



# 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 20 July 2016 at 7.30 pm**

**DBC Bulbourne Room - 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 - 9)

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. HOUSING RENTS & OTHER CHARGES POLICY (Pages 10 - 18)**

#### **7. COMMUNITY ALARM UPDATE (Pages 19 - 23)**

#### **8. END OF YEAR CONTRACT REVIEW (OSBORNE & SUN REALM) (Pages 24 - 40)**

#### **9. HOUSING ASSET MANAGEMENT STRATEGY (Pages 41 - 65)**

#### **10. TENANT INVOLVEMENT STRATEGY (Pages 66 - 91)**

### **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 92 - 96)

# Agenda Item 1

## MINUTES

### HOUSING AND COMMUNITY OVERVIEW AND SCRUTINY COMMITTEE

WEDNESDAY 8 JUNE 2016

**Present:**

**Councillors:**

Adeleke	Fethney
Banks	Imarni (Vice-Chairman)
Bassadone	Mahmood (Chairman)
Conway	Silwal
Hearn	Timmis
Link	W Wyatt-Lowe

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
Lindsay Walsh	Responsible Officer
Kayley Johnston	Member Support Officer (Minutes)

The meeting began at: 7:30pm.

**OS/0/15 MINUTES**

The minutes of the Housing and Community OSC meeting on 16 March 2016 were agreed by Members.

**OS/0/15 APOLOGIES FOR ABSENCE**

There were no apologies received.

**OS/0/15 DECLARATIONS OF INTEREST**

There was no declaration of interest.

**OS/0/15 PUBLIC PARTICIPATION**

There was no public participation.

**OS/093/15 CONSIDERATION OF ANY MATTER REFERRED TO THE COMMITTEE IN RELATION TO CALL IN**

None.

**OS//15 FINANCIAL BUDGET REPORT**

R Baker presented the provisional outturn for 2015-2016 the final report will be presented in July. Full details are in the report.

***R Baker was happy to take question.***

Cllr Wyatt-Lowe asked if we could provide a flow diagram for the right to buy for the money coming in and going out and the timings for it.

R Baker confirmed he will do that.

Cllr Bassadone referred to the over spend in asbestos page 14 – 5.7.

E Brookes said they did more repairs than anticipated it's a knock on effect from the repair work.

Cllr Bassadone asked if it's mainly from old boilers being replaced, is this when you find asbestos?

E Brooks said the asbestos can be anywhere and its only picked up when we repair/replace old things. But yes a lot has come from old boilers.

Cllr Adeleke referred to page 14 responsive repair overspends, what's in place to stop people abusing the system.

E Brooks said currently there isn't anything in place to stop people abusing the system. We have a Tenancy Team working on this and highlighted are the top 200 properties that have recurrent repairs, this is where a lot of the overspend is. We are looking at tenancy incentives to stop re reoccurring repairs we are also looking at whether the repairs is urgent or a health and safety issue.

**Cllr Harden arrived at 7:40pm**

Cllr Adeleke asked if we have legal powers to deal with this.

E Brooks replied, they can say no and gave an example of when they had said no due to abusive behaviour from a tenant and removed them from the planned works programme. This needs to be used more often and publicised more to tenants.

Cllr Fethney referred to page 14 mould, some cases of mould are dangerous do you liaise to find out what's urgent/not urgent or dangerous.

E Brooks said we have experts and the contractors are aware what is urgent and what isn't. Contractors and staff have had training sessions so they are more knowledgeable on this.

L Walsh added to that explaining the new procedure and how they are working with Osborne. Osborne will be working with tenants; they will be monitoring tenant's lifestyle and visiting tenants and teaching them how to prevent mould.

E Brooks said that Andy Vincent and Fiona Williamson have put in a bid for a re Charge Officer to re charge tenants if their property is not up to a lettable standards when handing their property back.

The bid has gone in and it will be for a trial period for a year.

Cllr Wyatt-Lowe referred to page 19 charges, is it difficulty collecting the money.

R Baker will get back to him about this.

Cllr Mahmood asked R Baker what his view is on the budget so far.

R Baker said he is confident that it's a robust process going forward and the rates of repairs are being monitored.

Action: None

Outcome: The report was noted.

## **OS//15 HOUSING REPORT**

E Brooks presented the 2015/16 end of year report and highlighted a few things these are highlighted 1-6 in the report.

Cllr Adeleke referred to the refugees whom E Brooks spoke about, he was a bit weary in presenting this information to the residents as he wanted to ensure their arrival is more positive rather than negative.

E Brooks said its about getting the balance correct. He would prefer that it's kept on a low key. There is information on the Councils website but its kept to a minimum and asks people to contact us directly if they want to know more. We are only taking 10 families in the next 5 years.

Cllr Griffith added to that saying the Home Office are pressing for more, we are only doing as we have been instructed we don't need to publicise it, families have been through a lot. If families want to speak about it when they are settled then that's something that can be done.

E Brooks said they attend regular meetings about the refugees and they learn from other authorities.

Cllr W Wyatt-Lowe referred to PP07 on page 24 examples to consider. A resident had agreed for décor to be done after they moved in, this then didn't happen, is there a time scale on these works and does this happen a lot where we don't keep to our word?

E Brooks said it's not a normal request and explained the process. If work isn't done then it's not a lettable standard so there are questions on how this passed. Cllr Wyatt-Lowe to pass information to E Brooks to look at.

Cllr Mahmood said that they tenant involvement team try and meet each month before the H&C OSC, they will meet and discuss the new strategy when is this likely to be ready.

E Brooks said it's in draft format it will go to the TLC and H&C OSC in July.

Cllr Adeleke said page 25 the estimate for the year doesn't make sense.

E Brooks clarified what it meant.

Action: None

Outcome: Report was noted.

J Still presented this report and the key indicators; we are currently in the same position as last year.

J Still spoke about the following,

- violent crime increasing
- ASB
- 3 premises closure due to class A drugs.
- Adeyfields successful event and the upcoming events for the Queen's Birthday.
- 340 new spaces provided under verge hardening project and a list for the current year is being developed.
- Adventure playgrounds increase in numbers
- CCTV 30% increase incidents leading to increased provision of evidence for Police prosecutions.
- The Old Town Hall attendance figures were good at 74%.

***J Still was happy to take questions on the report.***

P Hearn congratulated and thanked the department for their hard work.

She also asked if we could have someone from youth connexions to come and tell us what they do in the borough.

N Harden added that youth connexions are a country service not just in the borough, but it would be good to find out what they do.

Cllr W Wyatt-Lowe said that he loved the Adeyfield Love Your Neighbourhood event and asked who they can find out how effective they are.

J Still said that they do follow it up and it makes a difference to a small number of people and gave some examples of story from residents.

N Harden added that it's long term effects and it's all about being proactive.

Cllr Timmis asked why ASB has risen.

J Still said its been falling in the last 15 years, we knew that at some point it would rise and that's what's happened in the last 12 month, she explained what it was due to and since Christmas there has been a change in figures.

Cllr Timmis asked if the drug issue was to do with school children.

J Still advised that there were small pockets where school children were targeted by in general it was across the board.

Cllr Adeleke referred to page 55, The Old Town Hall, he attended all the events and they were excellent. He asked if they were one offs or if they would be shown again.

J Still confirmed that some are annual events and some are weekly. J Still offered to bring a report to committee in the Autumn about the Old Town Hall and the new marketing strategy and website. This was agreed by the committee for the Autumn

Cllr Mahmood expressed his concerns about crime figures, is it a police matter as it's not good presence for the area, who takes this issue further? J Still offered to bring a report to this committee in the Autumn and this was accepted by the committee.

J Still explained the process of CSP meeting regularly; it's a case where criminals can move in and out of the area causing peaks..

Action: None.

Outcome: Report was noted.

## **OS//15 HOUSING ACQUISITIONS POLICY**

E Brooks presented this report explaining the decision making process which will consider whether each opportunity adds sufficient value to merit the required capital investment, based on the current service plan objectives and the future strategic development plans. E Brooks explained that purchasing back old council houses is very unlikely. We can build cheaper than what we can buy back. Simon Smith is the Manager publishing the policy and the policy explains the financial side, we don't have money sitting there to buy land.

***E Brooks was happy to take questions on the report.***

Cllr Bassadone asked if we were to buy a property back would we then re house them?

E Brooks replied no.

Cllr Mahmood said the policy is not clear if someone sells a home.

E Brooks said that the criteria in the policy will be made clearer before it goes to Cabinet.

Action: None

Outcome: Report was noted

## **OS//15 HOUSING & PLANNING BILL UPDATE – IMPLICATIONS for DBC HOUSING**

L Walsh presented this report and explained that it has now become an Act. It only covers issues from social landlords, it's called pay to stay and it's compulsory. An additional timetable will be added and the process will start April 2017. One of the key things is if you exchange your property you will lose your lifetime tenancy.

***L Walsh was happy to take questions.***

Cllr Griffith asked if this stops people moving in EPD.

L Walsh said at the moment it does apply, it's not yet been an issue.

E Brooks added the remit affects our council, over the next few months we will draw an action plan for all issues. We will bring back an appendix to show you what's going on.

Cllr Link asked if we send letters to all tenants.

L Walsh said yes we will, we need to know what tenants rents are in order to charge them.



Cllr Link said that there is no incentive for the tenants to downsize.

Cllr Fethney asked if we are resourced up enough for this.

E Brooks added that the MP is due to see the TLC Group to answer questions on Pay to Stay. At the moment we can't answer this, we will feedback after the meeting.

J Howard asked if we had the correct figures as these are not what he had seen.

E Brooks confirmed that these are correct ones the figures which John had, those figures were refused in The House of Lords.

Cllr Imarni refereed to page 13, has there been a policy change where people have decided to buy?

E Brooks confirmed that 3 years ago there was a spike and it just hasn't gone down, he is confident that the pay to stay will encourage people to buy.

Action: None

Outcome: The Report was noted.

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

Agreed

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

Agreed

The meeting closed at 20:10.

# Agenda Item 6



## AGENDA ITEM: 6

### SUMMARY

Report for:	<b>Housing and Community Overview &amp; Scrutiny Committee</b>
Date of meeting:	<b>20 July 2016</b>
PART:	<b>1</b>
If Part II, reason:	

Title of report:	<b>Housing Rents and Other Charges Policy</b>
Contact:	Margaret Griffiths, Portfolio Holder for Housing Katie Kiely Housing Income team Leader Andy Vincent – Group Manager Tenants and Leaseholders Responsible Officer
Purpose of report:	To advise the Committee of the new updated Rent and Other Charges Policy
Recommendations	That the report be noted
Corporate objectives:	Affordable Housing
Implications:	<u>Financial</u>  This policy sets out the basis on which the Council's rents are calculated. The proposed reduction in rents under the Welfare reform and Work Act 2016 represents a threat to the HRA income stream estimated to be equivalent to a 12% reduction in average rents by 2020/21. The proposal to de-pool services charges should help to offset this.
'Value For Money Implications'	'Pay to Stay' introduces a compulsory scheme to charge higher income social tenants Market Rents for their properties. Full details of the scheme have yet to be published but it is known that Local Authorities will not be allowed to keep any additional income that this policy generates. There is expected to be a grant for administration and set up costs and the intention is that it should be cost neutral for the Council.  The Recharge section of the policy aims to ensure that, where appropriate, we collect costs incurred by the tenants actions or

	<p>neglect <u>Value for Money</u></p> <p>The proposal to de-pool service charges will add greater transparency to the award of contracts for services which will be driven by Value for Money principles.</p> <p>A business case was recently made for the appointment of a Recharge Officer and this post is expected to increase income.</p>
Risk Implications	The risks are incorporated within the housing operational risk register. This was reviewed for 2016/17
Equalities Implications	<p>There is a one year exemption to the 1% rent reduction for supported housing. This exemption will disproportionately affect tenants of pensionable age. Housing Benefit is available for those tenants who need help to pay their increased rent. An equalities impact assessment will be carried out for the recharge policy and for Pay to Stay once full details of the scheme are known. The implementation of the Housing and Planning Act 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>
Health And Safety Implications	None
Consultees:	<p>Cllr Margaret Griffiths – Portfolio Holder for Housing Elliott Brooks – Assistant Director of Housing Andy Vincent – Group Manager – Tenants and Leaseholders Osbourne Property Maintenance Services</p> <p>A report was also considered by the TLC and the proposals for the recharge policy were discussed at HMC</p>
Background papers:	<p>Welfare Reform &amp; Work Act 2016 contains details of the rent reduction</p> <p>Housing &amp; Planning Act 2016 sets out principles of ‘Pay-to-Stay’</p>
Historical background <i>(please give a brief background to this report to enable it to be considered in the right context).</i>	<p>Prior to April 2016 housing rents have increased year-on-year in accordance with a Government formula. The Welfare Reform and Work Act 2016 however introduced a requirement for social landlords to reduce rents by 1% per annum for four years. Supported Housing is exempt for this reduction in the first year.</p> <p>In 2012 the Coalition Government introduced a discretionary scheme under which social landlords could charge tenant households earning over £60,000 p.a. a market rent. In the summer budget 2015 the Chancellor announced plans to make a ‘Pay to Stay’ scheme compulsory and the Housing and Planning Act 2016 set out the statutory basis for the scheme.</p>

	Full details and further regulations are yet to be published
Glossary of acronyms and any other abbreviations used in this report:	De-pooling – this is separating charges for services such as electricity for communal lighting, cleaning and landscaping from the rent.  HRA – Housing Revenue Account

## 1.0 Introduction

- 1.1 The Rents and Other Charges Policy sets out the basis on which the Council's rent levels are calculated. Historically the Council has followed Government guidance in this respect. More recently both the Welfare Reform and Work Act 2016 and the Housing and Planning Act 2016 have required the Council to change the way in which rents are calculated. The policy itself sets out the broad principles on which rents are set and outlines other charges collected. Details are laid out in the various appendices.
- 1.2 Support charges for tenants in supported accommodation are calculated annually based on the cost of the service provided.
- 1.3 The decision has also been made to de-pool service charges for general needs properties with communal facilities. This will ensure greater transparency and accountability relating to the charges made to tenants for these services and facilities.
- 1.4 The Income team is also taking over responsibility for the collection of rechargeable works debts and the recruitment process is underway for a new Recharge Officer post. The successful candidate will work with the Income Team Leader, Empty Homes Team and Osbornes to finalise the details of this part of the policy

## 2.0 Rent Reduction - Welfare Reform And Work Act 2016

- 2.1 In his 2015 summer budget the Chancellor announced that Social Landlords would be required to reduce rents by 1% per annum every year for 4 years, commencing April 2016. The appropriate legislation was laid out in the Welfare Reform And Work Act 2016. This is equivalent to a 12% reduction in average rent levels over the 4 years of the policy if anticipated increases are taken into account. This policy is intended to help reduce the national Housing Benefit bill.
- 2.2 It is still possible to increase rents to target levels under rent restructuring as properties become void. This increase will not take place when tenants transfer under the 'Moving to a Smaller Home' scheme in order to encourage a more effective use of the Council's stock. Further details of when this increase will not be applied are set out in Appendix 2.

## 3.0 Pay to Stay – Housing And Planning Act 2016

- 3.1 In the summer budget the Chancellor also announced that the current 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'.

3.2 Measures to introduce this scheme have been included in the Housing and Planning Act. 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. Further details are expected in July.

The draft timetable for implementation is as follows

July 2016	DCLG publish draft Regulations
July - Sep 2016	Councils begin to consider and put processes in place to calculate market rents, collect income data, apply tapers, manage reviews of market rents, changes in tenant circumstances and set up appeals processes
Oct-2016	Dec Councils write to tenants to request income data. Tenants declare income and provide supporting evidence
November 2016	Regulations in force
Dec 2016 - Mar 2017	Councils determine which tenants should pay higher rents. Calculate amounts and issue bills
April 2017	Councils begin to collect additional higher rental payments, calculate admin costs & set up arrangements to pay over monies to central government on quarterly basis. (NB money transferred in first year will be based on actual receipts less reasonable admin costs)

#### 4.0 De-pooling

- 4.1 We have agreed that we will be de-pooling service charges for general needs properties with communal areas with effect from September 2016. De-pooling for supported housing is expected to follow.
- 4.2 De-pooling gives greater clarity and transparency to service charges and enables tenants to challenge the costs of the services provided to them.
- 4.3 Currently services charges are included with the rent and shown on statements as a single figure. The proposal is that from September 2016 statements will show service charges separately. Tenants will not, initially see any difference in the amount that they pay
- 4.4 The services that we will be charging for are all eligible for Housing Benefit (or for the Housing element of Universal Credit).
- 4.5 The 1% reduction in rent announced by the Chancellor and included in the Welfare Reform And Work Act 2016 represents a threat to the income stream of the HRA. De-pooling of service charges provides some protection against this as we are able to increase this element and charge the amount that the service costs us.

