Policy, which will enable the Council to purchase land or buildings to assist in the delivery of New Build properties.
- 1.2 The purpose of this Acquisitions Policy is to set out for the Council's Housing Service a clear framework for decision-making, which it will apply when considering opportunities to:
  - acquire property;
  - acquire land.
- 1.3 This policy sits within the Housing Service, and while it will be referenced in order to inform financial decisions, this is not a finance policy.
- 1.4 The legislation that gives the HRA 'first refusal' to buy-back certain properties previously sold under the Right to Buy will be specifically addressed, as this presents a need for the Council to understand when it will turn down, as well as take up, acquisition opportunities.

- 1.5 The framework for decision-making will consider whether each opportunity adds sufficient value to merit the required capital investment, based on:
- current service plan objectives,
  - future strategic development plans.



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# Acquisitions Policy

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Housing Service

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April 2016

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<b>Version Control</b>	Version 1
<b>Status of Policy</b>	<b>Draft</b>
<b>Sponsor</b>	Elliott Brooks, Assistant Director, Housing Landlord
<b>Author/Reviewer</b>	Simon Smith, Asset Team Leader
<b>Approved</b>	
<b>Review Date</b>	

## 1. Scope of policy

- 1.1 The purpose of this Acquisitions Policy is to set out for the Council's Housing Service a clear framework for decision-making, which it will apply when considering opportunities to:
- acquire property;
  - acquire land.
- 1.2 This policy sits within the Housing Service, and while it will be referenced in order to influence financial decisions, this is not a finance policy.
- 1.3 The Housing Service includes Housing Revenue Account (HRA) activity (as a landlord to tenanted properties, and a freeholder to leasehold properties), as well as general fund activity (as an authority with statutory duties to allocate social homes, provide housing advice, administer homeless cases, and provide temporary accommodation). The accountancy and financial rules for these functions are separate, and therefore different decision-making frameworks are applied.
- 1.4 The legislation that gives the HRA 'first refusal' to buy-back certain properties previously sold under the Right to Buy will be specifically addressed, as this presents a need for the Council to understand when it will turn down, as well as take up, acquisition opportunities.
- 1.5 The framework for decision-making will consider whether each opportunity adds sufficient value to merit the required capital investment, based on:
- current service plan objectives,
  - future strategic development plans.

## 2. Legislation

### 2.1 Right to buy

The Right to Buy scheme was introduced by the Housing Act 1980 and amended by the Housing Act 1985. Under part five of the Housing Act 1985 secure tenants were permitted to buy their homes (with some exceptions) from their local authority landlord.

The Housing Act 2004, which came into force in 2005, made several significant changes to the Right to Buy scheme, including extending the qualifying period for a tenant wishing to purchase their home from two to five years. The period during which a property could not be sold without the owner paying back a proportion of their discount was also increased from three to five years.

The Housing Act 2004 also introduced a requirement for owners wishing to sell their property, within ten years of purchasing under Right to Buy, to offer the property back to the Council before placing it on the open market. The Housing (Right of First Refusal) (England) Regulations 2005 set out the procedures owners wishing to sell their property are required to follow (see appendices 1 - 3 for more details).

### 2.2 Land acquisition

The Local Government Act 1972 section 120 empowers a local authority to acquire land both inside and outside its boundaries.

Local Government Act 2003 section 12 empowers a local authority to invest if the purpose is relevant to its functions and consistent with the prudent management of its financial affairs.

### **3. Acquisition criteria**

#### **3.1 Acquisitions by the HRA**

The Council acting in its capacities under the HRA will apply set criteria in considering:

- opportunities to take up its Right to First Refusal and acquire a property previously sold under Right to Buy; and
- other options for acquiring assets or land.

These criteria are:

- a) Housing need and demand has been established for the type of asset being offered and the area in which it is located ***and***
- b) The cost of any refurbishment work required to bring the asset up to the Council's Lettable Standard (or other relevant minimum standard) is financially viable ***and***
- c) Capital funds have been identified and are available for this purpose ***or***
- d) The purchase of the asset would free up land or enable access to a site suitable for the development of housing that is consistent with the development plans of the HRA.

#### **3.2 Acquisitions by the General Fund**

The Council has governance structures in place to acquire assets into the General Fund. The housing service may request that acquisitions are considered by the General Fund where the acquisition will have a strategic benefit for the housing service (for example, in order to increase temporary accommodation stock).

### **4. Financial considerations**

4.1 This policy is not a financial policy and all decisions to acquire property or land will have to have financial approval through the appropriate decision-making arrangements.

