



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 23 November 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 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

Substitute Members:

Councillors Howard, D Collins, Clark, Ransley and Tindall

For further information, please contact Kayley Johnston – Ext 2226

AGENDA

1. MINUTES

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. Q2 BUDGET MONITORING FINANCIAL REPORT (Pages 4 - 13)

7. Q2 HOUSING REPORT (Pages 14 - 46)

8. Q2 RESIDENT SERVICES REPORT (Pages 47 - 57)

9. YOUTH CONNEXIONS (Pages 58 - 63)

10. PARK BYELAWS REPORT (Pages 64 - 86)

11. OLD TOWN HALL UPDATE REPORT (Pages 87 - 107)

12. COMMUNITY SAFETY PARTNERSHIP REPORT (Pages 108 - 112)

13. NEW BUILD UPDATE (Pages 113 - 126)

14. WORK PROGRAMME 2016/2017 (Pages 127 - 132)



AGENDA ITEM: 6

SUMMARY

Report for:	Housing and Community Overview and Scrutiny Committee
Date of meeting:	23 November 2016
PART:	1
If Part II, reason:	

Title of report:	Budget Monitoring Quarter 2 2016/17
Contact:	Cllr Graeme Elliot, Portfolio Holder for Finance and Resources David Skinner, Assistant Director (Finance & Resources) Richard Baker, Group Manager (Financial Services)
Purpose of report:	To provide details of the projected outturn for 2016/17 as at Quarter 2 for the: <ul style="list-style-type: none"> • General Fund • Housing Revenue Account • Capital Programme
Recommendations	1) That Committee note the forecast outturn position.
Corporate objectives:	Delivering an efficient and modern council
Implications:	Financial and Value for Money implications are included within the body of the report.
Risk Implications	Risk implications are included within the body of the report.
Equalities	There are no equality implications.

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

1. Introduction

1.1 The purpose of this report is to outline the Council's forecast outturn for 2016/17 as at 30 September 2016. The report covers the following budgets:

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

2. General Fund Revenue Account

2.1 The General Fund revenue account records the income and expenditure associated with all Council functions except management of the Council's own housing stock, which is accounted for within the Housing Revenue Account (HRA) (see Section 4).

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

2.3 The majority of non-controllable costs result from year-end accounting adjustments, e.g. depreciation charges. These are required to show the true value of resources used to provide the Council's services, but do not result in a cash charge to taxpayers.

2.4 Variances on non-controllable and corporate items

The charge made to the HRA for properties owned by the General Fund, but utilised by the HRA for dwelling purposes is forecast to be £80k higher. This is due to a lower amount of repairs and improvements at these properties.

Additional new burdens grants totalling £85k, along with an adjustment of £6k to prior year New Homes Bonus grants provide an additional £91k of unallocated grants. Included in these grants is £73k towards the cost of meeting welfare reforms and benefit cap changes. It is unknown at this stage how much of these grants may need to be utilised. The remaining grants are small in value and it is not anticipated that additional budgets will need to be given to services. Section 31 grants are retained corporately unless there is evidence of a significant new burden.

2.5 The current budget is the original budget approved by Cabinet in February 2016, plus the following approved amendments:

Amendments	£000	Approved
2016/17 Original budget	16,946	
Corporate Graduates	18	Council July 2016
Reserve Funded Staff Costs	(46)	Council September 2016
Digitalisation of Planning Microfiche data	100	Council September 2016
2015/16 Current Budget	17,018	

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

	Current Budget £000	Forecast Outturn £000	Variance	
			£000	%
Finance & Resources	7,773	7,693	(80)	-1.0%
Strategic Planning & Environment	7,479	7,845	366	4.9%
Housing & Community	1,766	1,765	(1)	-0.1%
Total	17,018	17,303	285	1.7%

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

3 Housing and Community

Housing & Community	Current Budget £000	Forecast Outturn £000	Variance	
			£000	%
Employees	2,549	2,630	81	3.2%
Premises	805	777	(28)	-3.5%
Transport	16	20	4	25.0%
Supplies & Services	2,079	2,173	94	4.5%
Third Parties	758	758	0	0.0%
Income	(4,441)	(4,593)	(152)	3.4%
	1,766	1,765	(1)	-0.1%

3.1 Employees - £81k over budget (3.2%)

Pressure of £81k – There is a pressure of £81k across services linked to the vacancy provision, which has been set at 5% across all services. This will be closely monitored as the year goes on.

3.2 Supplies and Services - £94k over budget (4.5%)

Pressure of £40k – A pressure of £40k has arisen in the People and Performance service from a strategic review of sports and leisure facilities across the borough. It is proposed that this expenditure be funded from the Management of Change reserve. This will be proposed in the 29 November Cabinet report.

Pressure of £15k – This pressure has arisen in the Community Partnerships service, from reserve funded Arts support which was agreed in the budget setting round for 2015/16 but not spent until 2016/17. It is proposed that this expenditure be funded from the Management of Change reserve. This will be proposed in the 29 November Cabinet report.

3.3 Income - £152k over-achieved (3.4%)

Over-achievement of income £150k – the income from the rental of Garages is expected to exceed budget by £150k. This is due to the level of voids being lower than anticipated.

4 Housing Revenue Account (HRA)

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

4.2 The projected HRA balance at the end of 2016/17 is in line with the budgeted balance of £2.9m.

4.3 Dwelling Rents - £117k under-achievement of income (0.2%)

Following a review of the changes implemented as part of the statutory reform to housing rents, the Supported Housing budget requirement has been checked, and an adjustment of £115k is required. A correction will be made for the budget 2017/18.

4.4 Contribution towards Expenditure - £152k under-achievement of income (23.2%)

There is a deficit of £140k in leaseholder charges for repairs work, due to the estimate for works carried out in 2015/16 being £140k higher than the amount to be billed. There is also a deficit of £50k in income expected from the Recharges Officer, as the post was not filled for a full financial year (started October). These pressures are partially offset by an increase in minor capital receipts of £40k for legal work carried out, such as deed of variation and lifting of restrictive covenants.

4.5 Repairs and Maintenance - £453k over budget (4.2%)

At Q1 the volumes of repairs and voids were consistent with those experienced last year, however there has been a slight downturn in the scope of work required in voids that were returned in Q2. Overall the profile of the revenue spend is being closely monitored and currently there are pressures within a number of

demand led areas including, responsive repairs, minor aids and adaptations, drainage, and asbestos testing and removal. The pressure is being offset by a reduction in small works, however currently the forecast position of £453k is still expected.

The forecast includes a £50k underspend for a reduction to the performance related profit (PRP) for 2015/16. Following a challenge from officers, Osborne have agreed to reduce the amount of PRP payable for the year.

The capital programme is currently being reviewed, and it is proposed that a virement request will be raised in Quarter 3 to align budgets with planned activities between capital and revenue.

4.6 Supervision & Management - £46k under budget (0.4%)

The projected underspend has arisen in 2 main areas:

£60k underspend in the Tenants and Leaseholders section from vacancies in the Supporting People service.

£75k underspend in the Housing Cleaning service from vacant posts.

These are offset by a forecast pressure of £80k relating to rent received on properties that are used to house Council tenants but are owned by the General Fund. (The corresponding entry is shown in the General Fund as a decrease in non-controllable costs).

4.7 Transfer to Housing Reserves - £689k under budget (5.1%)

The overall variance on the HRA is currently forecast to reduce balances by £689k.

The Capital Programme is being reviewed to ensure that components are not replaced before they are required (an example of which is delaying roof replacements that had previously been scheduled in, based upon property conditions surveys). Due to these changes in the programme, an underspend in capital expenditure is forecast. As set out in paragraph 6.5, a virement will be proposed to align the capital and revenue budgets with planned works, and during the process the contribution to the Housing Reserve will be examined.

5. Capital Programme

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

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

The 'Rephasing' column refers to those projects where expenditure is still expected to be incurred, but it will now be in 2017/18 rather than 2016/17, or conversely, where expenditure planned initially for 2017/18 will now be in 2016/17.

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

The current budget is the original budget approved by Cabinet in February 2016, plus approved amendments, including re-phasing of the slippage identified at Quarter 1 into 2017/18.

	Current Budget £000	Projected Outturn £000	Rephasing £000	Variance	
				£000	%
Housing & Community	1,727	1,697	0	(30)	-1.7%
G F Total	1,727	1,697	0	(30)	-1.7%
HRA Total	27,390	24,652	(2,231)	(507)	-1.9%
Grand Total	29,117	26,349	(2,231)	(537)	-1.8%

5.2 General Fund Major Variances

There is an overall projected underspend of £30k on the General Fund arising from minor underspends on various projects.

5.3 HRA Major Variances

There is a projected underspend on the HRA capital programme of £2,738k.