#### 5.0 Rechargeable Works

- 5.1 The Council aims to collect rechargeable costs where tenants have caused damage to the property through their actions or neglect, where unauthorised works have been carried out which are not to an acceptable standard or where we need to remove rubbish or other items from communal areas or void properties
- 5.2 .Following a detailed business case being made and after consultation with tenant groups approval has recently been given to employ a specialist Recharge Officer and the recruitment process is underway. The person appointed to the post will be working with our Empty Homes team and with Osbornes to produce a detailed rechargeable policy and procedure.



# Rents & Other Charges Policy

Last Reviewed June 2016

# Policy for rents and other charges

This policy was adopted by Cabinet on XXX and is managed and adhered to by the housing income team. This policy will be reviewed on a XXX basis.

## Contents

### 1.0 Policy overview

- 1.1 Introduction
- 1.2 Aims of the policy
- 1.3 Links to the Council's corporate aims
- 1.4 Policy statement

### 2.0 Rents and other charges detail

- 2.1 Government Policy
- 2.2 Target Rent
- 2.3 Depooling
- 2.4 'Pay to Stay'

### 3.0 Links to other corporate strategies and policies

### 4.0 Legislation

#### 1.1 Introduction

This policy is to set out the legal position and basis for which council rents and other charges are set. It provides clarity of this process for both officers and tenants.

#### 1.2 Aim of the policy:

To set out how the housing service of Dacorum Borough Council will establish rent levels and other charges for properties managed under the Housing Revenue Account.

#### 1.3 Links to Council's corporate aims:

This policy contributes to the council's priority of "providing good affordable homes, in particular for those most in need" which is set out in 'Delivering for Dacorum – Corporate Plan 2015-2020'.

#### 1.4 Policy statement(s):

We will follow Government policy (see 2.1) when setting rents for properties managed by the Housing Service.

We will follow Government policy (see 2.1) when setting rents for properties managed by the Housing Service.

Tenants will be given 28 days notice in writing of any change to their rent in accordance with the Housing Act 1985 Section 103.

We will move to target rents as properties become empty, except for in the case of exemptions (see 2.2).

We are committed to depooling service charges for tenants (see 2.3).

We will increase rents for higher earning tenants under the 'Pay to Stay' scheme in accordance with statutory guidance (see 2.4).

We will charge rent over a 48 week rent year with 'free weeks' at Christmas, the end of May and the end of the financial year.

Support charges for those in supported housing accommodation are calculated annually based on the cost of the service.



## 2.0

# Rents and other charges detail

### 2.1 Government Policy

The Welfare Reform and Work Act 2016 requires registered providers of social housing in England to reduce social housing rents by 1% a year over the next 4 years commencing April 2016. Supported housing is currently exempt. Rents for supported housing will be increased by CPI + 1% (+ £2 if not at target rent) for as long as the exemption is in place.

### 2.2 Target Rent

Rents that have not yet reached target levels will generally be increased when the property becomes empty. There are exceptions to this for tenants who move on a mutual exchange or on the Council's scheme for moving to a smaller home. New tenancies set up following a succession or an assignment are also exempt from this increase.

### 2.3 Depooling

We have committed to depooling service charges for tenants in general needs properties from April 2016. It is proposed to extend this to supported housing tenants in April 2017.

Depooling of service charges will allow for greater transparency and allow tenants to more easily challenge the cost of services they receive. It will also enable us to move towards collecting the full cost of providing these services and offer an element of protection against the drop in income as a result of 1% rent reductions over the next 4 years.

### 2.4 'Pay to Stay'

This scheme included in the Housing and Planning Act 2016 requires that local authorities increase rent for tenants earning over a certain threshold. This threshold for households outside of London will be £31,000 (for year 2017/18). The increase in rent for households earning above this will be tapered at 15p per £1 earned above the threshold. Tenants in receipt of Housing Benefit or Universal Credit will be exempt from this increase.

We will be required to set a market rent for each property as well as collect and hold income details for each household.

For the purposes of 'Pay to Stay' a household will consist of tenant(s) and partner or spouse. The income of adult children will not be included in the calculation.

### 3.0

## Links to other corporate strategies and policies

This policy links to and should be read in conjunction with the following policies and strategies:

Page 18

- Housing Strategy
- Financial Inclusion Strategy
- Rent Arrears Procedure

### 4.0

## Legislation

Housing Act 1985

Housing and Planning Act 2016

Welfare Reform and Work Act 2016



## AGENDA ITEM: 7

### SUMMARY

Report for:	Housing and Community Overview & Scrutiny Committee
Date of meeting:	20 July 2016
PART:	1
If Part II, reason:	

Title of report:	<b>Community Alarm Update</b>
Contact:	Margaret Griffiths, Portfolio Holder for Housing Andy Vincent – Group Manager Tenants and Leaseholders Responsible Officer
Purpose of report:	1. To update the Committee on work to upgrade the alarm call system within Sheltered Housing and to re-tender the alarm call monitoring service.
Recommendations	1. That the report be noted
Corporate objectives:	Affordable Housing
Implications:  'Value For Money Implications'	<u>Financial</u>  The contract to upgrade the alarm call system within the Sheltered Housing Accommodation owned by Dacorum Borough Council will run for a period of 5 years at £120,000 per year.  The contract to respond to the community alarm calls will be retendered shortly to commence in December 2016.  <u>Value for Money</u>  Value for Money principles will drive/has driven the award of these contracts, ensuring that the Council gets the best possible price for the provision of these services.

Risk Implications	The risks associated with ensuring effective contract management are incorporated within the housing operational risk register. This was reviewed for 2016/17
Equalities Implications	There are no equality implications as the alarm call service is universally available to all residents of sheltered housing.
Health And Safety Implications	Alarms within sheltered housing help to preserve the health and safety of residents – as assistance is available via the service 24 hours per day.
Consultees:	Cllr Margaret Griffiths – Portfolio Holder for Housing Mark Gaynor – Director of Housing and Regeneration Elliott Brooks – Assistant Director of Housing Andy Vincent – Group Manager – Tenants and Leaseholders
Background papers:	Review of Sheltered Housing – presented to the Housing and Communities Overview and Scrutiny Committee in September 2013
Historical background <i>(please give a brief background to this report to enable it to be considered in the right context).</i>	The alarm systems in much of Dacorum Borough Council's Sheltered Housing are as old as the schemes themselves. As a consequence many of the systems have deteriorated significantly with a number failing completely.  A dilapidation report of the alarm systems was included in the review of Sheltered Housing presented to the Housing and Communities Overview and Scrutiny Committee in September 2013. This identified the priorities for replacement and upgrade and formed the basis of the current upgrade programme.
Glossary of acronyms and any other abbreviations used in this report:	Community Alarms  Community alarm systems are the alarm systems contained within the sheltered housing schemes owned and managed by Dacorum Borough Council. These alarms are monitored by an external organisation (SeniorLink Eldercare) and ensure access to health care is available to sheltered residents 24 hours per day 365 days per year.  Call stacking  With the current analogue wiring system within our sheltered accommodation each external line from a scheme can only carry 1 call at a time to the alarm call monitoring service (the majority of schemes only have 1 external line, some others have up to 4). This means that if 2 alarms are pressed by tenants simultaneously 1 call will not get through until the other is complete; this is called stacking or call stacking.

## **1.0 Introduction**

- 1.1 Dacorum Borough Council owns and manages 1968 sheltered housing properties. These are largely within self-contained schemes (1238) with the remainder being dispersed within the community.
- 1.2 Much of the sheltered housing stock owned and managed by Dacorum Borough Council dates from the 1950s and 1960s. Each scheme is equipped with an alarm system which residents can activate to call for assistance. Many of these alarm systems are in poor condition as much of the wiring originates from when the schemes were first built.
- 1.3 In September 2013 Dacorum Borough Council's Housing Service with the support of the Housing and Communities Overview and Scrutiny Committee completed a comprehensive review of the sheltered housing stock owned by the Council and the service received by residents. One of the recommendations of the review was that the alarm systems were upgraded to extend their lifespan for the next 20-30 years.

## **2.0 Community Alarm Upgrade Programme**

- 2.1 Dacorum Borough Council has sought tenders from external, qualified organisations to deliver the upgrade programme. Tunstall Healthcare was awarded the contract to deliver the upgrade programme which is anticipated to be £600,000 over a period of 5 years.
- 2.2 The upgraded alarm call system will deliver a number of service improvements to sheltered residents:-
  1. Calls to the alarm call monitoring centre will be in digital quality
  2. Calls will no longer be stacked as multiple calls can be passed through to the alarm call monitoring centre simultaneously
  3. The system will be 'future proofed' enabling additional services such as assistive technology to be linked to the call monitoring contract.
- 2.3 The original upgrade programme from 2013 is included in appendix 1. To date the system at Rice Close and Leys Road have been completed with work due to commence at Evelyn Sharpe House imminently.

The reason for the alteration to the original installation programme is that the alarm systems at some schemes (Leys Road for example) have been found to be in a much worse condition than originally anticipated when surveyed by Tunstall Healthcare.

## **3.0 Alarm Call Monitoring Contract**

- 3.1 The current alarm call monitoring contract delivered by SeniorLink Eldercare expires in January 2017. The quality of the service delivered by SeniorLink Eldercare has been excellent; in that they have consistently met the call responding performance target set out within the contract.

- Percentage of Community Alarm calls answered within 1 min – Target 97.5%

- Percentage of Community Alarm calls answered within 3 min – Target 99%
- 3.2 Work has commenced with the Supported Housing Staff and Tenants Forum to develop a new set requirements for the new contract. A market dialogue is being undertaken in early July to discuss with a host of organisations potential additions to the new contract. This will help the Supported Housing Team understand where the alarm call monitoring market is developing and what has changed since the SeniorLink Eldercare contract was awarded.
- 3.3 In discussion with staff, tenants and elected members some of these developments may be included in the new contract. An assessment of the impact of any changes on tenant's support charge will also influence any final decision.
- 3.4 It is anticipated that the new tender for the service will be produced in the summer will evaluations of the submissions being undertaken in September/October with an award of the contract being made in early December 2016.

## Appendix 1

### Schedule for Community Alarm Replacement

<b>Scheme</b>	<b>Expected date of replacement</b>
Rice Close	2013/14
Evelyn Sharp House	2014/15
Two Beeches	2014/15
Phyllis Courtnage House	2014/15
Southernwood Close	2014/15
Varney Road	2014/15
Saturn Way	2014/15
William Crook House	2014/15
The Drift Way	2014/15
Old House Road	2014/15
Mayflower Avenue	2014/15
Dudley House	2014/15
Lagley House	2015/16
Gravel Lane	2015/16
Elizabeth House	2015/16
Sursham Court	2015/16
Pond Close	2015/16

Oaklawn	2016/17
Compass Point	2016/17
Florence Longman House	2016/17
Cranford	2016/17
Christopher Court	2016/17
Emma Rothschild Court	2016/17
Holly Tree Court	2016/17
Betty Patterson House	2016/17
Leys Road	2017/18
Willow Edge	2017/18
Gilbert Burnet House	2017/18
Chapel Street	2017/18
Douglas Gardens	2017/18

# Agenda Item 8



## AGENDA ITEM: 8

### SUMMARY

<b>Report for:</b>	<b>Housing &amp; Community Overview &amp; Scrutiny Committee</b>
<b>Date of meeting:</b>	<b>20 July 16</b>
<b>PART:</b>	<b>I</b>
If Part II, reason:	

<b>Title of report:</b>	Performance Review – Total Asset Management Contract & Gas installation and servicing contract
<b>Contact:</b>	Councillor Margaret Griffiths, Portfolio Holder for Housing Responsible Officer – Mark Gaynor, Corporate Director (Housing & Regeneration). Author - Fiona Williamson, Group Manager Property & Place
<b>Purpose of report:</b>	To provide the annual update upon the performance of the Total Asset Management Contract and Gas Servicing and installation Contract.
<b>Recommendations</b>	For members of the Overview and Scrutiny Committee to provide observations and comments on the performance of the two contracts.
<b>Corporate objectives:</b>	To ensure investment in the maintenance and improvement of the housing portfolio is delivered in line with the performance requirements of the contract and provides a high quality, customer focused service that provides value for money.  To promote tenant involvement in the management and delivery of the contracts.
<b>Implications:</b>	<u>Financial</u>  The tenders were awarded on the basis of the most economically advantageous tender. The volumes of responsive repairs and voids are variable and can impact upon the ability to work within budget. This is monitored on a monthly basis and where viable planned works reduced to limit any



<p>'Value For Money Implications'</p>	<p>overspend.</p> <p><u>Value for Money</u></p> <p>The assessment to determine the optimal way to deliver the work strands, by reducing duplication, efficient management of work in progress and improved planning is designed to reduce waste and ensure that value for money is demonstrated and realised over the term of the contract.</p>
<p>Risk Implications</p>	<p>The Total Asset Management Contract combines a large number of planned work programmes, the management of the call centre and the day to day repairs and empty homes repairs. Performance and financial management is essential as poor performance on this contract would have serious detrimental effects on the tenants and leaseholders and on the reputation of both the Council and the service Provider, Osborne.</p> <p>Gas Servicing and Installation is a high risk area in terms of safety and failure to remain compliant in respect of gas safety is both a risk in terms of statutory compliance and risks to the tenants and adjoining residents.</p>
<p>Equalities Implications</p>	<p>Community Impact Assessments have been undertaken for both of these contracts to ensure they are accessible to all.</p>
<p>Health And Safety Implications</p>	<p>Failure to adequately maintain the properties in a good state of repair and compliant with statutory requirements has health and safety implications.</p>
<p>Consultees:</p>	<p>Councillor Margaret Griffiths, Portfolio Holder Housing</p> <p>Elliott Brookes, Assistant Director Housing Landlord</p> <p>Andrew Vincent, Group Manager Tenants and Leaseholders</p> <p>Natasha Brathwaite, Group Manager Strategic Housing</p>
<p>Background papers:</p>	<p>Cabinet Report 25<sup>th</sup> March 2014, Award of Total Asset Management Contract and Consultants Contracts.</p> <p>Cabinet Report 23<sup>rd</sup> July 2013, Award of Gas Servicing and Installation Contract</p> <p>Housing and Community Overview and Scrutiny Committee report 14<sup>th</sup> October 2015</p>
<p>Historical background <i>(please give a brief background to this report to enable it to be considered in the</i></p>	<p>The Gas Servicing and Installation contract has been delivered by Sun Realm since October 2013 and includes the servicing of existing and installation of new boilers.</p> <p>The Total Asset Management contract has been delivered by Osborne Property Services since July 2014 and includes the provision of repairs, voids, improvement work and services</p>

<i>right context).</i>	<p>including stock surveys and management of the call centre.</p> <p>Both contracts are ACA TPC Partnering contracts and operated using open book accounting and incorporate performance linked profit elements. The contracts both have an initial duration of 5years with the potential to earn extensions based upon satisfactory performance measured by a range of key performance and strategic indicators.</p>
Glossary of acronyms and any other abbreviations used in this report:	<p>HRA - Housing Revenue Account</p> <p>TAM - Total Asset Management</p> <p>(CP12) LGSR Certificate – Landlords Gas Safety Record</p> <p>MEAT – Most Economically Advantageous Tender</p> <p>HMEC – Housing Maintenance and Environment Committee</p> <p>JRP – John Rowan and Partners</p> <p>FFT – Faithorn, Farrell, Timms – Partnering Advisor on the TAM contract.</p> <p>TPC – Term Partnering Contract</p> <p>ACA – Association of Consultant Architects</p> <p>KPI's – Key Performance Indicators</p> <p>OPSL – Osborne Property Services Limited</p> <p>CAT 1 – A breakdown category for boilers that require immediate replacement as they are beyond repair</p>

## 1.0 BACKGROUND

- 1.1 The Total Asset Management (TAM) Contract with Osborne and the Gas Servicing and installation Contract, with Sun Realm, are two of the most important contracts which the Council deliver to the 10,232 social housing properties. Sun Realm commenced delivery of the contract for work to domestic gas installations, in October 2013 and Osborne commenced the delivery of the Total Asset Management Contract in July 2014, both following robust procurement processes.
- 1.2 Both contracts are being delivered under the ACA TPC 2005, a form of Partnering Contract, amended in 2008 and are based upon a target cost model, whereby the contract and valuations are based upon target costs for various types of work and these are then audited and the actual cost for the delivering the work identified. Open Book Audits are undertaken quarterly to ascertain the actual costs borne by the Service Provider. Any savings (gain) from the Target Cost is shared by the Council and the Service Provider on equal basis. If the total expenditure on the contract exceeds the target costs then the additional costs above target, the pain element, is the responsibility of the Service Provider.
- 1.3 The initial contract duration was 5.5 years, with the option to extend for a further 5 years. Additional 1 year extensions can be earned subject to ongoing annual review of the Service Provider's key strategic indicators, which include compliance, tenant and community engagement, IT development and financial transparency.