4.2 The HRA has a Business Plan, reviewed annually, and which will need to be referenced when identifying capital for HRA acquisitions.

4.3 In the case of an acquisition made by the HRA through the Right to First Refusal, the cost of any works required to bring the asset up to the Council's Lettable Standard would be deducted from the sum the Council would pay to acquire the property (this sum is worked out by a standard calculation, see appendix 2).

4.4 The Council must have available funds to purchase an asset. In any cases of any joint ventures considered by the General Fund, proposals will receive additional scrutiny to ensure the Council is not being exposed to financial risk.

## **5. Equality and Diversity**

- 5.1 We will ensure that this policy is applied fairly and consistently to all our customers. We will not directly or indirectly discriminate against any person or group of people because of their race, religion, age, gender, marital status, sexual orientation, disability or any other grounds set out in our Equality and Diversity policy.
- 5.2 This policy and any other related publications of Dacorum Borough Council are available on request in other formats (e.g. in an alternative language, in Braille, on tape, in large type).

## **6. Review of policy**

This policy will be reviewed every two years or sooner if necessary and following consultation with tenants.

## Appendix 1

### Right of First Refusal for properties sold under the Right to Buy

- 1.1 All properties sold under the Right to Buy (freehold and leasehold) since 18 January 2005 are bounded by the covenant the 'Right of First Refusal'. If the owner wishes to sell their property within 10 years of purchase they must first offer the property back to their former landlord (the Council).
- 1.2 The owner wishing to sell the property must submit an Offer Notice to the Council which should:
  - a. Be in writing
  - b. State the wish to sell the property, giving its full postal address
  - c. State that there is a covenant requiring the property to be offered first to the Council
  - d. Specify whether the property is a house, a flat or maisonette;
    - Specify the number of bedrooms
    - Give details of the heating system
    - Specify any improvements or structural changes which have been made since purchase
- 1.3 The Council will send an acknowledgement of receipt within 5 working days. This acknowledgement will specify the date on which the Offer Notice was received and give more details regarding the Right of First Refusal.
- 1.4 If the Council wishes to accept the offer it will confirm this to the owner within 8 weeks of receipt of the Offer Notice, and by issuing a written Acceptance Notice. The Council will ask its nominated valuer to value the property, which must be agreed between both parties. If no agreement can be made the value will be determined by the District Valuer.
- 1.5 If an offer to purchase the property is made by the Council a binding contract must be entered into with the owner:
  - No later than 12 weeks after the date on which the Acceptance Notice is served on the owner or
  - No later than 4 weeks after receipt of written confirmation from the owner that they are ready to complete (*whichever is later*)
- 1.6 For Dacorum Borough Council the *Group Manager - Property and Place* will decide whether:
  - a) The Council wishes to accept the offer and purchase the property;
  - b) The property should be offered to another nominated housing association in the area for purchase; or
  - c) The offer should be rejected.
- 1.7 If the nominated housing association wishes to accept the offer, they must state this in writing.
- 1.8 If the Council (or any nominated housing association) do not wish to accept the offer then a Rejection Notice will be served as soon as possible. If the Council has not served an Acceptance Notice or Rejection Notice within 8 weeks of the receipt of the Offer Notice the owner may proceed with selling the property as they see fit.
- 1.9 If a period of 12 months expires and the owner has not sold the property and then subsequently wishes to do so they must serve a fresh Offer Notice to the Council.



## Appendix 2

### Re-payment of discounts offered through the Right to Buy

#### 1.1 Calculating the discount as a percentage of the re-sale value

If a property is being re-sold within 5 years of the Right to Buy purchase, then the original percentage discount is used to work out a new re-sale discount value to be re-paid (disregarding the value of any improvements).

#### 1.2 Percentage of discount total to be repaid

The owner will be required to pay back a percentage of the discount based on a sliding scale (see table below).

Property sold after 1 year	100% discount must be re-paid
Property sold during second year	80% of discount must be re-paid
Property sold during third year	60% of discount must be repaid
Property sold during fourth year	40% of discount must be re-paid
Property sold during fifth year	20% of discount must be re-paid
Property sold after five years	No repayment of discount required

#### 1.3 Example

A property was bought through the Right to Buy for £60,000, with a value of £100,000, and therefore had a 40% discount applied (£40,000). This property was then re-sold after 18 months for £120,000.

40% of £120,000 is £48,000. As the owner is in the second year after purchase, they would repay 80% of £48,000 (£38,400).