- Line 183: underspend of £507k on the Property and Place budgets for planned capital works. The programme is being reviewed as set out in paragraph 4.7. These budgets also contain a contingency of 5%.
- Line 191 and 192: underspend of £149k and £140k respectively on Farm Place and St Peter's Court. Although these schemes are complete, budget was slipped forward from 2015/16, which will be reallocated by virement to the New Build General line to fund other schemes in the programme.
- Line 193: underspend of £684k on Aspen Court, London Road Apsley. At the time of setting the budgets, an additional allocation of £600k was allowed for to cover previously unforeseen costs. This was incorrectly allocated to the Aspen Court, London Road budget, however it should have been allocated to the New Build General Line. The underspend on this line will therefore be re-allocated to the New Build General line.
- Line 194: slippage of £1.8m on New Build General. This reflects re-phasing of a number of schemes to align with revised timescales.
- Line 196: slippage of £484k on Able House. This scheme is now expected to be finished early 2017/18.

	Month			Year-to-Date			Full Year		
	Adjusted Budget £000	Actuals £000	Variance £000	Adjusted Budget £000	Actuals £000	Variance £000	Adjusted Budget £000	Forecast Outturn £000	Variance £000
Controllable									
Finance and Resources	645	2,156	1,511	3,356	3,134	(222)	7,773	7,693	(80)
Strategic Planning and Environment	338	296	(42)	3,961	4,088	127	7,479	7,845	366
Housing and Community	77	161	84	877	946	69	1,766	1,765	(1)
Controllable	1,060	2,613	1,553	8,194	8,168	(26)	17,018	17,303	285
Non-Controllable									
Finance and Resources	(145)	(45)	100	(870)	(61)	809	(4,086)	(4,166)	(80)
Strategic Planning and Environment	303	0	(303)	1,819	0	(1,819)	3,927	3,927	0
Housing and Community	93	0	(93)	559	1	(558)	1,652	1,652	0
Non-Controllable	251	(45)	(296)	1,508	(60)	(1,568)	1,493	1,413	(80)
General Fund Service Expenditure	1,311	2,568	1,257	9,702	8,108	(1,594)	18,511	18,716	205
Reversal of Capital Charges							(4,125)	(4,125)	0
Minimum Revenue Provision							378	378	0
Interest Payable							587	581	(6)
Interest Receipts							(242)	(292)	(50)
Revenue Contributions to Capital							5,796	5,796	0
Contributions to / (from) Reserves							(7,105)	(7,191)	(86)
Contributions to / (from) Working Balance							0	28	28
Budget Requirement:							13,800	13,891	91
Met From:									
Revenue Support Grant							(971)	(971)	0
Non-Domestic Rates							1,053	1,053	0
New Homes Bonus							(3,491)	(3,497)	(6)
Other General Government Grants							(125)	(210)	(85)
Council Tax Surplus							(49)	(49)	0
Requirement from Council Tax							(10,217)	(10,217)	0
Total Funding:							(13,800)	(13,891)	(91)

Interpreting this report

General Fund Service Expenditure

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

Budget Requirement

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

Total Funding

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

Housing Revenue Account
Projected Outturn 2016/17 - September 2016

	Original Budget £000	Forecast Outturn £000	Forecast Variance £000	%
Income:				
Net Dwelling Rents	(55,849)	(55,732)	117	-0.2%
Non-Dwelling Rents	(80)	(80)	0	0.0%
Tenants Charges	(388)	(388)	0	0.0%
Leaseholder Charges	(477)	(479)	(2)	0.4%
Interest and Investment Income	(206)	(206)	0	0.0%
Contribution towards Expenditure	(655)	(503)	152	-23.2%
Total Income	(57,654)	(57,388)	267	-0.5%
Expenditure:				
Repairs and Maintenance	10,702	11,155	453	4.2%
Supervision & Management:	11,766	11,720	(46)	-0.4%
Rent, Rates, Taxes & Other Charges	14	29	15	107.1%
Interest Payable	11,643	11,643	0	0.0%
Provision for Bad Debts	250	250	0	0.0%
Depreciation	9,506	9,506	0	0.0%
HRA Democratic Recharges	220	220	0	0.0%
Total Expenditure	44,101	44,523	422	1.0%
Transfer from Housing Reserves	13,553	12,865	(689)	-5.1%
HRA Deficit / (Surplus)	0	0	0	0.0%
Housing Revenue Account Balance:				
Opening Balance at 1 April 2015	(2,900)	(2,900)	0	
Deficit / (Surplus) for year	0	0	0	
Proposed Contributions to Reserves	0	0	0	
Closing Balance at 31 March 2016	(2,900)	(2,900)	0	

CAPITAL PROGRAMME MONITORING BY SCRUTINY COMMITTEE FOR SEPTEMBER 2016

Scheme	Budget Holder	Original Budget	Prior Year Slippage	Adj's, Supps, Virements	Adjustments (Slip. C/F)	In-Year Adjustments	Current Budget	YTD Spend	Projected Outturn	Forecast Slippage	Projected Over / (Under)	
General Fund												
Housing and Community												
Commissioning, Procurement and Compliance												
106	Telephony upgrade & virtualisation	Ben Hosier	0	4,600	0	0	0	4,600	0	4,556	0	(44)
107	Customer Services Unit Refurbishment	Ben Hosier	0	9,870	0	0	0	9,870	10,190	9,870	0	0
108	CSU Flow Management Solution	Ben Hosier	46,500	0	0	0	0	46,500	23,560	27,600	0	(18,900)
109	Replacement of Inform 360 Communications	Ben Hosier	19,000	0	0	0	0	19,000	18,920	18,920	0	(80)
110	Self Service Kiosks	Ben Hosier	47,000	0	0	0	0	47,000	8,070	44,500	0	(2,500)
			112,500	14,470	0	0	0	126,970	60,740	105,446	0	(21,524)
Legal , Democratic and Regulatory Management												
114	Highbarns Land Stabilisation Project	Mark Brookes	0	8,360	0	0	0	8,360	(1,242)	8,360	0	0
			0	8,360	0	0	0	8,360	(1,242)	8,360	0	0
People												
8	Capital Grants - Community Groups	Matt Rawdon	20,000	0	0	0	0	20,000	0	20,000	0	0
			20,000	0	0	0	0	20,000	0	20,000	0	0
Residents Services												
122	Rolling Programme - CCTV Cameras	Julie Still	25,000	0	0	0	0	25,000	17,451	25,000	0	0
123	Lift Replacement to Theatre - Old Town Hall	Julie Still	40,000	0	0	(40,000)	(40,000)	0	0	0	0	0
124	Verge Hardening Programme	Julie Still	350,000	7,840	0	0	0	357,840	50,912	350,000	0	(7,840)
125	Youth Centre Provision	Julie Still	50,000	82,807	5,762	0	5,762	138,569	113,489	138,569	0	0
			465,000	90,647	5,762	(40,000)	(34,238)	521,409	181,852	513,569	0	(7,840)
Strategic Housing												
129	New Build - Elms Hostel Redbourne Road	Julia Hedger	0	0	0	0	0	0	(59,426)	0	0	0
130	Affordable Housing Development Fund	Julia Hedger	0	0	1,050,000	0	1,050,000	1,050,000	1,050,000	1,050,000	0	0
			0	0	1,050,000	0	1,050,000	1,050,000	990,574	1,050,000	0	0
Totals - Fund: General Fund			597,500	113,477	1,055,762	(40,000)	1,015,762	1,726,739	1,231,924	1,697,375	0	(29,364)

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CAPITAL PROGRAMME MONITORING BY SCRUTINY COMMITTEE FOR SEPTEMBER 2016

Scheme	Budget Holder	Original Budget	Prior Year Slippage	Adj's, Supps, Virements	Adjustments (Slip. C/F)	In-Year Adjustments	Current Budget	YTD Spend	Projected Outturn	Forecast Slippage	Projected Over / (Under)	
Housing Revenue Account												
Housing and Community												
Property & Place												
183	Planned Fixed Expenditure	Fiona Williamson	18,334,000	0	(4,628,000)	0	(4,628,000)	13,706,000	5,350,128	13,199,000	0	(507,000)
184	Pain/Gain Share (Planned Fixed Expenditure)	Fiona Williamson	0	0	(0)	0	(0)	(0)	10,585	(0)	0	0
185	M&E Contracted Works	Fiona Williamson	0	(630,178)	1,108,000	0	1,108,000	477,822	126,574	477,822	0	0
186	Communal Gas & Heating	Fiona Williamson	0	0	2,950,000	0	2,950,000	2,950,000	793,166	2,950,000	0	0
187	DBC Commissioned Capital Works	Fiona Williamson	0	0	570,000	0	570,000	570,000	12,382	570,000	0	0
			18,334,000	(630,178)	0	0	0	17,703,822	6,292,835	17,196,822	0	(507,000)
Strategic Housing												
191	Farm Place Berkhamsted	Julia Hedger	45,040	105,505	0	0	0	150,545	(43,815)	1,230	0	(149,315)
192	Galley Hill / St. Peters Court / The Nokes	Julia Hedger	0	140,125	0	0	0	140,125	(37,490)	0	0	(140,125)
193	Aspen Court / London Road, Apsley	Julia Hedger	322,534	837,800	0	0	0	1,160,334	347,426	476,800	0	(683,534)
194	New Build General	Julia Hedger	7,057,628	343,266	0	(1,840,214)	(1,840,214)	5,560,680	1,117,458	4,737,550	(1,796,104)	972,974
195	Queen Street (Old Tring Depot)	Julia Hedger	337,815	73,422	0	0	0	411,237	331,613	460,000	48,763	0
196	Able House	Julia Hedger	2,084,636	178,309	0	0	0	2,262,945	434,608	1,779,000	(483,945)	0
			9,847,653	1,678,427	0	(1,840,214)	(1,840,214)	9,685,866	2,149,801	7,454,580	(2,231,286)	0
	Totals: Housing and Community		28,181,653	1,048,249	0	(1,840,214)	(1,840,214)	27,389,688	8,442,636	24,651,402	(2,231,286)	(507,000)
	Totals - Fund: Housing Revenue Account		28,181,653	1,048,249	0	(1,840,214)	(1,840,214)	27,389,688	8,442,636	24,651,402	(2,231,286)	(507,000)
	Totals		28,779,153	1,161,726	1,055,762	(1,880,214)	(824,452)	29,116,427	9,674,559	26,348,777	(2,231,286)	(536,364)