## 2.0 GAS SERVICING AND INSTALLATION CONTRACT UPDATE

2.1 The Gas Servicing and installation contract, delivered by Sun Realm covers both gas and solid fuel boilers and the primary functions are;

- a) Servicing of existing installations and issue of Gas Safety Certificates in compliance with the Gas Safety (Installation and Use) Regulations 1998.
- b) Domestic boiler replacements of both gas and solid fuel.
- c) CAT -1. Break down Service – including a 24hour emergency make safe provision
- d) Miscellaneous Work
  - Power Flushing
  - Additional Radiators
  - Flue Replacement/Upgrade
  - Review of new build installations

## 3.0 FINANCIAL PERFORMANCE

3.1 The financial model for the contract is administered using target costs for the replacement of boilers and full central heating systems and on a fixed price per service, which includes for any repairs that are required throughout the year.

3.2 The target costs were used to provide cost comparisons at tender stage and to process the monthly valuations, but under the contract financial mechanism using Open Book, there are quarterly audits undertaken of Sun Realm's accounts to identify the actual cost of the boiler installations. If the actual costs exceed the target this is paid by Sun Realm and any saving that is derived from the actual costs being lower than target is shared between the Council and Sun Realm.

3.3 The table below provides details of the audit outturn position from each of quarterly audits undertaken in the financial year 2015-16, which despite some fluctuations in materials costs throughout the period, resulted in £255,673 of savings for the Council to reinvest in additional boiler installations.

<b>Audit Period</b>	<b>Quarter</b>	<b>Total Gain</b>	<b>50% DBC share to reinvest</b>
April – July 2015	Q1 – 2015/16	£180,704.52	£90,352.26
July – January 2016	Q2&3 – 2015/16	£ 236,828.16	£118,414.08
January – April 2016	Q4 – 2015/16	£93,814.60	£46,907.30
<b>Total Saving</b>		<b>£511,347.28</b>	<b>£ 255,673.64</b>

3.4 In all of the audits undertaken to date there have been savings against the target costs. The contract is structured to incentivise the Service Provider to make efficiency savings against the target costs as this is shared equally 50:50 and the savings realised equate to 14.27% of the contract value in 2015-16.

3.5 The Council will need to work closely with Sun Realm to establish any fluctuations in the actual cost of work, following the Brexit referendum vote, to determine if this will change the level of shared savings in future.

#### 4.0 KEY PERFORMANCE INDICATORS

4.1 Sun Realm have constantly maintained a high degree performance, especially in the critical area of boiler servicing compliance, by working closely with the Council's technical and tenancy teams to undertaking a very pro-active approach in obtaining access to properties. Sun Realm provides an incentive to tenants who allow access on the first appointment of going into a draw to receive £100 and this has resulted in 73.76% of first appointments being kept.

The following table, contains the KPI figures and the percentage of the performance related profit that has been achieved for the year is the full 2%.

Item	Description	Target %	% PRP	Achieved %
Compliance Check	Boiler services either completed or in the process.	100	20%	100
Quality	Proportion of QC checks passed	>95	10%	100
Resident Satisfaction with Quality & Service	Proportion of jobs completed to satisfaction of the resident.	>90	20%	100
Appointment kept	Proportion of appointment kept by the service provider	>98	20%	100
Formal Complaints	Projects completed without any complaints from residents	>99	10%	100
Time	Jobs completed with target time scales	>98	5%	99.9
Health & Safety	Number of jobs with no reportable accidents	1	10%	100
Reducing waste	Amount of waste recycle or diverted from landfill	>75	5%	85
	TOTAL		100%	

4.2 In addition to the suite of performance indicators there are additional benefits that have been derived from the partnering relationship with Sun Realm. If Sun Realm cap off a gas supply, following three attempts at gaining access to a property, the information is passed to the tenancy, tenancy sustainment and fraud teams at the Council, as this can be indication of underlying tenancy issues. This reporting began in February this year and to date has revealed the following:

February 2016 = 1 cap off investigation revealed no one living at property

March 2016 = 5 properties capped off of these it was established:

- 2 cases where no one living at property
- 1 case where the tenant does not want to use gas
- 1 case where Sun Realm were unable to carry out the service as debt on meter
- 1 case where the tenant was in prison

4.3 Concern cards have also been introduced, whereby engineers are able to report social and welfare concerns to the Council, who can then carry out further investigations to determine if there is hoarding or potential safeguarding issues within the household. Whilst these have been limited in number, the referrals to the Council have enabled the tenancy sustainment team to proactively support a number of tenants.

## 5.0 VOLUME OF WORK COMPLETED

5.1 The volume of work Completed, during the Financial Year 2015-16, is summarised below:

SERVICING	<b>10746</b>
CAT - 1 EMERGENCY BOILER REPLACEMENTS	<b>172</b>
PLANNED SYSTEM INSTALLATIONS	<b>617</b>

5.2 The number of CAT – 1 boiler replacements, has reduced by substantially from 522 last in 2014-15, to 172 in 2015-16, which is due to the higher levels of investment in the replacement programme and the partnering approach that enables Sun Realm to identify boilers that are nearing the end of their life through the servicing and repairs history.

5.3 The replacement programmes are now developed jointly, rather than just relying on the stock condition information, which has been beneficial in reducing the number of CAT - 1 boiler replacements. This reduction allows a more reliable programme to be developed and reduces the negative impact for tenants if the heating system breaks down and requires immediate replacement often leaving them without heating and in the case of a combi boiler also hot water, whilst asbestos tests are undertaken.

## 6.0 TECHNICAL PERFORMANCE

6.1 The servicing and installation work is subject to an independent audit by Sterling Consultants, who undertake sample inspections of the completed work and the findings are reported back to the Council for review and agreed improvements by Sun Realm.

The tables below provide details of the central heating and boiler installations that were included in the audit summarised in the three categories.

6.2 Of those installations that were classed as poor the majority were as a result of the quality of the completion certificates, which were incomplete or in some cases the handwriting was illegible. These issues have been addressed and following the interventions that were implemented by Sun Realm, the volume in the last quarter of the year had reduced.

Heating Installations	Good	Satisfactory	Poor
April	10	2	4
May	4	7	4
June	3	7	4
July	4	4	3
August	11	6	1
September	11	5	1
October	7	3	0
November	15	6	0
December	8	5	4
January	9	5	0
February	15	3	2
March	3	2	0
TOTAL	100	55	23

6.3 The servicing audit only identified 7 poor throughout the whole year and these were mainly as the result of the engineers' completing information on the handheld PDA's, with incomplete sections on the form, rather than any issues with the quality of work undertaken.

<b>Servicing</b>	<b>Good</b>	<b>Satisfactory</b>	<b>Poor</b>
April	12	7	0
May	9	4	1
June	23	7	1
July	12	5	0
August	13	1	3
September	14	2	0
October	11	5	0
November	21	5	0
December	14	3	0
January	10	3	2
February	16	2	0
March	9	1	0
<b>TOTAL</b>	<b>164</b>	<b>45</b>	<b>7</b>

6.4 Overall the audits did not identify any major concerns with the quality of the work that was undertaken and additional toolbox training has been provided to the engineers to ensure the issues identified have been addressed.

## **7.0 CONCLUSION**

7.1 Sun Realm, have continued to provide a consistently high level of service, both in the servicing and installation elements of the contract and this is supported by strong performance against the measured indicators. Additionally there has been a continued willingness to work with the Council to support our more vulnerable tenants and to provide employment opportunities by supporting five apprentices during the year.

7.2 The audit programme has been undertaken with good levels of cooperation and transparency from Sun Realm, which has enabled the work to be concluded in a timely manner. Sun Realm has demonstrated a good understanding of the required detail and format of information that is necessary to complete the Open Book audits and have adhered to the Council's timescales for submission and review.

7.3 The Sun Realm appointment of a planned works supervisor for the installation programmes has enabled better targeting of investment, which is reflected in the reduction in CAT 1 breakdowns.

7.4 In summary, the use of Open Book Accounting, in conjunction with a target cost based contract, had derived some positive outcomes both in terms of financial savings and also good customer satisfaction. It is recognised that, in order to achieve any Value for Money savings, both the Employer and the Service Provider must develop a good working relationship and the transparency demonstrated by Sun Realm has assisted in engendering a good working relationship. Both organisations have been keen to identify and manage any waste in the process and this has led to some good results and tangible savings.

## 8.0 TOTAL ASSET MANAGEMENT CONTRACT - PERFORMANCE UPDATE

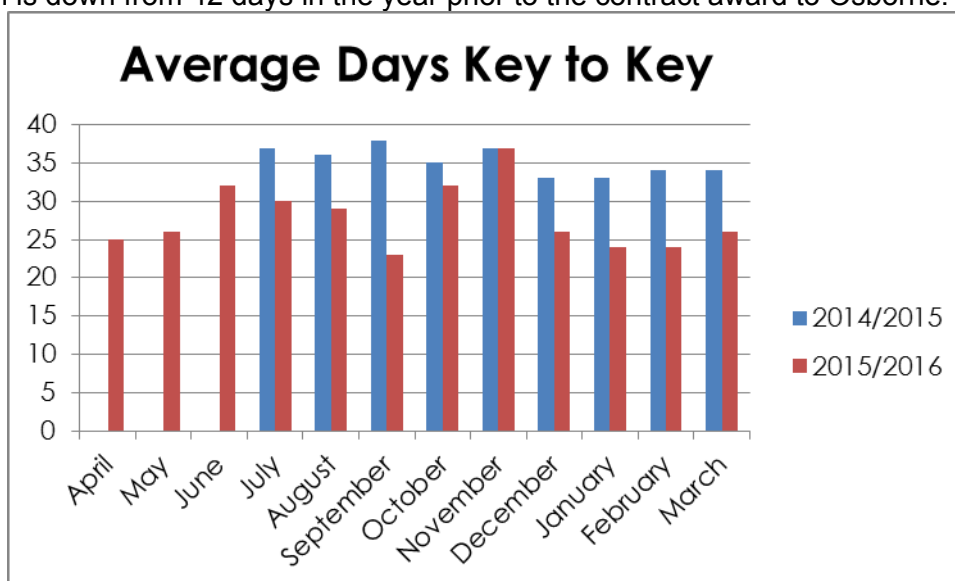
- 8.1 The Total Asset Management Contract has been provided by Osborne Property Services since the 1<sup>st</sup> July 2014 and has just completed the second full year of delivery.
- 8.2 The Council officers continue to work very closely with Osborne's team and are co-located in the Osborne depot on the Maylands industrial estate, which enables decisions to be made more quickly, problems can be addressed and the teams are able to work more closely on future programmes.
- 8.3 The contract has been structured to enable a percentage of the Service Providers profit (3%), to be linked to satisfactory performance, measured by a number of Key Performance Indicators, designed to incentivise positive behaviours.

## 9.0 Local Employment and Site Office

- 9.1 The Council continue to monitor the employment of the sub-contractors that are employed by Osborne, to ensure the local supply chain contractors continue to have the opportunity to work within the Borough. Osborne currently employs 67% of sub-contractor firms that are based in and around Dacorum. This is beneficial but has caused some issues with capacity and therefore they continue to engage with local companies in an aim to increase the overall supply chain. Osborne have employed two new multi trade operatives, however there have also been a number of the direct labour force that have resigned following the reintroduction of the productivity based pay scheme, which will need to be replaced.
- 9.2 In order to support the strategic aims of contract another benefit to the local community and the economy has been the creation of 17 new jobs to support the delivery of the contract. Osborne has established 11 apprenticeships and 2 apprentice schemes within their own workforce. To supplement this further a programme is being rolled out for apprentices within the supply chain to continue to increase this benefit further. Currently 98% of Osborne directly employed staff are local, supporting the strategic aim of local jobs for local people and benefiting the economy.

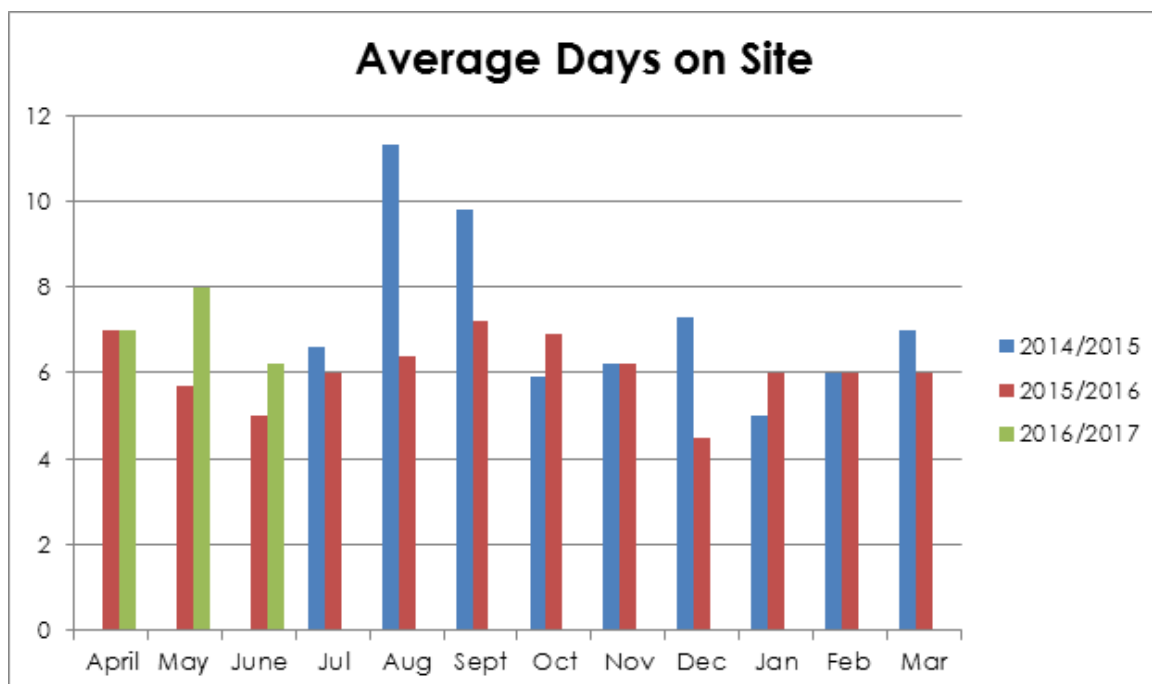
## 10.0 Empty Homes

- 10.1 The Empty Homes delivery and reduced key to key times continued to deliver very positive performance results. The performance in 2015-16 averaged around 28 days which is down from 42 days in the year prior to the contract award to Osborne.



- 10.2 There has been a reduction in the average time to complete void work on site in 2015-16 and the teams from the Council and Osborne's continue to work closely to reduce

duplication and streamline a number of areas in the process. This is being done with works being carried out to a higher standard than previously, with additional volumes following the use of HRA properties as temporary accommodation, but also with an increased scope of works being completed in properties.



- 10.3 The approach of carrying more works up front result in:-
- Less disruption for tenant during tenancy
  - Reduction in repair costs / disruption during tenancy
  - Better targeting of Aids & Adaptations works for not only immediate incoming tenant but future tenancies
  - Property to higher standard is easier to let

10.4 Osborne has completed 121 zero day jobs since the start of the contract. These are jobs when the key is given to them, works carried out, and the key returned on same day. The aim is to identify the work required during a pre-void inspection, which is carried out in the notice to quit period and enables the team to also reinforce the tenant responsibilities in respect of the condition which they are expected to leave their home.

10.5 The Osborne Empty Homes Team continues to provide a service that is in the upper quartile of peer organisations for performance in the country.

## 11.0 Repairs & Maintenance

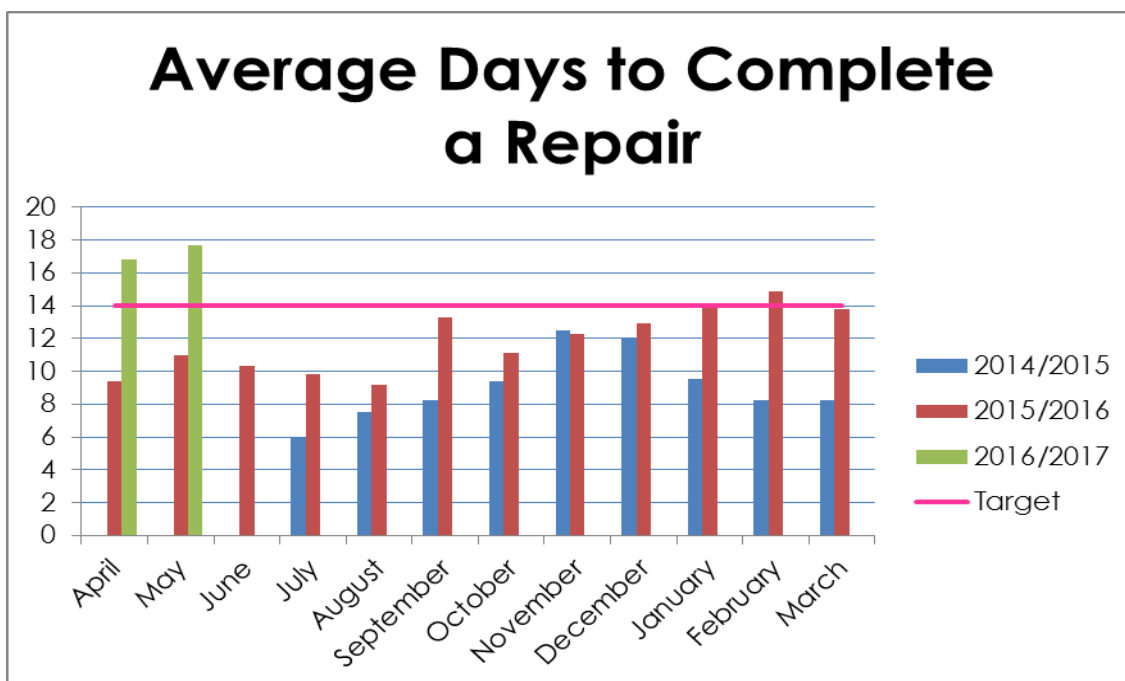
11.1 During 2015-15 the overall performance in responsive repairs has been variable. There was a focus on improving the areas that did not achieve the performance targets in the first year. The performance around appointments made and kept improved and for the majority of the year has been within target.