#### 1.4 Exemptions

Certain sales of transfers are exempt from the requirement to re-pay discount e.g. transfers between certain family members. In addition if the owner would face hardship by having to repay the discount, and their circumstances justify it, the Council may decide not to ask them to pay some or all of what they owe.

## **Appendix 3**

### **Appeals procedure for decisions made regarding First Refusal of Right to Buy properties**

- 1.1 Appeals must be received within 28 days of the decision letter.
- 1.2 Where the appeal is in respect of how the policy and procedure have been applied the Property and Place Group Manager will investigate the matter and respond.
- 1.3 Appeals against decisions will be considered by the Assistant Director - Housing whose decision is final.



## AGENDA ITEM: 10

### SUMMARY

<b>Report for:</b>	<b>Housing and Community Overview &amp; Scrutiny Committee</b>
<b>Date of meeting:</b>	<b>8 June 2016</b>
<b>PART:</b>	<b>1</b>
If Part II, reason:	

<b>Title of report:</b>	<b>Update on the Housing and Planning Bill 2015/2016 from the perspective of a social landlord</b>
<b>Contact:</b>	Margaret Griffiths, Portfolio Holder for Housing Lindsey Walsh / Andy Vincent Responsible Officers
<b>Purpose of report:</b>	To update the Committee on the potential impact that the Housing and Planning Bill 2015/2016 will have on tenancy conditions operated by Dacorum Borough Council.
<b>Recommendations</b>	1. That the report be noted
<b>Corporate objectives:</b>	Affordable Housing
<b>Implications:</b>	<u>Financial</u>
<b>'Value For Money Implications'</b>	<p>There will be a new accounting challenge to manage 'pay to stay'; these costs would include market rent valuations, data collection and storage, system changes, staffing costs and costs to deal. There will also be extra costs, yet to be calculated according to the Government's impact assessment, linked to the sharing of information between landlords and HM Revenue &amp; Customs.</p> <p>If pay to stay does trigger tenants to apply for the Right to Buy then this could contribute to loss of council stock. This will result in a negative financial impact on the HRA due to the loss of rental income.</p> <p>Another financial impact that the Housing Bill will have on the Council will be the costs of a complete review of its tenancy</p>

	<p>conditions in order to make the necessary adjustments to comply with the new legislation.</p> <p><u>Value for Money</u></p> <p>The implementation of the Housing and Planning Bill will require the development of procedures in a number of area for the Housing Service – for example to implement the ‘pay to stay’ regime. Value for Money principles will drive these new procedure areas to ensure they are cost effective.</p>
Risk Implications	<p>The risks associated with the implementation of the housing elements of the Housing and Planning Bill are incorporated within the housing operational risk register. This was reviewed for 2016/17</p>
Equalities Implications	<p>It is not possible to complete an Equality Impact Assessment until further details are known about how specific elements of the legislation will affect different communities.</p> <p>Once full details of how the legislation will be implemented are known an Equality Impact Assessment will be undertaken.</p>
Health And Safety Implications	<p>None</p>
Consultees:	<p>Cllr Margaret Griffiths – Portfolio Holder for Housing</p> <p>Mark Gaynor – Director of Housing and Regeneration</p> <p>Elliott Brooks – Assistant Director of Housing</p> <p>Andy Vincent – Group Manager – Tenants and Leaseholders</p> <p>The Tenant and Leaseholder Committee are discussing many of the proposals contained within the Housing and Planning Bill at a meeting with our two local MPs on 15<sup>th</sup> July.</p>
Background papers:	<p>Dacorum Borough Council’s Strategic Tenancy Policy which sets out how the council will deal with the introduction of Flexible Tenancies.</p>
Historical background <i>(please give a brief background to this report to enable it to be considered in the right context).</i>	<p>The Housing and Planning Act 2016 brings a number of changes to tenancy conditions for existing tenants and will also require ‘higher’ earning tenants to pay a higher rent than those who are on lower incomes</p> <p>Previous legislation such as the Localism Act 2011 changed a number of conditions for new tenants and gave Local Authorities the freedom to introduce ‘Flexible Tenancies’ (fixed term tenancies, usually for a period of 5 years) for new tenants which Dacorum Borough Council has adopted. It also altered the right of succession limiting it only to spouses or civil partners for any tenancies that were commenced after the Act came into force.</p>