AGENDA ITEM: 7

SUMMARY

Report for:	Housing & Communities Overview & Scrutiny Committee
Date of meeting:	23 rd November 2016
PART:	1
If Part II, reason:	

Title of report:	2016/17 Quarter 2 Performance Report, Service Plan update & Operational Risk Register - Housing
Contact:	Councillor Margaret Griffiths, Portfolio Holder for Housing Author/Responsible Officer – Elliott Brooks – Assistant Director - Housing
Purpose of report:	1. To Update the Committee on the Performance of the Housing Service Quarter 2 2016/17 2. To inform the Committee of the status of the current Housing Service Risk Register and Service Plan
Recommendations	1. That the Committee note the Performance Report, Risk Register, and Service Plan Update
Corporate objectives:	Affordable Housing
Implications:	<u>Financial</u> All areas of the service are subject to Monthly Budget Monitoring Meetings with the HRA Financial Accountant. Budget Reporting is quarterly to the Committee and 6 monthly to the Tenants & Leaseholders Committee.
'Value For Money Implications'	<u>Value for Money</u> The Housing Service & its costs are reviewed annually through a national benchmarking organisation (Housemark)

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

1.0 Introduction

1.0.1 This report details the performance of the Housing Service during the 2nd quarter 2016/17 against performance indicators and an update regarding the Housing Service Plan.

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

2.0 Housing Performance Report – 2016/17

2.0.1 Appendix 1 shows performance against the ‘Service Critical’ performance indicators for the 2nd Quarter of 2016/17.

2.1 Repairs & Maintenance - Osborne

- 2.1.1 The Osborne 'Total Asset Management' (TAM) contract completed its second year on July 1st 2016.
- 2.1.2 The 2nd quarter performance report shows that the 3 performance indicators for the Total Asset Management contract that failed against target for the previously reported quarter are now either within target or the agreed tolerance.
- 2.1.3 Close contract monitoring has taken place between the Council and Osborne Property Services in order to achieve this.
- 2.1.4 After concerns expressed by the Council over a period of several months there have been some significant changes in the management structure of Osborne Property Services in terms of the DBC TAM contract. The role of Account Director has been introduced to sit up above the current Account Manager and focus on the strategic elements of the relationship with the Council.
- 2.1.5 The Total Asset Management contract has recently been subject to the full end of year review (for 2015/16) which has determined that or not Osborne Property Services Ltd are due to be awarded a 1 year extension in line with the contract.
- 2.1.6 The review has concluded after negotiation that the Key Strategic Indicators have been achieved or sufficient progress has been made by Osborne Property Services.
- 2.1.7 The annual review considers the following Key Strategic Indicators.
- 2.1.8 The Key Strategic Indicators are:

Key Strategic Indicator	Target Compliance
Performance at or above the target for all KPIs for at least 9 months of the year	Performance at or above the target for all KPIs for at least 9 months of the year
Transparency and control of costs delivered through the management of Open Book records including sub-contractors information available at Quarterly intervals	Open Book format and protocol to be agreed during dialogue and the information to be presented at quarterly intervals in advance of Core Group meetings. Target in year one 95% - from year 2 onwards 100%
Tenant involvement in operational and service improvement activities including meetings, workshops, customer satisfaction surveys and	Tenant involvement in operational and service improvement activities including meetings, workshops,

monitoring of corrective action arising from complaints.	customer satisfaction surveys and monitoring of corrective action arising from complaints.
Delivery of community initiatives to support the ambitions of the Councils economic, environmental and social sustainability agenda	Delivery of community initiatives to support the ambitions of the Councils economic, environmental and social sustainability agenda
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	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

3.0 Empty Homes

3.0.1 Empty Homes re-let times continue to improve. The current performance figure of 21.9 days is almost 6 days less than the same period in 2015/16. This has been achieved by greater work across all areas of housing within the Council and some co-location of staff between Osborne Property Services Ltd & the Council.

4.0 Anti-Social Behaviour

4.0.1 Due to high levels of long term sickness over a three month period within the Tenancy Management Team satisfaction surveys to tenants who had experienced Anti-Social Behaviour were not sent. This has resulted in no data collected for the 2nd Quarter. Staffing levels are currently back to normal, surveys are being sent and provision has been made to ensure this is not repeated in the future if similar circumstances occur.

5.0 HRA Capital Programme

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

- Kitchens – 64
- Bathrooms & level access wet-rooms – 72
- Doors – 301
- Rewires - 5
- Roofs – 34
- Boilers - 210

7.0 Housing Service Plan

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

7.0.2 Appendix 2 shows progress of the Housing Service Plan as at November 2016.

8.0 Housing Risk Register

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

H&C OSC QUARTERLY PERFORMANCE REPORT

Housing Landlord

September 2016




Measure	Owner & Updater	Sep 2016 Result	Jun 2016 Result	Sep 2015 Result	Sign Off	Comments
HL05a - Stage 1 Complaints responded to within target for Housing	Elliott Brooks Corvu Admin	95.65% (88/92) Target: 85	98.51% (66/67) Target: 85	98.25% (56/57) Target: 85	✗	
PP01 - Percentage of dwellings with a valid Gas Safety Certificate	Fiona Williamson Fiona Kimberley	99.97% Target: 100	99.97% Target: 100	99.99% Target: 100	✓	Updater This is on average three overdue on reporting dates however we do hit 100% a number of times within the three months, we include all properties including tenants in respite, hospital, rehab and prison so this is a genuine reflection of the situation we have approx 9.5 thousand properties which require gas safety certificates, I am not satisfied with 99.97 and we continue to try to achieve 100%
PP04 - Percentage of properties passing QA checks Repairs and voids	Fiona Williamson Ricky Lang	98% Target: 98	99% Target: 98	97% Target: 98	✓	Updater The inspection regime mid term on the larger Repairs and all Empty Homes drives supply chain and operatives towards ensuring works are completed to a level the Partnership expects - there is still work to do in terms of ensuring more resource is on the ground which is being worked towards by the Partnership through recruitment and reviewing of duties.

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Measure	Owner & Updater	Sep 2016 Result	Jun 2016 Result	Sep 2015 Result	Sign Off	Comments
PP05 - Percentage of properties passing QA checks Planned works	Fiona Williamson Ricky Lang	100% Target: 98	100% Target: 98	100% Target: 98	✓	Updater This part of our Partnership has particularly strong focus and the inspection regime undertaken by the Partnership staff once again drives high quality of works. The customer satisfaction reflects a good product being delivered and furthermore demonstrates true collaboration.
PP10 - Percentage of emergency repairs completed within 4 hours	Fiona Williamson Ricky Lang	100% Target: 99	99% Target: 99	99% Target: 99	✓	Updater OPSL predominantly deliver this response code in house, both out of hours and day time. The management of the operative resource through smart scheduling systems supports the strong work done by the planning team.
PP11 - Percentage of non-urgent repairs completed within target	Fiona Williamson Ricky Lang	94% Target: 98	90% Target: 98	97% Target: 98	✓	Updater This indicator has improved throughout the quarter and would have hit the target had performance been better in July. The work ongoing since the reduction in WIP has ensured the service remains very much on target for the last 2 months, ensuring proper management of jeopardy ensures this is sustainable. Owner Again the trend improved in teh quarter which aligned with the impementation of the action plan.
PP13a - Percentage of responsive repairs completed within target	Fiona Williamson Ricky Lang	94.15% (5989/6361) Target: 97	91.01% (5396/5929) Target: 97	96.98% (6142/6333) Target: 97	✓	Owner The trend has improved over the quarter following the inplemantion of an action plan. Ongoing work is being undertaken to ensure the trend continues to improve.