11.2 There have been a number of changes in personnel and the re-introduction of a productivity based incentive scheme. There is a direct correlation with these changes and an increase in complaints and above target completion times for some of the responsive repairs. Osborne's management teams are working through an action plan to address the root causes of the jobs that were completed above target to ensure there is improvement in performance this year, which will be closely monitored by the Council.

11.3 The average days to complete a job initially performed at or below target. In the last quarter of the year the performance was at or exceeded the target. This was in part due to financial constraints that the Council imposed upon Osborne in an effort to



reduce the projected overspend. Overall the trend was not positive, and the average was considerably higher than in the first year of the contract. The trend has continued into this financial year, in part due to the backlog of repairs, to which Osborne are committing additional resource to address.



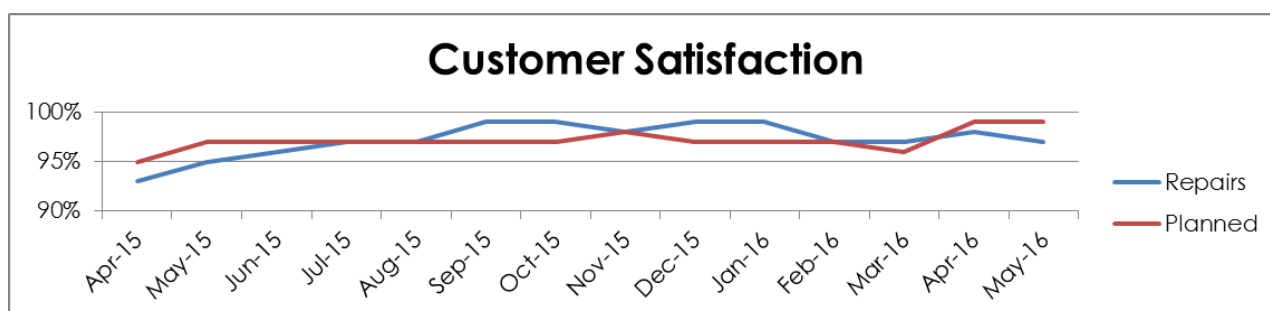
## 12.0 Planned Works

- 12.1 The programmes in 2015-16 were generated using the stock condition information from the Council's asset database, supplemented by information obtained from the surveys undertaken by surveyors at Osborne.
- 12.3 The planned programme was completed within the financial year, but the external wall insulation project was subject to delays due to the prolonged periods of rainfall. The table below outlines the volumetric completed in 2015-16 by work stream.

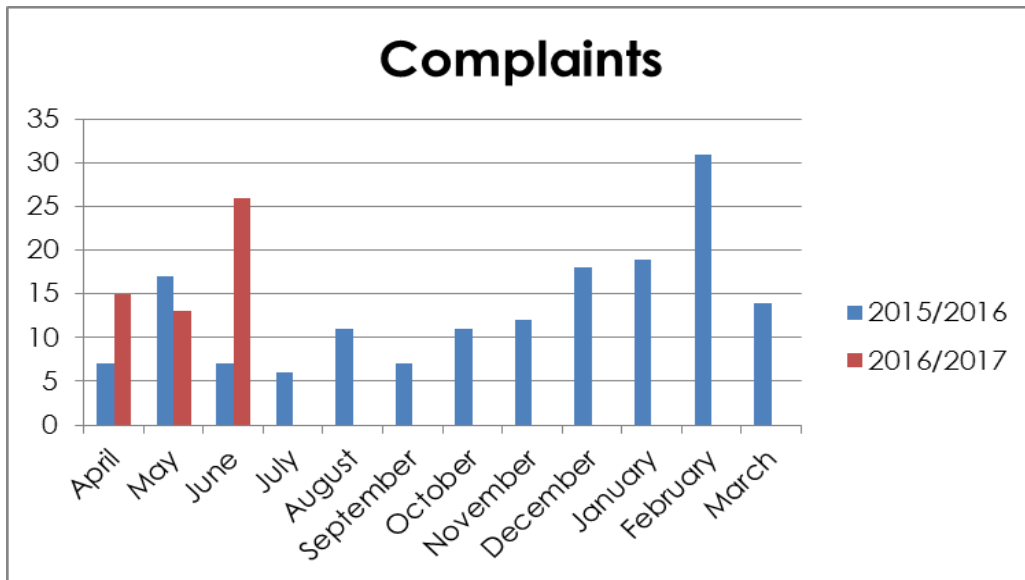
Work Stream	July 15 to June 16
Kitchens and Bathrooms	605
Rewires	471
Aids and Adaptations	499
External Doors	580
Window replacement	77
External redecoration	3
Roof renewal	103
Tarmac projects	0
Garage Block refurbishment	9
2 room internal redecoration	65
<b>Total</b>	<b>2412</b>

## 13.0 Customer Satisfaction, Complaints and Compliments

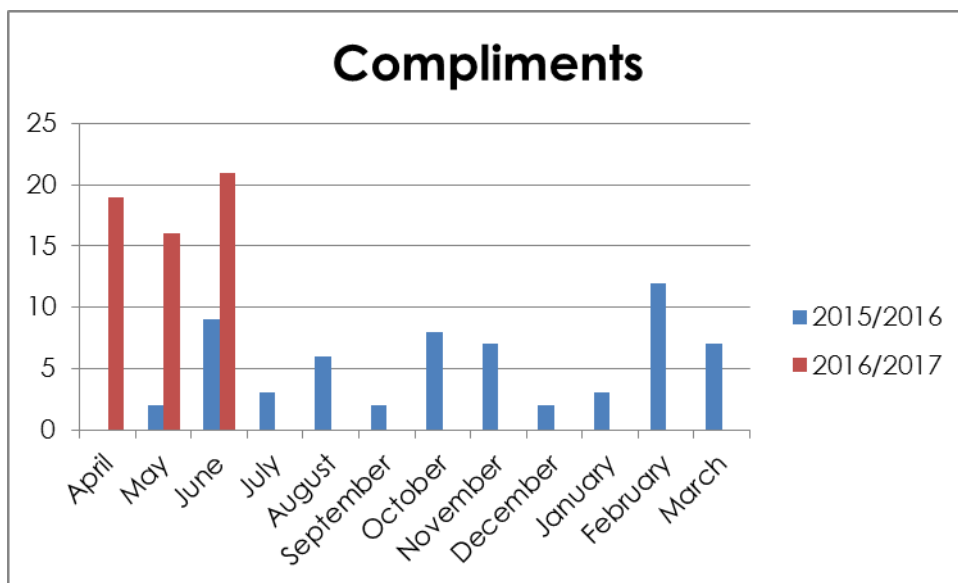
- 13.1 The customer satisfaction levels shown in the graph below demonstrate an improvement in 2015-16 over the levels achieved in the first year of the contract. As well as reviewing the satisfaction levels, analysis of the complaints received, demonstrated a need for improvements in the level and frequency of communication with tenants, both in the planned and responsive areas of work, so that they are fully updated on the scope and timings of works. This was introduced for the 2015-16 programmes and is reflected in the positive impact on the improved customer satisfaction levels.
- 13.2 The results from the STAR survey are currently being analysed by Osborne and the Council to gain a better understanding of reasons behind any poor satisfaction results that were recorded to determine if there are further areas for improvement that can be introduced in this financial year.



- 13.4 The number of complaints received remained well below the 1% of all works undertaken, although there was a spike in February, that coincided with a change in personnel and the commencement of consultation on the productivity incentive remuneration package. The analysis of repairs data requires ongoing review to ensure appropriate action is taken against staff that do not demonstrate the Osborne customer experience focus and to identify areas for improvement.



13.5 Compliments are also recorded whilst relatively low volumes, it does provide further assurances to the Council regarding the positive experiences that exceed the tenants expectations, so that they take time to send or phone in a compliment. The compliments are displayed on a noticeboard in Osborne’s office to assist in motivating members of the team.



## 14.0 Community Investment

14.1 Osborne continues to work pro-actively with the voluntary sector, schools, community centres and sheltered schemes and have made a significant investment towards its success. Working in Partnership with the Council, Osborne have supported or arranged 78 events in the community, benefitting over 5000 people. The Osborne staff donated 705 volunteer hours to support the projects and 19 community facilities have been improved as a result of the various projects delivered.

14.2 Osborne continue to provide Work Experience programmes through the contract to provide opportunity’s for young adults to directly experience working in the construction industry. In June 2015 Osborne launched a partnership with Youth Connexions for school placements and has had 4 local students join Osborne on placements (office and trades).

14.3 Osborne issues a bi-monthly publication, Community Matters, outlining their Community Investment activities. The publication is designed and developed in-house and provides details of the activities delivered and forthcoming events.

## 15.0 Financial Performance

15.1 Open Book audits have been concluded for the first three quarters of the financial year 2015-16 and the remaining audit has been concluded and is awaiting the final outcome of the Performance related profit assessment to be concluded. The audits were conducted by the cost consultants JRP, in conjunction with the Council's staff, who provided the following summary findings:

- OPSL have, once again, been co-operative throughout the audits and have endeavoured to submit all of the substantiations we asked for.
- OPSL Head Office at Reigate provided further substantiations (such as staff salaries, vehicle hire charges, credit card purchases, rent recharges, insurance etc.).
- The contract requires OPSL to submit a quarterly financial statement; however due to delay in gathering required information, it was agreed to combine quarter two and three into a single audit.
- OPSL gave us their periodic valuations and a download from their costing system "COINS". As a result, relevant information was abstracted from these documents to assess appropriate target costs and determine actual costs.

15.2 The financial outcome of our audit is given below, showing the target costs, actual costs and pain/gain against each of the work categories (WC). This report shows a gain of £1,310,508.40 has been achieved and OPS have raised credit notes in the sum of £655,254.20 to the Council which equates to 5.37% of the turnover.

Audit Period	Quarter	Total Gain	50% DBC Share
April 15-July 15	Q1	£211,886.84	£105,943.42
July 15-Dec 15	Q2+Q3	£962,126.90	£481,063.45
Jan 16- April 16	Q4	£136,494.66	£68,247.33
<b>TOTAL</b>		<b>£1,310,508.40</b>	<b>£655,254.20</b>

15.3 Despite the achievement of a shared saving, the outturn position at the end of the financial year 2015-16 exceeded the budget, due to increased volumes of voids, arising from the use of HRA properties as temporary accommodation and higher volumes of day to day repairs being undertaken. The impact was a overspend on the revenue budget by £740K (9.6%)

*voids 14-15 - 713 completed*

*voids 15-16 - 766 completed*

15.4 An improved forecasting model has been developed and financial monitoring process has been amended so that if the demand for responsive repairs and void works remain at the high levels experienced in 2015-16 these will be offset by a reduction in some of the capital works to ensure the contract is delivered within budget.

## 16.0 Contract Extension

16.1 The contract mechanism enables the Service Provider to earn additional years, up to a maximum of ten, during the initial five year contract period, by the achievement of a number of Key Strategic Indicators, which are detailed in the table below:

Key Strategic Indicators		Target Compliance
1	Performance at or above the target for all KPIs for at least 9 months of the year	100% of the KPI targets met for a minimum of 9 months of the year
2	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%
3	Tenant involvement in operational and service improvement activities including meetings, workshops, customer satisfaction surveys and monitoring of corrective action arising from complaints.	Minimum of two tenants involved at operational meetings at least 4 times annually and demonstrable involvement of tenants in other service shaping activities at least 4 times annually.
4	Delivery of community initiatives to support the ambitions of the Councils economic, environmental and social sustainability agenda	The Service Provider is to deliver a range of community initiatives in line with an agreed annual project plan that can achieve tangible benefits to the community.
5	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	The Service provider is to provide a fully operational IT solution that interfaces with the Council's asset management and/or Housing Management systems to provide real time data regarding the progress of orders from the commencement of the service delivery and develop and agree a protocol for the range and scope of management information that has defined milestones throughout the contract.

16.2 The review of the second year's performance is underway to establish if the key strategic indicators have been achieved. The partnering advisor, Fairthorn, Farrell, Timss, will be conducting the review based upon the content of this report, a review of the performance indicators and consideration of the overall performance of the contract during 2015-16.

16.4 The Strategic Indicators for the period 2015-16 will be considered in line with any development roadmaps and improvement plans, to establish, what other outputs the Council has benefitted from during the second year. The output of the review will be presented to the next Strategic Core group in September.

## **17.0 Conclusion**

- 17.1 It is essential that The Total Asset Management Contract is delivered to the required quality standard, within the prescribed timescales and available budget. The performance throughout the past year, has in the main been satisfactory, but there have been a number of areas that have been subject to delays, primarily in the day to day responsive repairs, but also on some of the planned projects and aids and adaptations, which has impacted upon the ability for Osborne to achieve the full 3% of the performance related profit.
- 17.2 The performance summary for the year is contained in Appendix A. The majority of the indicators met or exceeded target throughout the period. There were four areas where the monthly performance had a failure or in some cases 3 failures; defects following a repair, 2 months failed, repairs completed in target, 3 months failed, appointments made and kept 3 months failed and in February the number of complaints received as a percentage of all jobs completed exceeded the target of 1%. The first Key Strategic Indicator requires at or above performance to be achieved in 9 of the 12 months. This has been achieved against those indicators that were measured, however the target and data for planned work completed within target was delayed and incomplete and the associated performance related profit and impact on this KSI, is currently in dispute.
- 17.3 Various interventions and changes to the structure of the team at Osborne have been implemented to address the areas of failed performance and these will be closely monitored in the current financial year.
- 17.4 Osborne has demonstrated a commitment to the strategic objectives of the Total Asset Management Contract and appointed a TAM manager to undertake the data analysis of the repairs trends and review the stock information on the Council's asset management system, Pimss. Once completed this will assist in informing the Asset Management Strategy and determine the ongoing annual programmes of capital investment
- 17.5 There are a number of areas that have been subject to an action plan during the year, which have provided a focus to develop some of the value added services that formed the final solutions that Osborne provided during the tendering process. There has been concern that the timescales for delivery of some of the solutions has taken longer than indicated at tender stage and this is subject to ongoing review and scrutiny by the Council's contract team.
- 17.6 The approach being undertaken to the contract is clearly in a spirit of Partnering and the Council and Osborne work very closely together to overcome any issues that arise, to ensure the properties remain in good condition, whilst maintaining high levels of customer satisfaction. Through the open book audits and process reviews the Council and Osborne are keen to derive greater efficiencies from the contract and this will be the focus in the current financial year.