<p>Glossary of acronyms and any other abbreviations used in this report:</p>	<p>Secure Tenancy – this has traditionally been the type of tenancy issued to all new council tenants since 1980. This gave the tenant the ability to live in that property for life provided other tenant conditions were not breached (such as non-payment of rent). Another notable condition of a secure tenancy is the ability for a family member to succeed to the tenant (take on the tenancy, provided other conditions are met) upon the death of the existing tenant.</p> <p>Flexible Tenancy – this type of tenancy was introduced from April 2012. Dacorum Borough Council stipulated within its Strategic Tenancy Policy that it would be taking part in the Flexible Tenancy regime. Flexible Tenancies are fixed term tenancies issued to new tenants from April 2012 generally of 5 years in duration.</p>

## 1.0 Introduction

- 1.1 The Housing and Planning Bill 2016, received its first reading on 13th October 2015. This has now completed its passage through both the House of Commons and the House of Lords and received Royal Assent, becoming the Housing and Planning Act 2016 on the 12<sup>th</sup> May 2016.

At this stage some details regarding the implementation of the Act are not known as it has been written to be supplemented by secondary legislation and to give the Secretary of State the ability to enhance the Act through regulation.

- 1.2 The sections below provide brief detail on the parts of the Act that directly affect Social Housing tenants.

## 2.0 'Pay to Stay'

- 2.1 A discretionary scheme was initiated following a consultation exercise in 2012. The Coalition Government gave social landlords in England the discretion to charge market or near market rents to tenants with an income of £60,000 or more a year. It was argued that high income families should not be paying social rents (typically half the market rent) when they could afford to pay more. The scheme was known as 'pay to stay.' It is unclear how many social landlords have implemented 'pay to stay'.

Respondents to the consultation exercise raised concerns over:

- Administration - social landlords do not gather information or monitor tenants' incomes;
- Affordability – affected tenants could face substantial rent increases;
- The potential work disincentive effect; and
- Residualisation of the housing stock as higher earners are incentivised to move out.

## 2.2 Compulsory 'pay to stay' & lower income thresholds

As part of the Summer Budget 2015 the Chancellor announced that the discretionary 'pay to stay' scheme would be made compulsory (in England) and that new, lower, income thresholds would be introduced. These thresholds are £40,000 in London and £31,000 elsewhere. Local authorities will be expected to repay the additional rental income to the Exchequer 'contributing to deficit reduction' while housing associations will be able to use the additional income to reinvest in new housing. Following the declaration by the Office of National Statistics (ONS) at the end of 2015 that housing associations are public sector bodies, the Government announced that pay to stay would be discretionary for these landlords.

- 2.3 Measures to introduce a mandatory pay to stay scheme for local authorities have been included in the Housing and Planning Act. A consultation exercise, Pay to Stay: fairer rents in social housing, was conducted between 9 October and 20 November 2015, the results of which were published on 8 March 2016: Pay to Stay: fairer rents in social housing - consultation response. The Government has confirmed that a taper will be applied above the minimum income thresholds and that households in receipt of Housing Benefit will be exempt from paying higher rents. The Government's aim is to implement the mandatory pay to stay scheme from April 2017.
- 3.0 Secure tenancies - phasing out of tenancies for life; Schedule 7 changes the law about secure tenancies, introductory tenancies and demoted tenancies to phase out tenancies for life. The new Act refers to the new tenancy as 'New English Secure Tenancy' and the Secure tenancies as we have known them are referred to as 'Old-Style English Secure Tenancies'. Flexible Tenancies as we know them, will cease to be offered the day on which paragraph 4 of Schedule 7 to the Housing and Planning Act 2016 comes fully into force.
- 3.1 During the committee stage in the House of Commons, the Government amended the Act to prevent local authorities in England from offering secure tenancies for life in most circumstances. Instead, local authorities would only be able to offer fixed-term tenancies of between two and ten years. \* I believe that they can offer longer tenancies where there is a child aged under 9 in the house\*
- 3.2 Clause 113 and schedule 7 of the Act will amend the Housing Act 1985 and the Housing Act 1996 with the intention of phasing out secure tenancies, which establish that a secure tenant can live in a property for life.
- 3.3 Lifetime tenancies would remain for existing tenants, continuing for new properties if the tenant was required by the landlord to move. Those tenants that request to move would not retain their lifetime secure tenancy. Regulations would establish other circumstances where lifetime tenancies might be still be granted. These Regulations are unknown at the present time.
- 4.0 Succession to secure tenancies and related tenancies;
- 4.1 Within the current statutory framework there can only be one statutory succession to a council or housing association tenancy in England.