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Measure	Owner & Updater	Sep 2016 Result	Jun 2016 Result	Sep 2015 Result	Sign Off	Comments
PP15 - Percentage of tenants satisfied with the service planned and responsive works	Fiona Williamson Ricky Lang	98% Target: 90	96% Target: 90	97% Target: 90	✓	Updater The KPI remains strong from the feedback received through PDA's, telephone surveys and Planned Works questionnaires.
SH03a - Average Time (working days) to re-let all properties	Natasha Brathwaite Tracy Vause	21.9 Days (2628/120) Target: 35	25.5 Days (3624/142) Target: 35	27.4 Days (4677/171) Target: 35	✓	Updater Pleased with the result and work over the last quarter to ensure a consistent approach to reletting properties is achieved and delays are identified at start of void process to ensure that properties are not returned late.
SH05 - Number of new Affordable Homes completed	Julia Hedger Sam Bramley	No Data Info Only	No Data Info Only	34 Dwellings Info Only	✗	
TL02 - Rent collected as a percentage of rent owed (excluding current arrears brought forward)	Andy Vincent Katie Kiely	98.5% Target: 99	98.92% Target: 99	99.36% Target: 95	✓	Updater This figure should improve by the end of the financial year
TL04 - Voids loss as a percentage of the rent roll	Andy Vincent Katie Kiely	0.8% No Target	0.35% Target: 0.7	0.57% Target: 0.8	✓	Updater This is slightly above target due to some delays with Osborne and properties held for refugees
TL13a - Percentage of Community Alarm calls answered within 1 min	Andy Vincent Andy Vincent	97.95% Target: 97.5	97.81% Target: 97.5	97.7% Target: 97.5	✓	Updater This is a good result and above target
TL15 - Satisfaction with the outcome of medium level ASB cases	Andy Vincent Lindsey Walsh	No Incidents (0/0) Target: 65	100% (10/10) Target: 65	74% (20/27) Target: 65	✓	Updater due to difficulties with staff resources and very few surveys being returned, there are no figures to report this quarter
TL16 - Acknowledgement of a report of ASB within 24 hours	Andy Vincent Lindsey Walsh	97% (97/100) Target: 95	98% (101/103) Target: 95	98% (225/230) Target: 95	✓	Updater Although down from last quarter, staff have managed to remain within target despite problems with staffing issues.

Measure	Owner & Updater	Sep 2016 Result	Jun 2016 Result	Sep 2015 Result	Sign Off	Comments
TL36 - Percentage of committee places filled (target of 80%?)	Andy Vincent Emily-Rae Maxwell	No Data Info Only	No Data Info Only	No Data Info Only	 Owner	This is a new indicator and data will be collected from the forthcoming quarter

Service Objectives into Action (GM Level)

This section details the delivery plans for each Group Manager over the next financial year.

- *NB: You should have a maximum of 5 key actions per objective*
- *NB: 'Who is Responsible for Delivery' should include people from other teams who are also responsible for this task*

Group Manager 1: Andy Vincent

Service: Tenants & Leaseholders

Service Objective: Knowing more about our customers

November 2016 Update

Key results from the STAR survey have been reported to tenants in the Autumn News and Views and to Scrutiny Committee in September, the service is now adopting StarT to ensure transactional surveys that capture satisfaction directly after receiving a service build on the results gained from STAR.

A more targeted approach is being taken to Customer Profiling starting with those who haven't reported a repair for five

years or given access, we will then target under 35's.

Using data held across the service and partners we are now developing tartan rugs for each ward to identify trends within the tenant population and develop targeted interventions.

Key Actions	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?
<ul style="list-style-type: none"> Customer Profiling Project 	<ul style="list-style-type: none"> March 2017 	<ul style="list-style-type: none"> Team Leader – Policy and Participation 		<ul style="list-style-type: none"> Knowing more about our tenants will enable services to be target at those who need it most
<ul style="list-style-type: none"> STAR analysis (Survey of Tenants & Leaseholders) 	<ul style="list-style-type: none"> May 2016 	<ul style="list-style-type: none"> Team Leader – Policy and Participation 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> This exercise enables us to understand tenant's priorities and changing views of the services provided by Housing

Service Objective: Implement Resident Involvement Strategy (Housing)

November 2016 Update

New tenant promises have been developed and published in the Annual Report as a result of the STAR survey

The new strategy was taken to Scrutiny in June and approved by Cabinet in September, this was well received.

We are working in partnership with Dacorum Communities for Learning to deliver digital skills workshops for older people living in our sheltered schemes. We have also reviewed the website to make it easier for tenants to navigate and access services by making language more user friendly e.g. 'the portal' to 'my account'.

Tenant involvement has more options for tenants to have their say digitally, the TLC will now review documents remotely and there are plans to develop webinars.

Key documents such as Tenants Handbook & Repairs Handbook now on-line

Key Actions	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?
<ul style="list-style-type: none"> Review of Tenant Promises 	<ul style="list-style-type: none"> October 2016 	<ul style="list-style-type: none"> Team Leader – Policy and Participation 	<ul style="list-style-type: none"> Focus will reduce wasted use of resources 	<ul style="list-style-type: none"> This will enable the service to identify and focus on tenant priorities
<ul style="list-style-type: none"> Develop a new Tenant Involvement Strategy taking the service forward for the next few year promoting tenant involvement online 	<ul style="list-style-type: none"> March 2017 	<ul style="list-style-type: none"> Team Leader – Policy and Participation 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> It is a requirement of the service to involve tenants and identify their priorities. By involving tenants online this will enable the widest number of views to be canvassed in the most cost efficient way.
<ul style="list-style-type: none"> Involving Tenants online 	<ul style="list-style-type: none"> July 2016 	<ul style="list-style-type: none"> Team Leader – Policy and Participation 	<ul style="list-style-type: none"> Part of the Council’s overall efficiency drive under Digital Dacorum 	<ul style="list-style-type: none"> It is a requirement of the service to involve tenants and identify their priorities. By involving tenants online this will enable the widest number of views to be canvassed in the most cost efficient way.

Service Objective: Develop more Digital Access to Services & Communication

November 2016 Update

The digital Direct Debit project is completed. A take up campaign will be launched imminently

The use of text messaging is built into the new rent collection procedures. This is due to be launched on 1 October.

A gradual transition to making News and View more electronic will commence with the next edition

Centralised mailboxes promoted on the contact us page of the website

Key Actions	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?
<ul style="list-style-type: none"> Replace paper direct debits and rent letters with digital alternatives 	<ul style="list-style-type: none"> August 2016 	<ul style="list-style-type: none"> Team Leader – Housing Income 	<ul style="list-style-type: none"> Savings have been identified from this initiative 	<ul style="list-style-type: none"> There will be a reduction in printing and postage costs – plus reductions in the costs associated with processing payments
<ul style="list-style-type: none"> Extend use of text messaging 	<ul style="list-style-type: none"> August 2016 	<ul style="list-style-type: none"> Team Leader – Housing Income 	<ul style="list-style-type: none"> This will enable the service to further reduce its printing costs 	<ul style="list-style-type: none"> This will enable the service to communicate with tenants via text. This should enable the number of letters produced to be reduced
<ul style="list-style-type: none"> News & Views electronically 	<ul style="list-style-type: none"> July 2016 	<ul style="list-style-type: none"> Team Leader – Policy and Participation 	<ul style="list-style-type: none"> This will enable the service to further reduce its printing costs 	<ul style="list-style-type: none"> Communication will be increasingly undertaken in an electronic format

Service Objective: Preparation for Welfare Reform Impact				
November 2016 Update				
<p>All families affected by the revised Benefit Cap contacted by the Housing Income team to discuss individual implications (9 so far, approximately 100 in total).</p> <p>This approach is set out within the new Rent Collection Procedure – due to implementation 1 October</p>				
Key Actions	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?
<ul style="list-style-type: none"> Put in place a Communications Plan to inform tenants about the support in place for tenants impacted by the introduction Universal Credits 	<ul style="list-style-type: none"> September 2016 	<ul style="list-style-type: none"> Team Leader – Housing Income working with the Benefits Service 	None expected	<ul style="list-style-type: none"> Tenants will be aware of the support the Housing Service and the wider Council can provide for tenants in receipt of welfare benefits
<ul style="list-style-type: none"> Identify approach to different customer segments – ensure the resources of 	<ul style="list-style-type: none"> July 2016 	<ul style="list-style-type: none"> Team Leader – Housing Income 		<ul style="list-style-type: none"> Less resources will be targeted at individuals where they are able to pay – to remind them More

the team are targeted on those who most need it				<ul style="list-style-type: none"> Resources will be focused on those households where they are identified as being at risk of tenancy failure by using a segmented approach
Service Objective: Investigate tenant incentive scheme				
November 2016 Update Initial research completed –Revised report due to Portfolio Holder and Housing Senior Management Team December 2106				
Key Actions	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?
<ul style="list-style-type: none"> Investigate tenant incentive schemes adopted by other social housing providers and the effectiveness at incentivizing the tenants to behave in a way that reduces cost 	<ul style="list-style-type: none"> July 2016 	<ul style="list-style-type: none"> Policy & Participation Team Leader and all GM's 	<ul style="list-style-type: none"> unknown 	<ul style="list-style-type: none"> Understanding of the options currently adopted within the social housing sector and associated management and cost reductions.
<ul style="list-style-type: none"> Introduce a Dacorum scheme 	<ul style="list-style-type: none"> Quarter 4 	<ul style="list-style-type: none"> Tenancy Team and all GM's 	<ul style="list-style-type: none"> unknown 	<ul style="list-style-type: none"> Reduction in clearance costs, fly-tipping and unauthorised alterations.