Ref	Category	KPI Status	Criteria	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	YTD
1.1	Defects - Repairs	PASS	Performance	98%	99%	99%	91%	100%	100%	100%	100%	100%	100%	100%	96%	99%
			Target	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%
1.2	Defects - Planned	PASS	Performance	100%	100%	100%	100%	100%	100%	100%	100%	96%	100%	100%	100%	100%
			Target	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	100%
2.1	Satisfaction - Repairs	PASS	Performance	93%	95%	96%	97%	97%	99%	99%	98%	99%	99%	97%	97%	97%
			Target	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%
2.2	Satisfaction - Planned	PASS	Performance	95%	97%	97%	97%	97%	97%	97%	98%	97%	97%	97%	96%	97%
			Target	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%
3	Formal Complaints	PASS	Performance	0.91%	0.74%	0.29%	0.26%	0.42%	0.52%	0.62%	0.78%	0.75%	0.72%	1.50%	0.71%	0.69%
			Target	<1%	<1%	<1%	<1%	<1%	<1%	<1%	<1%	<1%	<1%	<1%	<1%	<1%
4.1	In Target - Repairs	FAIL	Performance	97%	89%	98%	98%	98%	96%	98%	98%	98%	98%	98%	98%	97%
			Target	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%
5	Health & Safety	PASS	Performance	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
			Target	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
6	Reducing Waste	PASS	Performance	92%	92%	92%	93%	93%	93%	93%	92%	92%	92%	93%	94%	93%
			Target	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%
7	Appointments Kept	FAIL	Performance	93%	96%	99%	98%	98%	100%	98%	98%	97%	98%	98%	99%	98%
			Target	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%
8	Right First Time	PASS	Performance	90%	87%	86%	84%	84%	85%	84%	77%	77%	78%	77%	78%	82%
			Target	68%	68%	68%	68%	68%	68%	68%	68%	68%	68%	68%	68%	68%

## APPENDIX A Measured performance Indicators 2015-16





## AGENDA ITEM: 9

### SUMMARY

<b>Report for:</b>	<b>Housing &amp; Community Overview &amp; Scrutiny Committee</b>
<b>Date of meeting:</b>	<b>20<sup>th</sup> July 2016</b>
<b>PART:</b>	<b>I</b>
If Part II, reason:	

<b>Title of report:</b>	Housing Asset Management Strategy
<b>Contact:</b>	Councillor Margaret Griffiths, Portfolio Holder for Housing Responsible Officer – Mark Gaynor, Corporate Director (Housing & Regeneration). Author - Fiona Williamson, Group Manager Property & Place
<b>Purpose of report:</b>	To present the Housing Revenue Account, Asset Management Strategy.
<b>Recommendations</b>	For members of the Overview and Scrutiny Committee to provide observations and comments on the content of the Housing Asset Management Strategy.
<b>Corporate objectives:</b>	<p>To ensure the management and maintenance of the housing portfolio is undertaken in accordance with best practice and is appropriate for the type, age and use of the stock.</p> <p>To consider national and local factors that could influence the optimal use of the housing stock in terms of value for money, the most economical use of resources and are reflective of the demand.</p> <p>To promote tenant involvement in deciding the priorities within the Asset Management Strategy.</p> <p>To provide assets of a consistent standard, allowing for differences in type of construction or archetype.</p> <p>To enable the delivery of new affordable homes, where individual sites are identified.</p>
<b>Implications:</b>	<u>Financial</u>  The Council will be required to deliver the Asset Management

<p>'Value For Money Implications'</p>	<p>Strategy in line with the available budgets derived from revenue income and in line with the Housing Revenue Account Business plan.</p> <p><u>Value for Money</u></p> <p>The assessment to determine the optimal use of any of the assets will ensure that value for money is one of the criteria applied when considering a change of designation, remodelling or disposal.</p>
<p>Risk Implications</p>	<p>The Asset Management Strategy is essential as it will supplement the Business Plan and provide the framework for decision making to ensure the housing stock is viable and fit for purpose both now and in the future.</p> <p>The risks associated with not developing an Asset Management Strategy are that investment is not targeted appropriately and the long term financial viability of the business model is undermined.</p>
<p>Equalities Implications</p>	<p>Equalities approach is outlined in the strategy</p>
<p>Health And Safety Implications</p>	<p>Health and Safety will be one of the key themes of the Asset Management Strategy and individual Health &amp; Safety plans will be developed for each project as required.</p>
<p>Consultees:</p>	<p>Councillor Margaret Griffiths, Portfolio Holder Housing Tenant representatives.</p> <p>Elliott Brookes, Assistant Director Housing Landlord</p> <p>Simon Smith, Team Leader Assets and Business Improvement</p> <p>Andrew Vincent, Group Manager Tenants and Leaseholders</p>
<p>Background papers:</p>	<p>HRA Business Plan</p> <p>Cabinet 29 March 2011, Housing Services the way forward</p> <p>HCOSC 16<sup>th</sup> Oct 2013, Proposed changes to Government Rent Policy and impact on the HRA Business Plan</p>
<p>Historical background <i>(please give a brief background to this report to enable it to be considered in the right context).</i></p>	<p>Historically the Housing Service developed 5 Year business plans, using stock condition information to determine the areas for investment. Under the former subsidy system, investment was targeted at Decent Homes work and work to prevent depreciation of the asset.</p> <p>Since the introduction of Self Financing there is greater scope for investment in redevelopment, new build programmes and upgrading of the existing stock.</p>

	<p>The development of an Asset Management Strategy is essential to outline the priorities for the management and maintenance of a fit for purpose, social housing portfolio.</p> <p>In considering the report it is important to understand the wider context in terms of the Borough's Housing Strategy, Government Rent Policy, Right to Buy and Social Size Criteria, all of which influence the options that are available for inclusion in the Asset Management Strategy.</p>
<p>Glossary of acronyms and any other abbreviations used in this report:</p>	<p>HRA - Housing Revenue Account</p> <p>VfM - Value for Money</p>

## 1.0 Background summary

- 1.1 The Asset Management Strategy has been developed in a style that is tenant focused and outlines four key commitments regarding how the Council will deliver the ongoing management and maintenance of the Housing Assets.
- 1.2 There are a number of key drivers for Asset Management that have been considered in the development of the strategy which are summarised below:

### **Demand and Supply**

- Demographic changes, including an ageing population
- Fluctuations in demand for particular locations and property types (impact of welfare reform)
- Growing emphasis on choice and increasing customer expectations

### **Stock Condition and Sustainability**

- An aging stock profile and 'fit for purpose' issues with some property types
- The pressure to deliver higher, locally determined standard 'The Dacorum Standard'
- Neighbourhood and economic sustainability

### **Funding Financing and VfM**

- The imperative for assets and asset planning to support the Business Plan
- The need to optimise value and use of the asset
- The need for proactive solutions to improve stock portfolios and their performance

1.3 The Asset Management Strategy provides the overarching approach to the management of the assets that is determined by the available budget derived from the Business Plan. In addition there are a range of Housing Strategies and policies that the Asset Management Strategy is designed to support. These include the following:

- The Housing Strategy
- Adaptations Policy
- Cross Tenure Energy Strategy
- Development Strategy
- Acquisitions Policy
- Disposals Policy
- Parking Policy
- Empty Homes Policy and re-let standard
- Mobility Scooter Policy

## 2.0 The Business Plan

2.1 The 30 year Business Plan has been developed to provide the direction for the delivery of services to tenants and leaseholders. The plan outlines the level of investment in the homes and related assets, required to ensure they meet the standard agreed with tenants and which meets the long term physical requirements of the stock. The plan includes:

- The service standards required
- The investment required over a 30 year period
- Anticipation of likely changes in demand and requirements
- A clear understanding of the costs involved
- An approach to Treasury Management that facilitates both the needs of the Business Plan and servicing debt obligations
- A clear assessment of the income required to deliver the plan, including rent policy, other charges and their collection, and of best use of assets.
- A clear strategy of controlling and managing costs

2.2 All of the above interact with each other and will provide an opportunity or limitation to be taken or mitigated as appropriate, will require alignment to existing policy and, critically, the ability to model the impact of a wide range of scenarios to help advise the best course of action.

2.3 The Asset Management Strategy has been designed to provide a flexible approach that will be able to respond to changes in National policy, whilst still ensuring that the local objectives are met wherever possible.

Housing Revenue Account Assets

\*10232 Properties

\*1711 Leaseholders

Communal drying areas

Communal gardens

HRA footpaths (generally those not adjacent to a highway)

HRA walls and fencing

Parking facilities and barriers

Scooter Stores

Sheds

Bin Stores

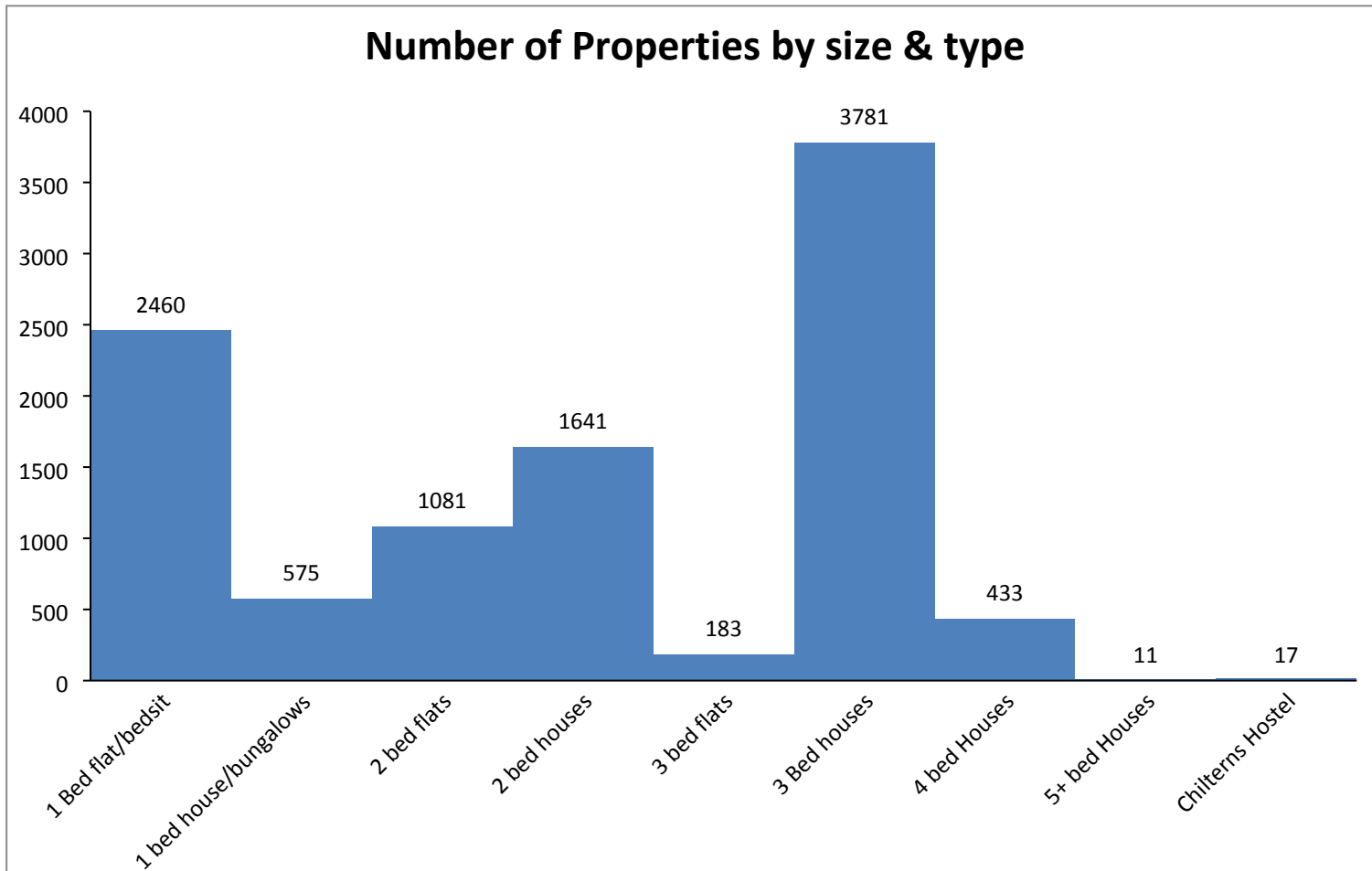
Lighting Columns (H and 3 digit number reference denotes HRA asset)

Amenity Greens

\*as at January 2016

# Appendix B

## Property by size and type



## Appendix C

### Non- Traditional Properties

Type of Construction	No. of Properties (2016)
B.I.S.F (British Iron & Steel Federation	93
Wimpey No Fines	652
Quickbuild	198
Lovell Timber Frame	76
Drury System 3	5
Surebuilt	10
Guildway	15
Steel Framed	14
<b>Total</b>	<b>1063</b>



# Homes for the Future

Dacorum Borough Council Asset Management Strategy  
2016 - 2020





## Foreword

Asset Management foreword tbc

## Contents

### 1.0 Introduction

### 2.0 Our Vision

### 3.0 National and local considerations

- 3.1 National changes
- 3.2 General needs 1% rent reduction and depooling
- 3.3 Housing and Planning Act
- 3.4 Local impact

### 4.0 Commitment to delivering a great service

- 4.1 Our asset management commitments
- 4.2 Working in partnership
- 4.3 Value for money
- 4.4 Equality and diversity

### 5.0 Commitment One: Our housing assets meet the current and future needs of our tenants

6.0 Commitment Two: Our tenants live in homes that are safe, and maintained to the agreed standard.

7.0 Commitment Three: Through investments and improvements our assets generate income and support the housing service business plan

8.0 Commitment Four: We get the best value from our assets and develop homes for the future

### 9.0 Conclusion

Appendices

# 1.0 Introduction

## 2.0 Our vision

*We will ensure we have the right properties, in the right places that meet the required standards and work with our tenants, leaseholders and contractors to provide good quality homes for the future.*

### 1.0 Introduction

Dacorum Borough Council owns approximately 10,200 properties. The successful management of these properties is essential as they are the council highest value assets and the largest cost liability.

This strategy outlines the councils approach to managing demand and supply and the sustainability and condition of our stock whilst delivering a financially robust service that offers value for money.

We will use a range of activities to manage our assets including:

- Responsive repairs
- Void works
- Improvement programmes
- Disabled Adaptations
- Building new homes
- Inspections and surveys
- Estate improvements
- Risk management
- Stress testing
- Horizon scanning
- Benchmarking

This strategy will highlight how the council will proactively manage and reduce the impact on our assets of increasing cost of investment, changes to national policy, tenancy turnover and the increased demand for social housing.

### 2.0 Our vision

Dacorum Borough Council is committed to maximizing the benefits of our housing stock. We will ensure we have the right properties, in the right places that meet the required standards and work with our tenants, leaseholders and contractors to provide good quality homes for the future.

This strategy supports the councils corporate vision of ‘...working in partnership to create a borough that enables Dacorum’s communities to thrive and prosper’.

Through effective asset management we are able to provide safe, clean and enjoyable homes and environments that support our tenants and leaseholders to build strong and vibrant communities. By maintaining, improving and increasing our housing stock we can continue to provide good quality affordable homes, particularly to those in need and ensure the economic growth and prosperity of our borough. Working with partners we can achieve efficient and modern services ultimately improving the experience of our tenants and leaseholders.



## 3.0 National and Local Considerations

*“The changing policy environment and significant financial pressures mean housing organisations must rethink how their assets are managed and maintained.” - CIH*

### 3.1 National changes

This strategy has been developed to align with all relevant current statutory legislation and best practice guidance.

The AMS considers relevant asset management risks, including increasing investment costs, changes to government policy, increased tenancy turnover and voids, increased housing need/demand and wider economic and demographic change

It is important we understand how changes nationally such as the move to self-financing and the introduction of the Housing and Planning Act (2016) affect Dacorum residents. Based on this understanding we can adapt our approach to asset management.

### 3.2 General needs 1% rent reduction and depooling

In 2015 the Government announced a 1% cut in rent this year for all our ‘general needs’ tenants. A 1% decrease in rent will be implemented each year for the next three years.

From September 2016 the council will be depooling rent and service charges for all general needs tenants. We recognise that communal areas have a significant impact on a tenants’ quality of life. Through accurate charges for the services required to maintain these areas we can continue to provide high quality services and increase transparency for our tenants and leaseholders.

### 3.3 Housing and Planning Act

The extension of the right to buy to housing associations could result in the council having to sell its higher value homes. Payments required will be based on an assumed level of sales. This will impact both the council’s business plan and resources.

Additionally introduction of the New English Secure tenancy marks the end of local authorities offering lifetime tenancies. Local authorities will now offer tenancies between two and ten years, with some exceptions being made for families with young children and other households considered vulnerable.

With shorter tenancies being offered it is essential that explore the balance between incentivising tenants and the use of enforcement to ensure homes are well maintained.

### 3.4 Local impact

In April 2012 central government ended the Housing Revenue Account subsidy system for council housing.

The Localism Act 2011 introduced new powers for councils to keep their rental income and thereby generate growth capital to fund investment in their housing stock (called ‘self-financing’).

One-off payments to or from each council were used to adjust housing debt to reflect the value of a council’s stock. Dacorum Borough Council’s settlement meant that we took on a debt of £354m.

To repay this debt the council made a practical long term assessment of the income we can generate and the value of work required to maintain the assets over a 30 year period.



## 4.0 Commitment to delivering a great service

*8 out of 10 of our tenants are satisfied with the overall quality of their home.*

8.5 out of 10 are satisfied that their rent provides value for money  
– STAR Survey 2016

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### 4.1 Our asset management commitments

To develop this strategy, the council considered a range of stakeholders including a tenant led focus group on maintenance and lettable standards and all relevant legislation

Through the STAR Survey we were able to shape this further by using feedback from tenants on their experience of our service. With this feedback, along with relevant legislation and requirements we have our four commitments for asset management. These are:

**Commitment One:** Our housing assets meet the current and future needs of our tenants

**Commitment Two:** Our tenants live in homes that are safe and maintained to the agreed standard

**Commitment Three:** Through investments and improvements our assets generate income and support the housing service business plan

**Commitment Four:** We get the best value from our assets and develop homes for the future

### 4.2 Working in Partnership

All of the repairs, maintenance and improvement contracts that have been entered into are based upon a Partnership model.