- 4.2 The Localism Act 2011 amended the succession rights of people living with secure council tenants in England where the tenancy was created after 1 April 2012. In these cases, a statutory right to succeed is limited to the spouse/partner of the deceased tenant. This has always been the case in regard to succession to an assured housing association tenancy.
- 4.3 For secure tenancies created before 1 April 2012, the right to succeed could be claimed by a member of the deceased tenant's family, subject to certain eligibility criteria.
- 4.4 Succession and under-occupation

Even though a member of the deceased tenant's family could have a statutory right to succeed to a secure council tenancy, if they were under-occupying the property the landlord could seek repossession on the grounds that "suitable alternative accommodation" has been offered. There have been a number of legal challenges concerning attempts to regain possession of under-occupied properties in these circumstances.

- 4.5 The Housing and Planning Act 2016

The Housing and Planning Act 2016, has restricted the right to succeed to a secure tenancy to spouses and civil partners and those who live together irrespective of when the tenancy was entered into. When introducing the new provisions in Public Bill Committee, the Government saw no justification for retaining an inconsistent approach to pre and post 2012 tenancies in terms of succession rights.

## HOUSING AND COMMUNITY Overview & Scrutiny Committee: Work Programme 2016/17

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

Meeting Date:	Report Deadline	Items:	Contact details:	Background information	Outcome of Discussion
8 June 2016	25 May 2016	<p><b>Quarter 4 Performance Reports</b> (&amp; Quarter 4 Operational Risk Reports)</p> <p><b>Housing</b></p> <p><b>Resident Services</b></p> <p><b>Budget Monitoring Financial Report</b></p> <p>Housing Acquisitions Policy</p> <p>Housing &amp; Planning Bill Update –Implications for Dacorum Borough Council Housing Department</p>	<p><i>(PH – M Griffiths, J Marshall, N Harden)</i></p> <p>E Brooks, Assistant Director, Housing</p> <p>J Still, Group Manager, Resident Services</p> <p>R Baker, Group Manager, Finance</p> <p>Fiona Williamson</p> <p>Andy Vincent / Lindsey Walsh</p>		



Meeting Date:	Report Deadline	Items:	Contact details:	Background information	Outcome of Discussion
20 July 2016	6 July 2016	Housing Rents & Other Charges Policy  Community Alarm Update  End of year contract review (Osborne & Sun Realm)  Housing Asset Management Strategy	Andy Vincent / Katie Keily  Andy Vincent  Fiona Williamson  Simon Smith / Fiona Williamson	Moved from June	
12 October 2016	28 September 2016	<b>Quarter 1 Performance Report</b> (& Q1 Operational Risk Reports)  <b>Performance Reports-Housing</b>  <b>Performance report-Resident Services</b>  <b>Q1 Budget Monitoring Financial Report</b>	<i>(PH – M Griffiths, N Harden, J Marshall)</i>  E Brooks, Assistant Director, Housing J Still, Group Manager, Resident Services  R Baker, Group Manager, Finance		

Meeting Date:	Report Deadline	Items:	Contact details:	Background information	Outcome of Discussion
		Homelessness Strategy Review	Natasha Brathwaite / Isabel Connolly		
23 November 2016  Page 74	9 November 2016	<b>Quarter 2 Performance Report</b> (& Q2 Operational Risk Reports)  Performance Reports- <b>Housing</b>  Performance report- <b>Resident Services</b>  <b>Q2 Budget Monitoring Financial Report</b>	<i>(PH – M Griffiths, J Marshall N Harden)</i>  E Brooks, Assistant Director, Housing  J Still, Group Manager, Resident Services  R Baker, Group Manager, Finance		

Meeting Date:	Report Deadline	Items:	Contact details:	Background information	Outcome of Discussion
Joint Budget 6 December 2016	25 November 2016	Joint Budget OSC Budget 2016-2017  <i>Ideally no further items to be added</i>	James Deane		
25 January 2017	11 January 2017				
Joint Budget February 2017	24 January 2017	Joint Budget 2016-2017  <i>Ideally no further items to be added</i>	James Deane		
15 March 2017	1 March 2017	Quarter 3 Performance Report (& Q3 Operational Risk Reports)  Performance Reports- <b>Housing</b>  Performance report- <b>Resident Services</b>  Q3 <b>Budget Monitoring Financial Report</b>	<i>(PH – M Griffiths, N Tiley, N Harden)</i>  E Brooks, Assistant Director, Housing  J Still, Group Manager, Resident Services  R Baker, Group Manager, Finance		

Meeting Date:	Report Deadline	Items:	Contact details:	Background information	Outcome of Discussion
12 April 2017	29 March 2017				

*Items to be scheduled: Dates to be confirmed*

Resident Involvement Strategy
Older Persons Housing Strategy
Temporary Accommodation Strategy
Housing Income Strategy