Service Objective: Develop the support service offered

November 2016 Update

No significant progress has been made – New Supported Housing Team Leader started 24/10/16

Key Actions	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?
<ul style="list-style-type: none"> Extend Support Service into community 	<ul style="list-style-type: none"> October 2016 	<ul style="list-style-type: none"> Team Leader – Supported Housing 	<ul style="list-style-type: none"> Some additional income will be generated from tenants in receipt of this service 	<ul style="list-style-type: none"> Older people with support needs living within the community will have their support needs met
<ul style="list-style-type: none"> Better and closer working with health agencies 	<ul style="list-style-type: none"> September 2016 	<ul style="list-style-type: none"> Team Leader – Supported Housing 	<ul style="list-style-type: none"> None expected 	<ul style="list-style-type: none"> Older people living in supported housing will have better access to health and exercise provision. Accommodation within supported housing which enables health providers to reduce costs will be utilised

<ul style="list-style-type: none"> Review charging structure of community and life line service 	<ul style="list-style-type: none"> September 2016 to align with the budget setting process 	<ul style="list-style-type: none"> Team Leader – Supported Housing 	<ul style="list-style-type: none"> Additional income will be generated by changing the charging structure 	<ul style="list-style-type: none"> The charging structure within supported housing will better reflect the costs of the service.
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<ul style="list-style-type: none"> Better and closer working with health agencies 	<ul style="list-style-type: none"> March 2017 	<ul style="list-style-type: none"> Team Leader – Supported Housing 	<ul style="list-style-type: none"> None expected 	<ul style="list-style-type: none"> Older people living in supported housing will have better access to health and exercise provision. Accommodation within supported housing which enables health providers to reduce costs will be utilised 	<ul style="list-style-type: none"> This is in progress
<ul style="list-style-type: none"> Review charging structure of community and life line service 	<ul style="list-style-type: none"> September 2016 to align with the budget setting process 	<ul style="list-style-type: none"> Team Leader – Supported Housing 	<ul style="list-style-type: none"> Additional income will be generated by changing the charging structure 	<ul style="list-style-type: none"> The charging structure within supported housing will better reflect the costs of the service. 	<ul style="list-style-type: none"> This work has been completed and the charging structure has been updated

Group Manager 2: Julia Hedger/Natasha Brathwaite

Service: Strategic Housing

Service Objective:

Maximise the opportunities for the Council's Help to Rent Scheme to prevent homelessness – JH/NB

November 2016 Update:

Help to Rent incentives implemented in June 2016 following cabinet approval. Additional advertising using alternative media also in place, in addition to better use of existing media opportunities. This has led to additional interest being generated in the scheme, in addition to 6 new properties in 2 months.

Ongoing investigation into the feasibility of setting up a letting agency, final report and findings to be submitted to Housing Senior Management Team November 2016 with recommendations

Key Actions	By When	Who is Responsible for	Impact on MTFS	What will be different once
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		Delivery		this is done?
<ul style="list-style-type: none"> Implement a package of initiatives & Incentives to the help to rent scheme 	<ul style="list-style-type: none"> Subject to cabinet approval oct/nov June 2016 	<ul style="list-style-type: none"> Lead Officer – Private Sector Housing 	None expected	<ul style="list-style-type: none"> An Increase in Private Landlord and the ability to retain the current relationships Saving in TA costs More prevention of Homelessness
<ul style="list-style-type: none"> Carry out feasibility of the Council setting up a local lettings agency 	<ul style="list-style-type: none"> October 2016 	<ul style="list-style-type: none"> Team Leader Property 	<ul style="list-style-type: none"> Potential for income generation (initial start up costs) 	<ul style="list-style-type: none"> Control and influence of the private rented sector locally
<p>Service Objective: Ensure that the approved Housing Development Programme is delivered on time and on budget maximising the potential regarding investment and tenure mixes</p>				
<p>September 2016 Update</p> <ul style="list-style-type: none"> Aspen Court London Road completed in July 2016, now occupied Queen Street scheme completed 8.9.16 will be tenanted w/c 12.9.16 Wood House contract awarded to Jarvis – SOS in October 2016 (50% Shared ownership, 50% rented) Stationers Place – tenders currently being reviewed, recommendation to award contract to Cabinet October 2016 Swing Gate Lane invite to tender out end of September 2016 Work on Martindale ongoing – current proposal 50% outright sale, 50% rented Work begun with legal advisors regarding shared ownership leases Jarvis to assist with marketing of scheme at wood House . BPHA (local zone agent) to assist in sales of properties. 				

Key Actions	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?
<ul style="list-style-type: none"> • Deliver Current Development Programme on time and budget 	<ul style="list-style-type: none"> • Individual Timescales for each Project 	<ul style="list-style-type: none"> • Housing Development Manager 	<ul style="list-style-type: none"> • Programme delivered on time will ensure HRA Business Plan assumptions are realised 	<ul style="list-style-type: none"> • New Homes delivered on time increasing Council Housing Stock
<ul style="list-style-type: none"> • Ensure that the tenure opportunities are maximised at Wood House & Martindale 	<ul style="list-style-type: none"> • In Line with Project Timescales 	<ul style="list-style-type: none"> • Housing Development Manager 	<ul style="list-style-type: none"> • Business Plan assumes a mix of tenures for schemes to be viable 	<ul style="list-style-type: none"> • Funds from sale and shared ownership available for re-investment
<ul style="list-style-type: none"> • Plan to be developed for the marketing, sale and future management of Woodhouse Shared Ownership 	<ul style="list-style-type: none"> • October 	<ul style="list-style-type: none"> • Housing Development Manager 	<ul style="list-style-type: none"> • Income Generation • Income Recovery (Service Charges) 	<ul style="list-style-type: none"> • This is a new area for the Council. The Council would be a recognised provider of different types of housing tenures • Income received in line with Business Plan Assumptions
<p>Service Objective: Work towards Achieving 'Gold Standard' for Homelessness for our Advice and Options Team</p>				
<p>November 2016 Update Bronze standard awarded October 2016. Second Challenge application submitted, 5 applications needed to reach Silver standard.</p>				

Key Actions	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?
Achieve bronze standard following successful peer review	December 2016	Team Leader People	None Expected	<ul style="list-style-type: none"> • Improved Customer Experience • Working Relationship with internal and External partners • More Efficient Delivery • National Recognised as an excellent service •
<p>Service Objective: Improve performance and Customer Experience in the letting and turnaround of Empty Homes</p>				
<p>November 2016 Update</p> <p>Work to improve approach to lettings delivery is ongoing. Ongoing performance challenge with EH team and Osborne to improve working relationships, communication and resolve delays. Further performance monitoring of Lettings staff to improve targets. Issuing of digital sign up packs and tenancy agreement implemented in August 2016, with very minor amendments to be made during September 2016 to ensure robust process and more efficient overall customer experience. Trial news advert and increased detail/advert format for new HPCHA newbuilds, to increase interest in RP properties (Sep 2016). Further investigation ongoing in relation to improved access to information for possibility of digital viewings, floor plans for adverts – further investigation ongoing in relation to systems and storage availability with IT. Performance continues to improve. Quarterly Meeting with Hightown implemented</p>				

Key Actions	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?
<ul style="list-style-type: none"> Explore and implement 'nudge' ideas relating to the experience of applying for and being allocated an empty home 	<ul style="list-style-type: none"> December 2016 	<ul style="list-style-type: none"> Team Leader Property 	Shorter Turnaround times results in less rental loss	<ul style="list-style-type: none"> Better experience for future tenants More efficient – less resource intensive
<p>Service Objective: Maximise Income generation and efficiencies from the Allocations Process & Temporary Accommodation Service</p>				
<p>November 2016 Update</p> <p>Temporary accommodation fees increased, increase use of HRA properties charged at higher fees, which has generated additional HRA income effective from April 2016 ongoing. Further enquiries ongoing with Housing Benefit and other TA providers in relation to 'support charge' – estimated completion Oct 2016.</p> <p>Due to implement charging RP's for use of Abritras from April 2017</p> <p>Work started to fully review TA service and the finances due to current lack of clarity</p>				
Key Actions	By When	Who is Responsible for	Impact on MTFS	What will be different once

		Delivery		this is done?
<ul style="list-style-type: none"> • Increase Temporary Accommodation Licence Fees 	<ul style="list-style-type: none"> • July 2016 	<ul style="list-style-type: none"> • Team Leader Property 	Income Generation	<ul style="list-style-type: none"> • Increased revenue
<ul style="list-style-type: none"> • investigate feasibility of introducing a support charge for licencees 	<ul style="list-style-type: none"> • July 2016 	<ul style="list-style-type: none"> • Team Leader Property 	<ul style="list-style-type: none"> • Income Generation 	<ul style="list-style-type: none"> • Residents receiving support in TA would be charged in the same way that Supported Housing Tenants are
<ul style="list-style-type: none"> • Implement Charging for the administration of Registered Provider Nominations 	<ul style="list-style-type: none"> • April 17 	<ul style="list-style-type: none"> • Team Leader Property 	<ul style="list-style-type: none"> • Income Generation 	<ul style="list-style-type: none"> • A number of Local RP's would be charged by DBC for managing their nominations from the Housing Register