The contracts have been designed to incentivize the contractors to provide a high quality service and value for money. The contracts are monitored monthly and an annual review undertaken to ensure they are delivering to the promises that they made at tender stage.

### 4.3 Value for Money

It is important to us that our tenants feel they are getting value for money. The Council along with tenant representatives will monitor the cost for delivering the various contracts that provide the repairs and improvement services to our tenants and leaseholders. In addition we will benchmark our costs with peer organisations in the locality and undertake regular audits using external bodies to validate our approach.

### 4.4 Equality and Diversity

As a Housing Service we believe all Council tenants should have the opportunity to access the maintenance and improvement service regardless of; age, disability, gender, race, religion or belief and sexual orientation (Equality and Diversity Act 2010) and are committed to being inclusive with our approach. We are also determined to make sure our policies and procedures and working practices reflect this commitment. In terms of managing and investing in our assets we take the different and varying needs of the people who live in the properties into account. We recognise that some people and groups within our tenant population find it difficult to have their voice heard. By tailoring our opportunities of involvement we hope to encourage these tenants to have their say.

The Council is committed to promoting independent living and where viable undertake adaptations to properties, or offer alternative more suitable accommodation.



## 5.0 Commitment One: Our housing assets meet the current and future needs of our tenants

*"I'm impressed with the way our block looks now, my friends are also admiring these works and feel it was a good job. The problem of moisture is gone and we feel fresh. We have everything – the doors, the balcony and outside appearance of the block. Thank you."*

- Dacorum Borough Council Tenant

### 5.0 Commitment One

Our role as a local authority and a landlord means it is important for us to build relationships with our tenants and use information to better understand their needs. This understanding means we can make informed decisions when managing our assets and contribute to the overarching challenges within our tenant population such as an aging population and a high demand for housing. We understand that to effectively meet our tenants needs we must manage our assets in a way that is financially sustainable and targeted. To achieve this we will:

- Create targeted improvement plans based on the needs of our tenants, condition of our assets and predicted future need within Dacorum
- Where required adapt our properties to meet specific housing needs of our tenants such as older people, tenants with a disability or those considered vulnerable
- Make improvements to our properties that support the wider needs of our tenants such as reducing fuel poverty
- Ensure periodic surveys are undertaken and maintain accurate asset information to develop targeted improvement plans and determine whether assets remain fit for purpose



## 6.0 Commitment Two: Our tenants live in homes that are safe and maintained to the agreed standard.

*“Overall performance is good and is continuing to improve” – Dacorum Borough Council Tenant Inspectors*

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### 6.0 Commitment Two

It is essential that our assets are maintained to a defined standard that complies with legal requirements in order to provide a safe environment for tenants and leaseholders. The council work in partnership with the contractors and tenants to establish priorities and obtain current information on the condition of the assets. Maintenance and improvement work must be carried out in a planned and equitable way that ensures the maximum number of properties reach the agreed standard. To achieve this we will:

- Ensure our Dacorum Standard for properties is deliverable and reflects the priorities of our tenants.
- Protect our properties against neglect or wilful damage by holding tenants accountable
- Make it easy for tenants and leaseholders to report repairs
- Depooling of service charges so we can continue to provide good quality services to our communal areas an tenants can see how their money is spent





## 7.0 Commitment Three: Through investment and improvements our assets generate income and support the housing service business plan

*Social landlord must “link knowledge of their stock, the need for housing in response to local demand and customer aspirations, and what is affordable in the business plan.” - Housemark*

### 7.0 Commitment Three

The Housing Revenue Account Business Plan will establish the available resources for investment, which will determine the annual programme and ability to achieve the required standard. Where possible the Council will develop additional units on small infill sites and ensure existing properties are desirable and reflects tenants’ needs. We will achieve this by:

- Ensuring the business plan is updated to reflect changes in the income levels and remains viable to enable the ongoing investment in the housing assets.
- Establish an early warning mechanism to flag potential risks that could arise from under investment in the stock or an inability to meet targets in respect of energy efficiency
- Review the impact of changes in legislation upon the ability to maintain the levels of income
- Take a proactive approach to tenancy management, recharges and enforcement in instances when tenants fail to adhere to the tenancy agreement and through neglect or wilful damage cause an increase in repair or void costs.
- Promote the sale of freeholds in blocks that are occupied solely by leaseholders



## 8.0 Commitment Four: We get the best value from our assets and develop homes for the future

*“It is important that we assess all our options when managing our assets so we can achieve best value” – Elliott Brooks, Housing Assistant Director*

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### 8.0 Commitment Four

The Council is committed to achieving best value from the Housing assets by ensuring the stock consists of properties that are structurally sound and straightforward to maintain whilst providing homes that satisfy the needs of our tenants. We will achieve this by:

- Identifying land, whether HRA, General Fund or non-council to build additional homes to increase the number of Council owned properties available of the type and quality needed in locations where people want to live.
- Identifying and assessing opportunities to increase our stock by acquiring properties particularly where property type and location matches housing need and management arrangements.
- Identifying properties that have poor thermal performance, high maintenance liabilities and a high market value for disposal.
- Assess the viability of remodelling stock that due to age, condition or layout is no longer suitable for tenants needs.





## 9.0 Conclusion

*The council is dedicated to meeting the needs and priorities of our tenants and the requirements of the service.*

### 9.0 Conclusion

To conclude, this strategy demonstrates Dacorum Borough Council's commitment to having the right properties, in the right places that meet the required standards and work with our tenants, leaseholders and contractors to provide good quality homes for the future.

The strategy acknowledges changes in the external national and economic environment and how the council will continue to respond proactively. The council is dedicated to meeting the needs and priorities of our tenants and the requirements of the service. This is outlined in the four commitments.

The Council is keen to see that tangible benefits and real impacts are delivered through the Asset Management Strategy and it is anticipated that the following positive outcomes will be delivered:

- Homes which meet the locally determined Dacorum Standard and which are well managed and maintained
- Homes that meet acceptable thermal comfort levels to minimise heating costs
- A stock of properties which changes over time to provide a balanced portfolio that responds to the changing needs of our tenants
- Improved stakeholder satisfaction with the accommodation and the maintenance services provided

- A well maintained portfolio which enables the Council to manage running costs effectively and efficiently
- New projects delivered in line with the needs of the Borough and support the wider objectives of the Council through regeneration, use of sustainable products and customer engagement
- Maximise any return on investment through careful project planning
- Deliver continuous improvement through the performance management of the contractors who maintain our assets.

By achieving effective asset management, the council can continue to support its tenants, improve their quality of life and deliver a sustainable service for the future.



# Appendix A

## Our Assets

## Appendix B

### Size and type of properties

## Appendix C

### Non- Traditional Properties

# Appendix D

## Asset Information

# Appendix E

## Asset Risk Register

# Appendix F

## Dacorum Standard

# Appendix



# Appendix

# Agenda Item 10



Agenda item: 10

Summary

Report for:	Housing and Communities Overview and Scrutiny Committee
Date of meeting:	20 July 2016
Part:	1
If Part II, reason:	

Title of report:	<b>'Get Involved' – Tenant Involvement Strategy</b>
Contact:	<p><b>Portfolio Holder:</b> Councillor Margaret Griffiths, Portfolio Holder for Housing</p> <p><b>Author:</b> Emily-Rae Maxwell – Policy and Participation Team Leader</p> <p><b>Responsible Officers:</b> Andy Vincent - Group Manager Tenants and Leaseholders, Elliott Brooks – Assistant Director Housing, Emily-Rae Maxwell – Policy and Participation Team Leader</p>
Purpose of report:	The purpose of this report is to provide the committee with an overview of the drafted tenant involvement strategy. This includes the approach taken by the Policy and Participation team to involve tenants in the development of the strategy. Throughout the report there are a number of questions for committee members to consider. Feedback will then be used in the final report to Cabinet.
Recommendations	<ol style="list-style-type: none"> <li>1. Review the vision and commitments set out within the strategy and consider whether this will help to shape the housing service to reflect the thoughts</li> <li>2. Review the changes in structure for delivering the strategy including a change in the TLC committee and three levels of involvement</li> <li>3. Review the questions included in the report and recommendations made by the Policy and Participation team and provide feedback</li> <li>4. Offer any further feedback on the proposed approach to tenant and leaseholder involvement</li> </ol>
Corporate objectives:	<p>Quality tenant involvement contributes to all the council's corporate objectives (see appendix 1 - 'Get Involved' vision).</p> <ul style="list-style-type: none"> <li>• A clean, safe and enjoyable environment</li> <li>• Building strong and vibrant communities</li> <li>• Ensuring economic growth and prosperity</li> <li>• Providing good quality affordable homes, in particular for those most in need</li> <li>• Delivering an efficient and modern council</li> </ul>

Implications:	<p><u>Financial</u></p> <p>There are no additional financial implications. The '<i>Get Involved</i>' strategy will be delivered using the Policy and Participation team budget.</p>
'Value for money' implications	<p>All involvement activities delivered will be assessed to ensure they are for the benefit of our tenants and leaseholder population and those accessing the housing service where appropriate.</p> <p><u>Value for money</u></p> <p>It is important to us that our tenants feel they are getting value for money. The council, along with tenant representatives, will monitor the cost for delivering tenant involvement and ensure this is delivered effectively. Sharing resources and skills with partner organisations and exploring opportunities for additional funding will also help us to deliver more for less. By giving tenants a voice we are able to shape the service we offer to better meet their needs.</p> <p>The '<i>Get Involved</i>' strategy recognises the role tenants and leaseholders play in helping the housing service to achieve value for money. Within the strategy we are committed too:</p> <ul style="list-style-type: none"> <li>• Monitoring the impact of tenant involvement for tenants and the housing service</li> <li>• Being transparent in the cost of tenant involvement and identify where this has led to savings and improvements</li> </ul>
Risk implications	Housing Risk Assessment is presented to the committee on a quarterly basis
Community Impact Assessment	Community Impact Assessment carried out – see appendix 2
Health and safety Implications	N/A
Consultees:	<ul style="list-style-type: none"> <li>• Tenant and Leaseholder Committee</li> <li>• Tenant and Leaseholder Scrutiny Panel</li> <li>• Tenant Sub-Committee</li> <li>• Tenant Inspectors</li> <li>• Wider tenant and leaseholder population</li> <li>• Housing service officers</li> <li>• Cllr Margaret Griffiths</li> </ul>
Background papers:	<p>Appendix 1 – '<i>Get Involved</i>' strategy</p> <p>Appendix 2 – Community Impact Assessment</p> <p>Appendix 3 – Tenant and Leaseholder Feedback</p>
Historical background	Formal resident involvement at Dacorum Borough Council began in 1998 with the Housing Advisory Panel (HAP) which ran until 2010.

<p><i>(please give a brief background to this report to enable it to be considered in the right context).</i></p>	<p>In 2009 the Council launched the ‘Housing Futures’ project to consult with residents on a proposal to transfer the housing stock to a newly created housing provider (housing association).</p> <p>A Tenants Steering group was set up to consider all aspects of the proposal. During the Housing Futures project tenant involvement activity was limited to consulting on the transfer proposal.</p> <p>In 2010 the Council decided not to pursue the stock transfer proposal. The emergence of Self-Financing enabled the Council to meet Decent Homes and develop its own new council homes.</p> <p>The Housing Futures project identified a number of interested and talented tenants and leaseholders wishing to engage with the housing service.</p> <p>It was acknowledged that the previous Housing Advisory Panel meetings had not been productive and that a new approach was needed to move forward. A separate ‘Forward Together’ working group was set up to form an action plan around a new tenant involvement structure.</p> <p>The group was made up of selected HAP and Tenants Steering group members, staff and previously uninvolved tenants.</p> <p>From ‘Forward Together’ the format and election process for the Tenant and Leaseholder Committee was agreed. The first meeting of the Tenant and Leaseholder Committee (TLC) was in January 2011 and the meetings have run monthly since this time.</p> <p>Tenants’ roles have continued to grow and in 2012 it became a requirement for every landlord to create a formal scrutiny panel(s). This allows people to highlight opportunities to improve, challenge and scrutinise delivery of housing services and act as representatives for the wider population.</p> <p>The Tenant Involvement strategy expired in 2015. With a number of issues arising with the structure of tenant involvement and a drive to involve more tenants and leaseholders the housing service saw this as an opportunity to work with tenants to create a modern and flexible approach that provides an opportunities for all to get involved.</p>
<p>Glossary of acronyms and any other abbreviations used in this report:</p>	<p>TIRG – Tenant and Leaseholder Review Group</p> <p>TLC – Tenant and Leaseholder Committee</p> <p>P&amp;P – Policy and Participation</p> <p>HCOSC – Housing and Communities Overview and Scrutiny Committee</p> <p>HCOC – Housing Co-Regulatory Overview Committee</p> <p>TLSP – Tenants and Leaseholders Scrutiny Panel</p>

## **1.0 Introduction**

1.1 Following the expiration of the ‘*Get Involved*’ strategy, both staff and tenants took the opportunity to reflect on the housing service’s approach to involvement. This report outlines the approach taken by the Policy and Participation (P&P) team to refresh the ‘*Get Involved*’ strategy and how the changes in structure will increase opportunities for tenants to shape the housing service.

1.2 A number of methods were used to involve a variety of stakeholders in the development of this strategy. This included; a Tenant Involvement Review Group, staff feedback, surveys and focus groups with the wider tenant population and an opportunity for all current involved tenants such as the Tenant and Leaseholder Committee (TLC) to submit their comments on the drafted strategy - see *appendix 1 for the 'Get involved' strategy*.

1.3 The feedback captured identified a number of areas that require direction from the Housing and Communities Overview and Scrutiny Committee (HCOSC). This report will outline these areas and make recommendations for members to consider

## **2.0 Proposed strategy and structure**

2.1 The vision for the *'Get Involved'* strategy is for our tenants and leaseholders to feel listened to, empowered to influence decisions and given opportunities to challenge the housing service.

2.2 Using the information gained through consultation, the P&P team have developed four commitments and a new structure for delivering tenant involvement.

2.3 The four commitments are based on the priorities of our tenants and leaseholders. These are:

- Commitment One: All Dacorum tenants and leaseholders have the opportunity to *'Get Involved'*
- Commitment Two: Dacorum Borough Council works in partnership to ensure the housing service is shaped by the needs of our tenants
- Commitment Three: Young people within Dacorum's tenant population have a voice and a positive influence in their local communities
- Commitment Four: Dacorum Borough Council's housing service is accountable to our tenants and leaseholders

2.4 The structure for delivering these four commitments includes three levels of involvement - see *appendix 1 page 9*.

**Level One 'Our Tenants':** 'Our Tenants' is about developing conversations between the council's housing service and the whole tenant population. By using a range of communication channels such as the development of social media and getting out and about in the community we will build better relationships and improve how we communicate with our tenants.

**Level Two 'Service Shapers':** 'Service Shapers' is an adaptable approach to involving tenants that focuses on specific topic areas. Within this level of involvement activities such as 'burst groups' allows tenants more flexibility to *'Get Involved'* as it is often achieved over a short period of time. Other activities within 'Service Shapers' include 'Youth Tenant Involvement' and 'Tenant Inspectors' where individuals within the tenant population can take part in projects that benefit the wider tenant community.

**Level Three 'Official Involvement':** 'Official involvement' brings together tenant and leaseholder representatives, local professionals, Councillors and the council's housing staff to regulate, scrutinise and challenge the housing service. This level of involvement includes a Housing Co-Regulatory Overview Committee and Tenant and Leaseholder Scrutiny Panel. All are required to meet on a quarterly basis and review key areas of the housing service.

2.5 The variety of activities and different levels seeks to create a more active and involved tenant community.

2.6 A key change as a result of this structure includes the replacement of the TLC with the Housing Co-Regulatory Overview Committee (HCOC). The new committee will include a mix of tenants, leaseholders, members, staff and independents.

### **3.0 Stakeholder feedback and recommendations**

3.1 The following feedback has been incorporated into the drafted strategy or will be used to draft the delivery plan once the strategy and structure has been approved - see *appendix 3 for full feedback*.

- A more flexible range of activities so more tenants can get involved
- The use of digital channels such as email, social media and texting will be used to contact tenants when delivering this strategy
- To deliver commitment one we will ensure that tenants and leaseholders in rural areas have access to involvement opportunities
- Training for all tenants and leaseholders involved at level three
- The terms of reference for committee members will include a minimum requirement of one year and a maximum of four years involvement

### **3.2 Implementing the new strategy and timescales**

There will be no meetings of the current TLC between July and September. This is to allow the P&P a mobilisation period for recruiting to the new committee and launch of the *'Get Involved' strategy*.

The Tenant and Leaseholder Scrutiny Panel (TLSP) have agreed they would also break from meeting during this time and have requested support from the P&P team to recruit additional members during this period.

A concern raised by the current Tenant and Leaseholder Committee is *'who between now and then is holding the council to account on the services they deliver?'*

There will be minimal impact regarding the service being held to account due to our elected members and Portfolio Holder continuing to play this role during the mobilisation period.

Going forward the role of HCOC will be a formalised route of consultation and performance review. All feedback provided by HCOC would then be included reports to HCSOC and Cabinet.

***\*Do members feel the requested mobilisation period is appropriate?***

***\*Do members feel the housing service will be sufficiently held to account during this timeframe?***

### **3.3 Representation at the Housing Co-Regulatory Overview Committee**

There are a number of suggestions regarding the make-up of the HCOC. The aim is to recruit a total of ten committee members which includes a mix of tenants, leaseholders, members, housing officer and independents.

1. *The wider tenant population felt the committee should include: 2 independent members, 1 councillor, at least 1 officer, 3-4 tenants and 1-2 leaseholders.*
2. *TIRG felt the committee should include: 5 Tenants, 1 Leaseholder, 2 Non portfolio holding councillors, 1 officer and 1 Independent*
3. *Leaseholders have requested a fairer representation by having a minimum of 2 leaseholders*

The P&P team recommend that a housing officer is not counted as a committee member. The role of the officer is to facilitate and support the committee to meet.

***\*Which option do members feel would best represent the tenant and leaseholder population?***

***\*Do members agree that the housing officer should play a supportive role as opposed to participating in the committee?***

### 3.4 Recruitment to the HCOC

During consultation it was proposed to the current TLC that any recruitment to the new HCOC would be undertaken by council P&P team. This was to allow current committee members to apply without a conflict of interest.

The Tenant and Leaseholder Committee raised the following concerns:

- *What is stopping the staff from only picking "yes" people?*
- *Should tenants not be involved in the recruitment process?*
- *Will current committee members be given priority when recruiting for the new committee?*

The P&P team will consult with the wider tenant population to form a list of skills and qualities required when recruiting and use this to base any decision on.

Feedback from other committee members suggests that Councillors are involved in the recruitment process. This ensures that the tenant and leaseholder population are represented.

Current committee members are encouraged to apply however it is felt that any roles should be offered to all tenants and leaseholders equally.

***\*Do members feel by consulting with the wider tenant population we are able to capture the type of people tenants feel should be recruited to the committee?***

***\*Do members feel that involving Councillors in the recruitment process will be transparent and fair to all who apply?***

### 3.5 Committee Chair

Throughout consultation the approach taken to electing a committee chair remained undecided. The following three options received equal preference:

1. a Councillor to take the role as chair
2. a chair is elected by the committee once recruited
3. a chair is advertised as part of the recruitment process
4. an independent is given the role of chair

There are a number of points to consider when selecting the role of chair including the skills required for managing meetings and how this will be overseen.

***\*Which of the above options do members feel would be the most appropriate approach to selecting a chair?***

### 3.6 Regularity of meetings

Using the consultation feedback, the P&P team have suggested the committee meet formally on a quarterly basis. HCOC members will also have the opportunity to review documents and submit feedback remotely. This proved successful in developing the 'Get Involved' strategy as it gave all members the opportunity to submit their thoughts.

The current Tenant and Leaseholders raised the following concerns:

- *Is it not going to be a lot of work if meetings are only on a quarterly basis?*
- *Is this really going to scrutinise the council and services if they are only meeting 4 times a year?*

The quarterly meetings will be used to collectively review performance and update the committee on key decisions within the service. Any key documents requiring consultation would be circulated remotely to all HCOC members and feedback will be submitted via email as this is a more effective use of their time.

Additionally committee members will be encouraged to visit teams if they feel this is appropriate. HCOC members will be supported to maintain contact throughout the year.

***\*Do members feel quarterly meetings are sufficient to review KPI's?***

***\*Do members feel that documents being reviewed remotely by committee members would be an effective way of maintaining contact and giving feedback throughout the year?***

## **Conclusion**

To conclude the Policy and Participation team have worked with a variety of stakeholders to develop the proposed '*Get Involved*' strategy.

The purpose of the report is to gain direction from members on a number of outstanding areas to consider. Throughout the report, the Policy and Participation team have made recommendations to members and outlined the proposed approach to limiting any impact to our tenant population.

The team feel the new strategy and proposed structure will be a positive move forward and help to build a better relationship with our tenant and leaseholder population.

Ultimately this will help to shape the housing service to the needs of our tenants and leaseholders and provide an effective service that offers value for money.





# *'Get Involved'*

Dacorum Borough Council Tenant Involvement Strategy  
2016 - 2020



## Foreword

Asset Management foreword tbc

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## 1.0 Introduction

## 2.0 Our vision

We want our tenants to feel listened to, empowered to influence decisions and have opportunities for them to challenge us

### 1.0 Introduction

This strategy includes an overview of the Dacorum Borough Council Housing Service's approach to tenant involvement.

Together with our tenants we have defined tenant involvement as *'the involvement of tenants in the management, design and delivery of services'*.

Using a wide range of activities and different levels of involvement we will demonstrate how we will draw on the diverse skills, knowledge, and experiences of our tenants to improve the housing service we deliver.

For the purposes of this strategy the term 'tenant' refers to all residents living in Dacorum Borough Council owned properties or accessing the council's housing service. This includes:

- Tenants
- Leaseholders
- All family members of tenants living in the property
- Homeless applicants
- Those living in temporary accommodation

### 2.0 Our vision

To deliver a great Housing service, Dacorum Borough Council is committed to listening to our tenants, empowering them to influence decisions and creating opportunities for them to challenge us.

Using the *'Get Involved'* strategy we will work together with local people to ensure our tenants receive a quality service that is value for money and meets in their needs.

This strategy supports the councils corporate vision of *'...working in partnership to create a borough that enables Dacorum's communities to thrive and prosper'*.

Tenant involvement encourages us to reflect on what we are delivering, helping us to work towards more efficient and modern services. As both a local authority and a landlord it is our priority that our tenants live in strong and vibrant communities that enjoy safe and clean environments. Working with our tenants, we can continue to provide good quality affordable homes, particularly to those in need and ensure the economic growth and prosperity of our borough.



## 3.0 The importance of involving tenants

We not only need to consider the housing needs of our tenants but their overall quality of life.

### 3.0 The importance of involving tenants

Keeping tenants informed of decisions that affect their housing situation and offering consultation has become more of a priority for all social landlords including local authorities.

Tenants' roles have continued to grow and in 2012 it became a requirement for every landlord to create a formal scrutiny panel(s). This allows people to highlight opportunities to improve, challenge and scrutinise delivery of housing services and act as representatives for the wider population.

Our responsibility as a landlord is to support tenants to 'Get Involved' and create a range of opportunities for involvement. Through involved tenants we are able to create a two way conversation, helping tenants to stay involved and informed about changes to the Housing Service that affect them. We are also able to draw on the skills, knowledge and experiences of our tenants.

### 3.2 Our tenant population

Dacorum has a population of 147,747 in total, over 60,000 households. The council owns over 10,400 properties in Dacorum meaning around 23,500 of Dacorum's population would be considered council tenants.

Within Dacorum there are a small number of deprived areas. Most of these areas are within Hemel Hempstead and are areas with a high density of council owned homes. We understand there are several factors that contribute to people being considered deprived and through tenant involvement can help to both recognise and remove these barriers.

Our role as a local authority and a landlord means it is important for us to build relationships with our tenants to better understand their needs. Current trends such as an aging population, a rise in homelessness and an increase in overcrowding means we not only need to consider the housing needs of our tenants but their overall quality of life.

Through tenant involvement we can achieve this.





## 4.0 Commitment to delivering a great service

### 4.0 Delivering a great service

The council's housing service works to deliver a great service for all its tenants and leaseholders. To achieve this it is important to understand what is to our tenants see as a priority and how we can improve opportunities for them to share this.

### 4.1 Equality and diversity

As a housing service we believe all council tenants should have the opportunity to 'Get Involved' regardless of; age, disability, gender, race, religion or belief, or sexual orientation (Equality and Diversity Act 2010) and are committed to being inclusive with our approach to tenant involvement. We recognise that some people and groups within our tenant population find it difficult to have their voice heard. By tailoring our opportunities of involvement we hope to encourage these tenants to have their say.

To support this we are committed to reviewing the housing service using the Chartered Institute of Housing's Equality and Diversity Charter. This will allow us to give our tenants a voice and remove barriers that not only stop them from being involved but impact their lives.

### 4.2 Value for money

It is important to us that our tenants feel they are getting value for money. The council along with tenant representatives will monitor the cost for delivering tenant involvement and ensure this is delivered effectively.

Sharing resources and skills with partner organisations and exploring opportunities for additional funding will also help us to deliver more for less.

Working towards the four commitments set out in this strategy we will:

- Monitor the impact of tenant involvement for tenants and the housing service
- Be transparent in the cost of tenant involvement and identify where this has led to savings and improvements

### 4.3 Delivering a better service

To demonstrate how this strategy will improve DBC's tenant involvement, the council is committed to working with our tenants to achieve the TPAS Landlord Accreditation. This accreditation will support the councils housing service to enhance the experience of our tenants and strengthens our overall vision of putting tenants at the center of our service.



## 5.0 The 'Get Involved' commitments

Over 100 tenants and leaseholders helped to develop this strategy

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It gives people an opportunity to be involved at a level that suits them."

### 5.0 The 'Get Involved' commitments

The council recognises the importance of reviewing our approach to tenant involvement as it allows us to know, understand and respond to current and future tenant's needs. To develop this strategy, the tenant involvement team held a variety of focus groups where tenants were encouraged to share their thoughts on involvement.

The information gained during these focus groups allowed us to understand our role in supporting tenants to 'Get Involved'. Through the STAR Survey we were able to shape this further by using feedback from tenants on their experience of our service. From this we have developed four commitments:

**Commitment One:** All Dacorum tenants and leaseholders have the opportunity to 'Get Involved'

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

**Commitment Three:** Young people within Dacorum's tenant population have a voice and a positive influence in their local communities

**Commitment Four:** Dacorum Borough Council's housing service is accountable to our tenants and leaseholders



## 6.0 The 'Get Involved' structure

- Our Tenants
- Service Shapers
- Official Involvement

### 6.0 The 'Get Involved' structure...

To achieve the commitments set out in this strategy and the TPAS Accreditation, The council's housing service has developed a structure that allows tenants to 'Get Involved' in a variety of ways. The structure includes three levels of involvement; *Our Tenants*, *Service Shapers* and *Official Involvement*. All areas within this structure will be reviewed yearly.

**Level One 'Our Tenants':** 'Our Tenants' is about developing conversations between the council's housing service and the whole tenant population. By using a range of communication channels such as the development of social media and getting out and about in the community we will build better relationships and improve how we communicate with our tenants.

**Level Two 'Service Shapers':** 'Service Shapers' is an adaptable approach to involving tenants that focuses on specific topic areas. Within this level of involvement activities such as 'burst groups' allows tenants more flexibility to 'Get Involved' as it is often achieved over a short period of time. Other activities within 'Service Shapers' include 'Youth Tenant Involvement' and 'Tenant Inspectors' where individuals within the tenant population can take part in projects that benefit the wider tenant community.

**Level Three 'Official Involvement':** 'Official involvement' brings together tenant and leaseholder representatives, local professionals, Councillors and the council's housing staff to regulate, scrutinise and challenge the housing service. This level of involvement includes a Housing Co-Regulatory Overview Committee and Tenant and Leaseholder Scrutiny Panel. All are required to meet on a quarterly basis and review key areas of the housing service.





Having a range of activities for people to 'Get Involved' means we will have a more active tenant community

You can have your say no matter how much time you have to give

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6.1 The following diagram shows the three levels of involvements and activities that will be delivered within each level.





## 7.0 Getting our tenants involved

All Dacorum tenants and leaseholders have the opportunity to *'Get Involved'*

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### 7.0 Getting our tenants involved

Dacorum Borough Council recognises that this strategy is a step towards an even more active and involved tenant community.

To successfully deliver the four commitments within this strategy the housing involvement team will work with tenants, partner organisations and members of staff to develop a programme of events.

We will create a shared understanding of tenant involvement that both staff and tenants can relate too, using training and campaigns to raise awareness of *'Get Involved'*.

When involving tenants we will be open, consistent and clear on the reasons for involving them and respect tenant's choice to be involved.

Working to include the widest possible range of tenants we will help tenants to overcome any barriers to involvement.

We will value the contribution, expertise and time our tenants give and give feedback on how they have influenced our way of working.

### 7.1 Commitment One - All Dacorum tenants and leaseholders have the opportunity to *'Get Involved'*

Commitment one of *'Get Involved'* looks to improve access for our tenants. By improving access we can also increase the number of tenants influencing our service. This will allow us to capture thoughts and experiences that better represent the wider tenant population.

To achieve this we will:

- Improve our digital channels such as social media to increase opportunities for conversations with tenants
- Ensure all *'Get Involved'* opportunities are held in appropriate venues and at a time that allows a range of tenants to attend
- Support tenants with specific needs to *'Get Involved'* and promote equality and diversity throughout the housing service
- Build opportunities for all tenants regardless of how much time they can commit to *'Get Involved'*
- Develop the skills of our tenants so they can actively participate in all three levels of *'Get Involved'*

**Dacorum Borough Council works in partnership to ensure the housing service is shaped by the needs of our tenants and leaseholders**

**Young people within Dacorum's tenant and leaseholder population have a voice and a positive influence in their local communities**

### **7.2 Commitment Two - Dacorum Borough Council works in partnership to ensure the housing service is shaped by the needs of our tenants and leaseholders**

Commitment Two of *'Get Involved'* emphasises the importance of knowing our tenants. Understanding not just the needs of our tenants but what is important to them means we can target both our support and information where it is relevant. The aim is to improve tenants experience by offering a more personalised and tailored service.

To achieve this we will:

- Work with tenants to collect and update information that will allow us to build a better picture of their needs
- Create opportunities for tenants to tell us what is important to them and use this to develop the housing service
- Develop a better understanding of how our tenants prefer to be communicated with
- Use the knowledge we have to target support to tenants that need it
- Work with tenants to develop ideas from the beginning so we can get it right first time

### **7.3 Commitment Three - Young people within Dacorum's tenant and leaseholder population have a voice and a positive influence in their local communities**

Commitment three of *'Get Involved'* shows the importance involving young people in the housing service. By involving young people we can not only empower them to have a voice but using this relationship we as a landlord can equip young people with new skills, knowledge and understanding to support them in the future.

To achieve this we will:

- Help young people to recognise the benefits of being involved and support them to develop new skills
- Be proactive in sharing information about Housing and how this affects younger people within our tenant population
- Give young people the tools to prepare for the future so they are equipped to make informed decisions that affect their lives
- Create opportunities with young people to create a feeling of community for our tenants
- Encourage young people to break down barriers that affect our tenant population

# Dacorum Borough Council's Housing Service is accountable to our tenants and leaseholders

## 8.0 Conclusion

### 7.4 Commitment Four - Dacorum Borough Council's Housing Service is accountable to our tenants and leaseholders

Commitment four of *'Get Involved'* acknowledges our tenants right to understand the decisions we make. It is important to us as a landlord to give our tenants the best service experience possible. With our commitment to continuously improving our service we can use the knowledge, experience and skills within our tenant population to drive the service forward.

To achieve this we will:

- Develop a Housing Co-Regulatory Overview Committee to review our performance, the use of our budget and shape our service plans
- Refresh our Tenants and Leaseholders Scrutiny Panel and use the panel to keep tenants at the centre through in-depth reviews of our service
- Demonstrate how we as a Landlord have achieved value for money for our tenants
- Showcase the impact our involved tenants have within the housing service
- Encourage tenants to challenge, shape and improve our service through a range of communication channels.

### 8.0 Conclusion

Within the *'Get Involved'* Strategy, Dacorum Borough Council commits to listening to our tenants and working in partnership with them to deliver a great housing service that provides value for money.

Using a range of activities we will create a diverse involved tenant community that helps us to develop a better understanding of what our tenants need. By creating a range of involvement opportunities *'all Dacorum Tenants and Leaseholders have the opportunity to Get Involved'*. Through information and listening to our tenants we will *'work in partnership to ensure the Housing Service is shaped by the needs of our tenants'* Improving our digital communication channels and empowering young people to break down barriers we will ensure *'young people within Dacorum's tenant population have a voice and a positive influence in their local communities'*

And finally, by refreshing tenants' opportunities for official involvement we will ensure Dacorum Borough Council's housing service is accountable to our tenants and leaseholders. Through tenant involvement our tenants can live in strong, vibrant communities where they have a voice and feel listened to. Working together, we can continue to provide well managed, affordable homes for those in need and ensure the wellbeing of our tenants.



# Dacorum Borough Council - Community Impact Assessment

Please read the Guidance on completing a Community Impact Assessment

Once completed, please review and gain sign off from the relevant Group Manager.