Group Manager 3: Fiona Williamson

Service: Property and Place

Service Objective: Development of an Asset Options tool

November 2016 Update

- **Various asset management software packages are being reviewed to establish the ability of each to integrate into Orchard and deliver the required functionality and accessibility for service providers. Criteria for alternative systems if being developed to align with PSN security requirements.**
- **Date quality validation has commenced and will continue throughout the remainder of the year to ensure the data in the asset management database is updated to reflect the information collected in the surveys undertaken by Osborne or other service providers.**
- **Tenant consultation on hold for the new tenant involvement structure to be introduced and aligned to the asset management software and options tool.**

Key Actions	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?
<ul style="list-style-type: none"> • Investigate the current systems available on the market to determine suitability for aligning with the Total Asset Management contract and methods of data collection. 	<ul style="list-style-type: none"> • September 2016 	<ul style="list-style-type: none"> • Team Leader Assets and Business Improvement 	<ul style="list-style-type: none"> • None expected 	<ul style="list-style-type: none"> • Identification of the most appropriate system and associated costs • Identification of resource requirements to maintain the information • Improvements in the quality and usefulness of reports
<ul style="list-style-type: none"> • Data Quality review of existing data stored on the 	<ul style="list-style-type: none"> • July 2016 	<ul style="list-style-type: none"> • Team Leader Assets and Business 	<ul style="list-style-type: none"> • None expected 	<ul style="list-style-type: none"> • Improved data quality for management reporting and evidence based decisions.

Asset Management Database		Improvement		
<ul style="list-style-type: none"> Conclude consultation with tenants and leaseholders on the variables that are to be assessed within the Asset Options Tool 	<ul style="list-style-type: none"> July 2016 	<ul style="list-style-type: none"> Team Leader Assets & Business Improvement & Team Leader Policy & Participation 	<ul style="list-style-type: none"> None expected 	<ul style="list-style-type: none"> Improved understanding of the priorities for tenants and leaseholders in the ongoing management of the housing stock
Service Objective: Review Tenancy Sustainment training				
November 2016 Update				
Tenancy Sustainment Sessions have been reviewed and amended to reflect current needs and user feedback				
Key Actions	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?
<ul style="list-style-type: none"> Review Tenancy Sustainment sessions 	<ul style="list-style-type: none"> July 2016 	<ul style="list-style-type: none"> Tenancy Sustainment Team Leader 	Efficiencies and a reduction in current spending on sessions may be found through implementing	<ul style="list-style-type: none"> New tenants will be more prepared and able to manage their DBC tenancy High risk tenants will be identified in sessions and support offered to reduce tenancy failure

			improvements	
<ul style="list-style-type: none"> Introduce measures to evaluate effectiveness and demonstrate value 	<ul style="list-style-type: none"> July 2016 	<ul style="list-style-type: none"> Tenancy Sustainment Team Leader 	<ul style="list-style-type: none"> None expected 	<ul style="list-style-type: none"> Effectiveness of sessions will be monitored and clearly demonstrated. Future sessions will be more evidence based leading to better outcomes for tenants and reduced tenancy failures
Service Objective: Undertake review of the Cleaning Service				
November 2016 Update				
<ul style="list-style-type: none"> Initial work has been undertaken to establish the costs and income derived from the existing cleaning service to determine a baseline for the options appraisal. Additional areas that could be developed to increase income with low levels of additional investment are being evaluated 				
Key Actions	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?

<ul style="list-style-type: none"> Review cleaning service delivered to the social housing stock within the Borough including full options appraisal 	<ul style="list-style-type: none"> Jan 2017 	<ul style="list-style-type: none"> Cleaning Team Leader 	<ul style="list-style-type: none"> It is expected that efficiencies will be identified through this process but as yet unknown 	<ul style="list-style-type: none"> Initially no change, but improved knowledge of the options available for the delivery of the service and any cost implications identified.
<ul style="list-style-type: none"> Implementation of any improvements identified during the review 	<ul style="list-style-type: none"> April 2017 	<ul style="list-style-type: none"> Cleaning Team Leader 	<ul style="list-style-type: none"> Ensure efficiencies identified are realised 	<ul style="list-style-type: none"> Improvements to the service to tenants and leaseholders Use of technology to support the service in reporting repairs and monitoring cleaning performance. Reduced complaints
<p>Service Objective: Review of the management of Leasehold Services - FW</p>				
<p>November 2016 Update</p> <ul style="list-style-type: none"> Recommendations have been implemented and two cases for extension applications have been determined Freehold disposal has been offered to 2 blocks that are exclusively leasehold have been made and declined Details from the STAR survey have been finalised and an initial review undertaken to establish areas of low satisfaction with the leasehold service. The in depth review will be undertaken in the next two quarters of the year. 				
Key Actions	By When	Who is Responsible for	Impact on MTFS	What will be different once this is done?

		Delivery		
<ul style="list-style-type: none"> Implement recommendations in the Portfolio holders report from Quarter 3 2015 and review the impact and level of revenue generated 	<ul style="list-style-type: none"> July 2016 	<ul style="list-style-type: none"> Team Leader Assets and Business improvement 	<ul style="list-style-type: none"> Income from leaseholders maximised 	<ul style="list-style-type: none"> Increase revenue streams identified. Potential increase in freehold disposal to blocks of flats in wholly leasehold ownership
<ul style="list-style-type: none"> Review of the outputs from the STAR surveys in respect of leasehold satisfaction with the service and options for improvement 	<ul style="list-style-type: none"> Jan 2017 	<ul style="list-style-type: none"> Team Leader Assets and Business improvement 	<ul style="list-style-type: none"> Service improvement should result in less financial disputes and higher collection of service charges 	<ul style="list-style-type: none"> Increase understanding of the satisfaction levels and monitoring if the recommendations from the review improve satisfaction with the service in the next STAR survey

OPERATIONAL RISK REGISTER

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Housing Landlord - Elliott Brooks

HL_F01 Failure to closely monitor operational and financial factors affecting the delivery of the HRA Business Plan

Category: Financial	Corporate Priority:		Risk Owner: Elliott Brooks	Portfolio Holder: Margaret Patricia Griffiths	Tolerance: Treating
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
2 Unlikely	4 Severe	8 Amber	1 Very Unlikely	2 Medium	2 Green
Consequences		Current Controls		Assurance	
<p>Delivery of the Business Plan would not be achieved if income and financial control is not closely managed</p>		<p>Regular and then formal end of year review of Business Plan in partnership with Finance. Any policy changes or govt announcements that may impact the plan or its assumptions are quickly analysed and reflected into the Business Plan</p> <p>This enables for long term financial viability to always be visible and if there are foreseen issues in certain years programmes can be altered as needed or issues taken to mitigate</p>		<p>HRA Business Plan</p> <p>Signed off by Cabinet</p>	
Sign Off and Comments					
<p>Sign Off Complete</p> <p>Annual Review commenced working with Chartered Institute of Housing - To be taken to Cabinet January 2017</p>					

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and associated costs of managing the collation and interrogation of repairs data and stock condition information. Reputational issues in respect of the anticipated benefits to stakeholders not being realised. Operational consequences if the gas servicing and installation contract secures contract extensions due to the co-location of the operational teams. Additional costs and time to procure a new contract.	financial and strategic core group meetings, with early warning mechanisms and agreed actions to address any areas of poor performance. Monthly monitoring of key performance indicators to identify any trends which could impact upon the achievement of the key strategic indicators.	Key Performance Indicators
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Sign Off and Comments

Sign Off Complete

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

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

OPERATIONAL RISK REGISTER

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	Quarterly Housing Fire Safety Group attended by Fire Service	
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Sign Off and Comments

Sign Off Complete
All incidents reported and escalated as appropriate

HL_R01 Failure to identify the needs and risks of residents living in sheltered housing and ensure that they have access to support appropriate to their needs

Category: Reputational	Corporate Priority: Affordable Housing	Risk Owner: Elliott Brooks	Portfolio Holder: Margaret Patricia Griffiths	Tolerance: Treating
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Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
3 Likely	4 Severe	12 Red	1 Very Unlikely	4 Severe	4 Green

Consequences	Current Controls	Assurance
Appropriate Support to individuals living in sheltered accommodation and if not given there is risk to health and wellbeing of some of our most vulnerable residents	<p>Supported Housing Operational Procedures.</p> <p>Partnership working with other agencies.</p> <p>Effect use of SPRINT – sheltered housing IT system. This allows for more robust record keeping and management of visits and support plans</p> <p>Line management structure within supported housing including performance management structure (1:1s and appraisals).</p>	Supported Housing Officer Procedures

Sign Off and Comments

OPERATIONAL RISK REGISTER

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Sign Off Complete

Service has suffered over the past 6 months due to unforeseen circumstances. New Team Leader recruited and in post October 16

HL_R03 Failure to Deliver the Council's New Build Programme

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

Sign Off and Comments

Sign Off Complete

Schemes progressing to time and budget..consideration needs to commence regarding New Build Plans post 2020

Agenda Item 8



AGENDA ITEM:

SUMMARY

Report for:	Housing and Community Overview & Scrutiny
Date of meeting:	23rd November 2016
PART:	1
If Part II, reason:	

Title of report:	Resident Services quarter 2 performance report, 1/7/2016 to 30/9/2016
Contact:	Cllr Neil Harden, Portfolio Holder for Resident and Regulatory Services Author/Responsible Officer, Julie Still, Group Manager – Resident Services/David Austin, Assistant Director
Purpose of report:	Monitoring and information
Recommendations	That members note the report and identify any areas where they require additional information or reports of specific projects.
Corporate objectives:	A clean, safe and enjoyable environment Building strong and vibrant communities Ensuring economic growth and prosperity Delivering an efficient and modern council
Implications:	<u>Financial</u> Within existing budgets
'Value For Money Implications'	<u>Value for Money</u>
Risk Implications	See risk register in report
Equalities Implications	
Health And Safety Implications	
Consultees:	Service Team Leaders, Community Safety Co-ordinator.
Background papers:	Service Reports, Police reports (JAG), CorVu, Community Safety report from Community Safety Co-ordinator,

Housing and Community Overview and Scrutiny Quarter 2, 2016 – 2017

1. Introduction

1.1 This is the second quarter performance report for the Residents Services Group which forms part of the wider Neighbourhood Delivery service area and covers the period 1st July 2016 to 30th September 2016.

1.2 The services within this group are: -

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

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

2. Performance Reports 16/17 – CorVu

2.1 Quarter 2 report - See appendix 1.

3. Risks

3.1 Operational Risk Register - See appendix 2.

4. Resident Services – 2nd Quarter Achievements.

4.1 The following achievements are a sample of the projects/work undertaken by this group of services during the second quarter of 2016/17.

5. Community Safety Partnership

5.1 Dacorum Crime Summary Q2 2016/17, Period 1/7/2016 to 9/10/2016

The table below shows the figures for 1/7/16 to 9/10/2016 compared with same period in previous year *showing percentage increase/decrease followed by number of crimes/incidents.*

	All Dacorum	Position in County (10 Districts)per 1000 population	Position in County (10 Districts)per 1000 population (Same Period last year)	Highest Performing CSP	Lowest Performing CSP
All Crime	+13.9% 4782	5 th	5 th	Three Rivers	Stevenage
Burglary Dwelling	+22.3% 192	8 th	5 th	Watford	Hertsmere
Vehicle Crime	+11.8% 494	7 th	7 th	North Herts	Hertsmere
Violent Crime	+17.9% 1271	5 th	5 th	Three Rivers	Stevenage
Criminal Damage	+10.1% 689	8 th	7 th	East Herts	Stevenage
Anti-Social Behaviour	+25.7% 2311	5 th	5 th	East Herts	Stevenage
	+25.9% 631	5 th	6 th	Three Rivers	Stevenage

5.2 A separate report will be presented to this committee on behalf of the Community Safety Partnership by the Community Safety Co-ordinator.

6. Anti-Social Behaviour

6.1 Reports of anti-social behaviour to the Police for the second quarter have increased by 25.7%, compared to the same period in 15/16 which equates to an increase of 473 reported incidents for the same period last year.

6.2 During this quarter the Council's Anti-social Behaviour Team took action and closed 3 properties where class A drugs had been used and there was associated anti-social behaviour giving immediate relief to local residents. One property was returned to the Council following eviction and another saw the keys returned by the tenant.

6.3 One of the members of the Anti-social Behaviour Team has been nominated for a national award and is one of 3 finalists at Resolve Awards.

7. Quarter 3 – 2016/17 priorities for ASB: -

- Continue to deliver 'Silver Street' meets
- Work with other Dacorum Borough Council service on the use of Community Protection Notices
- Community Safety Partnership day in Hemel Hempstead Town Centre 26th November 2016.

8. Neighbourhood Action and Verge Hardening

- 8.1 This summer saw free pop up events for children and young people in Gadebridge Park and 6 of the local neighbourhood parks in Hemel Hempstead. A range of inflatable equipment was provided for the use of children and there was a high attendance (over 1750 children and young people).
- 8.2 Berkhamsted saw the opening of the new skate park which was funded by Dacorum Borough Council and Sport England and the opening was organised by the Resident Services in Partnership with the Swan Youth Club and over 250 people attended the event.
- 8.3 The Grovehill “Love Your Neighbourhood” event was well attended on 17th August 2016 with the Mayor and over 200 people attending the Community Centre.
- 8.4 The areas of priority for the event were around health and future with 21 service providers attending to promote their services and offer advice.
- 8.5 An unexpected outcome for this event was the increase in the trade experienced by the local shops as not only were there the people attending the Love Your Neighbourhood event but the pop up event took place in the park on the same day.
- 8.6 Public meetings started in September and will conclude in October – attendance has been low and a consultation will also conclude in October.
- 8.7 The Verge Hardening Project has completed the marking of bays and new signage at Compass Point, installed new bays Woodview and Eight Acres.
- 8.8 The budget has been allocated for this financial year and members receive a monthly update on progress from the project manager.

9. Quarter 3 2016-17 priorities for Neighbourhood Action and Verge Hardening: -

- 9.1 Deliver Chaulden ‘Love Your Neighbourhood Event’.
- 9.2 Complete annual public meetings and consultation for CIL and identify priorities.
- 9.3 Continue Verge Hardening project in areas identified for 2016-17.

10. Adventure Playgrounds

- 10.1 It was a busy summer at the adventure playgrounds with over 30,000 attendances across the 4 sites.

- 10.2 New all-weather sports surfaces were installed at Adeyfield and Chaulden playgrounds with a new, extremely popular skate ramp at Bennetts End. These facilities will be available to the wider community to rent and meet an unmet need.
- 10.3 Grovehill Adventure Playground has recently introduced soft play sessions for mother and toddlers which are proving to be popular
- 10.4 The week of national play day saw events at all of the 4 playgrounds and very high attendance in total (over 4600).
- 10.5 **Quarter 3 2016-17 priorities**
- Half Term – 21 - October 2016
 - Encourage the community use of the sports pitches (rental income)

11. CCTV

- 11.1 The CCTV Service continues to increase the number of incidents that are captured by the system. In total there were 795 incidents captured during this quarter.
- 11.2 In turn there is an increase the level of evidence they are providing to partners. This can be demonstrated by the increase in the requests for footage from which is 138 for the second quarter compared to 87 for the same period last year – a 44% increase
- 11.3 During this quarter new systems were installed in the Housing Services tower blocks which are now monitored by the CCTV control centre increasing the number of cameras monitored from 206.

12. Quarter 3 2016/17 priorities CCTV: -

- 12.1 Development of CCTV/Community Control services at the Forum and with DBC services.
- 12.2 Increase external customer base and income.

13. Old Town Hall

- 13.1 Attendance at The Old Town Hall continues to be above target at 68% for the second quarter of 2016/17
- 13.2 A comprehensive report on the Old Town Hall will be made independently to this committee.

14. Safeguarding, Domestic Abuse and Prevent

- 14.1 This quarter again saw training in all 3 of the above areas. Domestic Abuse awareness was delivered to 44 members of staff, Adult Safeguarding to 16 staff and safeguarding children and young people

was delivered to 20. The WRAP training module is now available electronically on DORIS and work progresses with contractor to ensure that they are meeting their obligations with Safeguarding.

14.2 Work with contractors who deliver services on behalf of Dacorum Borough continues in regard to safeguarding policy and procedure and their staff training – to support this Prevent training will be delivered by Council Officers this autumn.

14.3 During this quarter there were 26 Safeguarding referrals made to Herts County Council. There were 23 children/young people and 3 vulnerable adults referred.