Email the signed off copy to Customer Intelligence and Policy Officer Isobel Benton-Slim to publish.

If you have any further questions about how to complete this form, please contact Isobel Benton-Slim x2936

## 1. About the Project, service change or policy development

Responsible officer	Emily-Rae Maxwell – Policy and Participation Team Leader
Name and description of project, service or policy	
'Get Involved' – Tenant involvement strategy	

## 2. Identifying the community impact

<b>What impacts will this change have on the community?</b>			
Information which might be useful in thinking about this includes our <a href="#">equality profiles</a> , available for a number of demographic groups in Dacorum, and <a href="#">Spotlight on Dacorum</a> , which provides information about the Borough as a whole and signposts users to detailed statistics at ward / postcode level through neighbourhood statistics.			
	Positive	Negative	<b>What are the positive and negative impacts?</b>
			How will the positive impacts be enhanced? How will the negative impacts minimised/eliminated?
<b>The community in general</b> e.g. social or economic benefits or negative impacts			Positive – Increased opportunities for tenants to shape the delivery of the housing service Positive – Better communications between the housing service and our tenant population Positive – More involved tenants means we can deliver better value for money Negative – Current Tenant and Leaseholder Committee members may not be recruited to the new committee
<b>On DBC as an organisation</b> e.g. on staff or operations			Both the Tenants and Leaseholders Committee and Tenant and Leaseholder Scrutiny Panel will break from meeting between July and September.  Historically they have avoided meeting during the summer months due to holidays therefore there should be minimal impact on the service / DBC.  Our elected members and Housing Portfolio Holder will continue to hold the service to account during this period.  Negative – risk of negative feedback from Tenant and Leaseholder Committee members due to change in structure. This will be managed by the Policy and Participation team.
<b>The specific demographic considerations or characteristics</b> e.g. age, disability, gender reassignment,			To support this we are committed to reviewing the housing service using the Chartered Institute of Housing's Equality and Diversity Charter. This will

marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation - specify where impacts are different for different considerations			allow us to give our tenants a voice and remove barriers that not only stop them from being involved but impact their lives.  A Housing Involvement Officer will make an assessment of each activity and consider how we can improve access.
<b>The environment</b> e.g. effects on the climate, trees, amenity space, biodiversity, water, energy, waste, material use, air quality			Positive – The move toward digital channels reduces the cost and environmental impacts of printing Positive – Activities will be held within communities meaning less travel is required
<b>Any community issues identified for this location</b> , if the project is based in a specific area – state if this is not applicable e.g. if there are no specific issues for this location or if the project is district-wide			

What evidence have you used to assess the impact on the community? What baselines have been established and what data will be used to monitor the impact?
Consultation with a range of stakeholders including; tenants and leaseholders, staff, Tenant and Leaseholder Committee, Tenant and Leaseholder Scrutiny Panel, Councillors  All impact will be captured using the Resident Involvement Module on Orchard.

What steps have you taken or plan to take to consult the whole community or specific groups affected by the service or policy development? E.g. on-line consultation, focus groups, consultation with representative groups?
Telephone survey, focus group, current committees

### 3. Review

How will you review the impact, positive or negative once the service or policy has been implemented?		
Action	By when	By who
Collect any tenant feedback and respond accordingly	continuous	Policy and Participation
Communicate changes and involvement opportunities to the wider population	continuous	Policy and Participation
Undertake an assessment to ensure everyone has an equal opportunity to 'Get Involved'	continuous	Policy and Participation

Name of responsible officer:  
Role: Emily-Rae Maxwell  
Date: 06/07/2016

Reviewed and signed off by: (relevant Group Manager)  
Role: Andy Vincent  
Date: 06/07/2016

Please email completed Community Impact Assessment to [isobel.benton-slim@dacorum.gov.uk](mailto:isobel.benton-slim@dacorum.gov.uk) to be published.

## **Appendix 3 Tenant and leaseholder feedback on the ‘Get Involved’ strategy and delivery of tenant involvement**

### **Tenant Review Group - Feedback**

- All agreed that there is a need for change, a need for clearer remits. All agreed that TLC should play a more strategic, monitoring role and sub-committees should work more closely on consultations.
- Digital Involvement - TIRG attendees were most likely to respond to email surveys. They suggested that we need to explore more digital channels of communication to engage with younger tenants.
- Rural areas - It was suggested that focus groups be held in village halls rather than in Hemel Hempstead as they would be more accessible for rural tenants.
- TIRG members recommended that we maintain a flexible approach to consultation, by continuing to hold focus groups, going out into the community to speak to tenants and conducting telephone surveys. They also recommended that tenants involved in any formal committees be trained to an appropriate level and some attendees were keen that meetings take place on a quarterly basis.

### **Wider Tenant and Leaseholder Population – Feedback**

The Housing Involvement Officers completed telephone and face to face surveys with 101 tenants and leaseholders to inform the drafting of the strategy. All of these people were asked questions relating to digital engagement and formal committee structures, with additional questions relating to young people, rural areas and leaseholders asked to those groups for whom these issues were most pertinent.

Two focus groups were held on 10 May 2016 with a combined attendance of 15 tenants and leaseholders.

- The majority of tenants and leaseholders would prefer to receive customer satisfaction surveys by text message or email.
- Most people believe that a high-level committee would need to be offered training to attract them, with payment of committee members the second most popular opinion.
- Most tenants and leaseholders in rural areas and villages would prefer door-to-door surveying or focus groups held in locations more convenient to them.
- All rural tenants and leaseholders agreed that all consultations relating to the tenant population as a whole should involve a proportion of rural and village residents.
- The Housing Regulatory Overview Committee should include; 2 independent members, 1 councillor, at least 1 officer, 3-4 tenants and 1-2 leaseholders.
- Formal meetings should take place every 6 weeks or bi-monthly with 3-4 hours preparation before meetings.
- There was no overall consensus regarding how a chair of the committee would be selected. An elected chair from the committee, an independent chair and a councillor or council staff chair were all equally rated. There was little appetite for a revolving chair.
- The minimum length of service for the committee should be one year with an option to extend for a further year.
- The maximum number of years for committee members should be four years.

## **Tenant and Leaseholder Committee - Feedback**

### **John Howard:**

#### **Page 5 under 'Our Tenant Population'**

The deprived areas, mostly within Hemel Hempstead with a high density of council owned homes. You understand there are several factors that contribute to people being considered deprived, has there been any activity by the housing team to break the barriers, what are these recognised barriers and how does the tenant involvement team feel that through tenant involvement this will help remove these barriers.

#### **Page 6 'Equality and diversity'**

With all the Tenant & leaseholder events & involvement strategies that have been used why are some people and groups within our tenant population finding it difficult to have their voice heard. By tailoring our opportunities of involvement we hope to encourage these tenants to have their say. Once again the word barrier is used, can the tenant involvement team give any definitions of these barriers. "This will allow us to give our tenants a voice and remove barriers that not only stop them from being involved but impact their lives."

I agree with the commitments, but in commitment 3 you don't have to be a tenant to be a voice and a positive influence in your local community, there are other groups such as neighbourhood action forums.

The level of involvement tiers I feel would appeal too many of the Tenants & leaseholders.

I feel that in the level 2 sector there should be a group responsible for monitoring the planned & unplanned work. The foundation for tenant involvement as I understand was the formation of the HAP [Housing Advisory Panel] later to be reformed at the HMEC [Housing Maintenance & Environment Committee]. Both a key factor in getting tenants & lease holders involved. My last concern is the make-up & selection process for the Housing Regulatory Overview Committee.

#### **Housing Co-Regulatory Overview Committee.**

At the last T.I.R.G.[Tenant Involvement Review Group] the consensus of the personnel to make up such a committee was a panel of 10 with the following

- 5 Tenants
- 1 Leaseholder
- 2 Non portfolio holding councillors
- 1 Housing Involvement officer
- 1 Independent

Will this be a foundation for the Committee set? The past selection processes have involved a panel with Tenants & Leaseholders. May I suggest that, as **Page 88** appeared to be no common ground at the last TLC



meeting as to how this panel would actually be selected between the Tenant involvement groups & the Involvement team, that the panel be made up of local councillors who have been involved, are involved in housing or are actual tenants or lease holders themselves.

## **Tenant:**

I think you have covered everything and the structure looks fine to me, giving people an opportunity to be involved at a level that suits them. It would be great if more tenants would join in so fingers crossed!

## **Barry Newton – Tenant and Leaseholder Scrutiny Panel:**

The only sticking point I saw was selection of members of various committee members. Would recruitment in first instance will go to known existing members who express an interest? I would then suggest that once this framework is established prior to interviewing any new applicant by officers names are circulated to the established members not to select but to determine if they object to anyone, I think this would be regarded as some control over selection was being exercised by the tenants.

## **Alan Horne:**

### **Page 5 Our tenant population**

*“Within Dacorum there are a small number of deprived areas. Most of these areas are within Hemel Hempstead and are areas with a high density of council owned homes.”*

I am concerned that this statement could allow someone to identify individual households, and it sets up the perception of second class tenants and the possibility of discrimination. A more general statement about deprivation amongst tenants would be acceptable.

### **Page 6 Equality and diversity**

*“We recognise that some people and groups within our tenant population find it difficult to have their voice heard.”*

This implies that they have come forward but haven't been listened to, which is wrong, rather than they find it difficult to come forward, be it for language or cultural reasons, for which a solution needs to be found.

### **Page 6 Delivering a better service**

*“to achieve the TPAS Landlord Accreditation.”*

Only very few tenants will know what TPAS is. Accreditation for what? Could be anything. Needs to be clear that it is Resident Involvement Landlord Accreditation. Unless, of course it is only a Corporate document.

### **Page 8 The ‘Get Involved’ structure...**

#### **Level One ‘Our Tenants’:**

*“and getting out and about in the community”*

I get comments that everything happens in Hemel Hempstead and the towns are ignored.

## Level Two 'Service Shapers'

I'm not sure whether the title 'burst groups' would attract or put off tenants, it doesn't immediately indicate what is involved (Corporate words?)

## Level Three 'Official Involvement':

*"brings together tenant and leaseholder representatives, local professionals, Councillors and the council's housing staff to regulate, scrutinise and challenge the housing service."*

With the wider participation it needs to be remembered that only the landlord functions of the Housing Service can be charged to the HRA.

Without seeing the Terms of Reference, the full recruitment process, and the final makeup of the bodies, it is not possible to determine whether they can truly be defined as "Tenant Involvement". *"All are required to meet on a quarterly basis and review key areas of the housing service."* Quarterly meetings are not likely to be often enough to challenge anything.

## Rose Kosmalski:

- The sentiment for tenant involvement comes across
- Concerns the council will struggle to recruit at the high levels of involvement such as the committee
- I noticed on page 8 of the document will only meet on a quarterly basis, is this correct? In that case then yes you may find tenants that will participate in a quarterly meeting. Is it not going to be a lot of work if meetings are only on a quarterly basis? Is this really going to scrutinise the council and services if they are only meeting 4 times a year?
- Again I would like to say regarding the council staff "interviewing" the potential tenants for the two committee's, this document is all about tenant involvement but where is the involvement for tenants in the selection process. What is stopping the staff from only picking "yes" people?
- On a final note you have also stated that the formal arrangements will start in October 2016, so who between now and then is holding the council to account on the services they deliver? What sort of things will be over looked between now and then? Who will be looking at the budget?

## Leaseholder One:

The approach on the document regarding Tenant Involvement addresses the tenants, despite the effort to explain what you mean by "tenant" to include the leaseholders as service recipients.

Work needs to be done on the **Leasehold Best Value Review Report, 14 October 2014** to which I made my attached comments before launching into getting leaseholders involved.

A good relationship and working platforms between the DBC and leaseholders needs to be established (a) to also break passive partnerships and (b) create an understanding on how and where the Council is coming from to meet their needs, through a business perception, which are not the same as those of rent

paying tenants, apart from common service delivery on communal areas, planned works and environmental development which benefits both recipients and the communities at large.

Having a specific and different tone of **communicating** with the leaseholders to give them the appropriate identity, would be useful, so that they could also be encouraged to be part of the involved and collaborative partnership, and would no doubt have some input on contributions to help shape the services.

**On the 3 levels** of the involvement structure, there needs to be balanced representation from the leaseholders, on the top tier; **Level Three** - it would be fair to have 4 tenants and 2 leaseholder, a leaseholder on the **Scrutiny Panel** and some leaseholders on Level Two, especially on **Regular Forums** and possibly **Burst Groups** depending on topics, with the opportunity of dipping in and out where ever relevant.

**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:	Contact Details
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>(PH – M Griffiths, J Marshall, N Harden)</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>	
20 July 2016	6 July 2016	Housing Rents & Other Charges Policy	Andy Vincent / Katie Keily	<p>Ext: KK -2431</p> <p><a href="mailto:Katie.Kiely@dacorum.gov.uk">Katie.Kiely@dacorum.gov.uk</a></p>

Meeting Date:	Report Deadline	Items:	Contact details:	Contact Details
		Community Alarm Update  End of year contract review (Osborne & Sun Realm)  Housing Asset Management Strategy  Tenant Involvement Strategy	Andy Vincent  Fiona Williamson  Simon Smith / Fiona Williamson  Andy Vincent	Ext: AV -2149 <a href="mailto:Andy.vincent@dacorum.gov.uk">Andy.vincent@dacorum.gov.uk</a>  EXT: FW - 2855 <a href="mailto:Fiona.williamson@dacorum.gov.uk">Fiona.williamson@dacorum.gov.uk</a>  Moved from June  Ext: AV 2149 <a href="mailto:Andy.vincent@dacorum.gov.uk">Andy.vincent@dacorum.gov.uk</a>
22Sept 2016	7 Sept 2016	DENS Performance	Natasha Braithwaite	Ext: NB -2840
12 October 2016	28 September 2016	<b>Quarter 1 Performance Report</b> (& Q1 Operational Risk Reports)  <b>Housing</b>  <b>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	Ext: EB -2615 <a href="mailto:Elliott.Brooks@dacorum.gov.uk">Elliott.Brooks@dacorum.gov.uk</a>  Ext: JS – 2453 <a href="mailto:Julie.Still@dacorum.gov.uk">Julie.Still@dacorum.gov.uk</a>  Ext: RB – 2162 <a href="mailto:Richard.Baker@dacorum.gov.uk">Richard.Baker@dacorum.gov.uk</a>

Meeting Date:	Report Deadline	Items:	Contact details:	Contact Details
		Homelessness Strategy Review	Natasha Brathwaite	Ext: NB – 2840 <a href="mailto:Natasha.Brathwaite@dacorum.gov.uk">Natasha.Brathwaite@dacorum.gov.uk</a>
23 November 2016	9 November 2016	<b>Quarter 2 Performance Report</b> (& Q2 Operational Risk Reports)  <b>Housing</b>  <b>Resident Services</b>  <b>Q2 Budget Monitoring Financial Report</b>  Old Town Hall update report  Community Safety Partnership report	<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  Julie Still  Julie Still	Ext: EB – 2615 <a href="mailto:Elliott.Brooks@dacorum.gov.uk">Elliott.Brooks@dacorum.gov.uk</a>  JS – 2453 <a href="mailto:Julie.Still@dacorum.gov.uk">Julie.Still@dacorum.gov.uk</a>  RB – 2162 <a href="mailto:Richard.Baker@dacorum.gov.uk">Richard.Baker@dacorum.gov.uk</a>  JS – 2453 <a href="mailto:Julie.Still@dacorum.gov.uk">Julie.Still@dacorum.gov.uk</a>

Meeting Date:	Report Deadline	Items:	Contact details:	Contact Details
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	EXT JD – 2278 <a href="mailto:James.Deane@dacorum.gov.uk">James.Deane@dacorum.gov.uk</a>
25 January 2017	11 January 2017			
Joint Budget 7 February 2017	24 January 2017	Joint Budget 2016-2017  <i>Ideally no further items to be added</i>	James Deane	EXT JD 2278 <a href="mailto:James.Deane@dacorum.gov.uk">James.Deane@dacorum.gov.uk</a>
15 March 2017	1 March 2017	Quarter 3 Performance Report (& Q3 Operational Risk Reports)  <b>Housing</b>  <b>Resident Services</b>  <b>Q3 Budget Monitoring Financial Report</b>	(PH – M Griffiths, N Tiley, N Harden)  E Brooks, Assistant Director, Housing  J Still, Group Manager, Resident Services  R Baker, Group Manager, Finance	EB – 2615 <a href="mailto:Elliott.Brooks@dacorum.gov.uk">Elliott.Brooks@dacorum.gov.uk</a>  JS – 2453 <a href="mailto:Julie.Still@dacorum.gov.uk">Julie.Still@dacorum.gov.uk</a>  <a href="mailto:Richard.Baker@dacorum.gov.uk">Richard.Baker@dacorum.gov.uk</a> RB - 2162

*Items to be scheduled: Dates to be confirmed*

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