14.4 Dacorum Borough Council received 79 safeguarding enquiries from Herts County Council's Children's Services.

15. Quarter 3 Priorities 2016/17 Safeguarding/Prevent

15.1 Continue delivery of Prevent in line with priorities.

15.2 Continue delivering training for front line staff.

15.3 Update/review Children and Young People's Safeguarding Policy and action plan.

15.4 Update Domestic Abuse Policy.

15.5 Continue monitoring of contractors safeguarding practices.

Measure	Owner & Updater	Sep 2015 Result	Trend	Jun 2016 Result	Trend	Sep 2016 Result	Sign Off	Comments
Dacorum								
ASB01 - Number of reports of incidents of anti-social behaviour across the borough	Julie Still Nicola Bryant	915 Reports Info Only		1070 Reports Info Only		1101 Reports Info Only		Owner There has been an increase across the board in ASB but the most significant area is environmental crime such as fly-tipping
ASB04 - ASB – Service requests responded to within target	Julie Still Nicola Bryant	97% Target: 98		94% Target: 98		97% Target: 98		Owner There has been an improvement and just short of target due to holiday season and staff absence in housing
ASB05 - ASB – Cases closed within 60 days.	Julie Still Nicola Bryant	72% Info Only		86% Info Only		74% Info Only		Owner An increase in cases closed during this period. Those outside of target are subject to formal proceeding such as court etc.
CYP01a - Number of children attending Adventure Playgrounds	Julie Still Pat Fox	27387 Attendances Target: 23000		18319 Attendances Target: 16000		32069 Attendances Target: 16000		Owner Good attendance during the summer which includes the national play days
CYP01b - Number of young people attending Youth Clubs at Adventure Playgrounds	Julie Still Pat Fox	476 Attendances Target: 0		532 Attendances Target: 0		619 Attendances No Target		Owner A small but steady increase in attendance numbers
CYP02 - Number of young people involved in Community and Youth Democracy events	Julie Still Pat Fox	64 People Target: 0		No Data Target: 350		1526 People Target: 350		Updater more work has gone in to youth engagement and involvement that the democracy side. This has seen an increase in numbers.
OTH01 - Average attendance at the Old Town Hall theatre	Julie Still Sara Railson	63% Target: 65		74.5% Target: 0		68% No Target		Updater A quieter programme in the summer, but a solid start to the autumn programme which began in mid- September
OTH02 - Old Town Hall User Satisfaction	Julie Still Sara Railson	No Data Target: 90		No Data Target: 0		No Data No Target		Owner New survey being developed
OTH03 - Number of private hire bookings of the Old Town Hall	Julie Still Sara Railson	19 Bookings Info Only		35 Bookings Info Only		29 Bookings Info Only		Updater Building work had been planned for the summer so we took no private hires from mid-July to late august.

OPERATIONAL RISK REGISTER

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2) Neighbourhood Delivery - David Austin

ND_RO2 CCTV – Not implementing the mandatory Public Surveillance Code of Practice

Category: Reputational	Corporate Priority: Safe and Clean Environment	Risk Owner: David Austin	Portfolio Holder: Neil Harden	Tolerance: Treating	
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
3 Likely	3 High	9 Amber	2 Unlikely	2 Medium	4 Green
Consequences		Current Controls		Assurance	
<p>Failure to implement the code of practice is likely to result in an intervention from the Surveillance Commissioner (Part of the Information Commissioners Office) and an improvement notice, closure of the system and adverse publicity.</p>		<p>A full compliant policy has been adopted. There is a constant review of procedures and a corporate approach to new installations of CCTV to comply with code of practice.</p>		<p>Full training ongoing to all staff Monitoring and regular review is part of the procedures</p>	
Sign Off and Comments					
<p>Sign Off Complete No changes to this risk in this quarter.</p>					

ND_RO4 Adventure Playgrounds – failure to manage risk of adventure play

Category: Reputational	Corporate Priority: Safe and Clean Environment	Risk Owner: David Austin	Portfolio Holder: Neil Harden	Tolerance: Treating	
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
3 Likely	4 Severe	12 Red	1 Very Unlikely	4 Severe	2 Green
Consequences		Current Controls		Assurance	

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A failure to manage risk could result in serious injury to a service user. OFSTED intervention and inspections and resulting actions. Closure of premises and reputational impact to the Council	All equipment fully risk assessed Voluntary registration with Ofsted and staffing to the good practice levels which meet their requirements. External inspections of play equipment	Qualified staff and ratio of staff to children. Appropriately trained staff Daily equipment inspections and remedy of any defects
Sign Off and Comments		
Sign Off Complete		

RO5 Old Town Hall – increased competition from other providers					
Category: Marketplace	Corporate Priority:		Risk Owner: David Austin	Portfolio Holder: Neil Harden	Tolerance: Treating
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
2 Unlikely	3 High	6 Amber	1 Very Unlikely	2 Medium	2 Green
Consequences		Current Controls		Assurance	
The consequences of increased competition could impact on the attendance at the Old Town Hall and the Cellar Club		A wide range of genres offered to a wide range of age groups The Old Town Hall’s reputational standing		Experienced staff setting the programme	
Sign Off and Comments					
Sign Off Complete					

OPERATIONAL RISK REGISTER

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ND_RO1 Lack of capacity to deliver Neighbourhood Action/Love Your Neighbourhood					
Category: Reputational	Corporate Priority: Building Community Capacity		Risk Owner: David Austin	Portfolio Holder: Neil Harden	Tolerance: Treating
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
3 Likely	3 High	9 Amber	2 Unlikely	1 Low	2 Green
Consequences		Current Controls		Assurance	
A failure to act on priorities as identified by residents, members which are supported by the Dacorum 'Knowing What Works' (EBDM) process		Demand is managed by NA Officers who manage expectations of residents and members. All projects to be assessed and supported with evidence of need and a full evaluation		All projects require an evidence base to proceed and are targeted on a needs basis	
Sign Off and Comments					
Sign Off Complete					

ND_RO3 Community Safety and Anti-social behaviour – failure to address ASB at an early stage and identify vulnerable or repeat victims					
Category: Reputational	Corporate Priority: Safe and Clean Environment		Risk Owner: David Austin	Portfolio Holder: Neil Harden	Tolerance: Treating
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
2 Unlikely	4 Severe	8 Amber	1 Very Unlikely	4 Severe	4 Green
Consequences		Current Controls		Assurance	
A failure to identify vulnerable or repeat victims of ASB		Shared IT systems with Police and other partners		Highly trained and experienced staff	

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<p>/crime could result in extreme outcomes – as in the Pilkington case. This would result in not only the damage to the victim but significant damage to reputation and trust of the Council</p>	<p>Dedicated ASB Team</p> <p>Community Trigger</p> <p>Early intervention meetings with partnerships</p> <p>Monitoring of emerging Community Safety trends</p>	<p>Strong Community Safety Partnership with good working relationships with partners.</p>
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Sign Off and Comments

Sign Off Complete

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Agenda item: 9

Summary

Report for:	Housing and Community Overview and Scrutiny Committee
Date of meeting:	Wednesday 23 November 2016
Part:	1
If Part II, reason:	

Title of report:	Youth Connexions Dacorum
Contact:	Karen Haswell, Team Manager, Youth Connexions Dacorum
Purpose of report:	As requested by the Committee
Recommendations	Members note the report
Corporate objectives:	
Implications:	
'Value for money' implications	
Risk implications	n/a.
Community Impact Assessment	n/a
Health and safety Implications	
Consultees:	
Background papers:	None
Historical background <i>(please give a brief background to this report to enable it to be considered in the right context).</i>	This Committee has requested a report from Youth Connexions regarding the work that they deliver to young people within this Borough. The previous post holder was absent for some time and the new post holder has recently started in the role and has produced this report.
Glossary of acronyms and any other abbreviations used in this report:	

1. Background

- 1.1 Youth Connexions provides information, advice, guidance, support and youth work for young people aged 13 – 19 (up to 25 for those with learning difficulties and/or disabilities).

2. Information Advice and Guidance Team

2.1 Team Leader Lynne Redpath

2.1.1 The Information, Advice and Guidance (IAG) team work with young people in schools as part of the Traded Service and in the community with those who are Not in Education, Employment or Training (NEET). In 2016/17 we will be delivering 549 traded days to senior schools. I am currently promoting the traded service of Rocket into the Future to Primary Schools. In addition to this we have been and will continue to deliver statutory work. We also deliver IAG to Children Looked After in Dacorum. We offer a drop in service every Monday, Tuesday, Thursday and Friday afternoon at the XC Centre in Jarman Park. For the non-traded work young people are on adviser caseloads and they are contacted and supported on a fortnightly basis, more often if appropriate.

2.1.2 As well as offering the above services we have also introduced some new initiatives and are planning others for the next few months these include:

- Employment Excellence Programme – we continue to offer intensive 1-1 information advice and guidance to all young people who have been identified as Children Looked After in years 7 – 11. This is in addition to the support they would have received as part of the Traded Service in schools. This additional support should enhance their opportunities/options which should result in a fall in the numbers becoming NEET.
- As part of the NCS programme for summer 2016, two of my advisers delivered IAG to the students as part of the programme
- In partnership with the Local Enterprise Partnership Youth Connexions are delivering the new Department for Business, Innovation and Science funded, Careers Enterprise Company programme to schools in Hertfordshire. All of the Dacorum schools are involved in the project and work is well underway. The schools have been reviewed to assess their needs and we are now in the process of recruiting local employers to match to the various schools

2.13 With some similarities to Careers Inspiration it will broker relationships between employers, schools and colleges. The programme is for all Hertfordshire Schools and aims to identify an Enterprise Adviser, an employer to work with each one.

2.1.4 The need for a focus in this area has emerged following extensive discussions with teacher representatives, employers and business organisations involved in careers advice and inspiration. CIPD and CBI surveys have shown that 55% of employers think school leavers lack the right experience and attributes, such as problem solving and attitude to work. Therefore it has never been more important for young people to have the opportunity to meet employers, learn about the world of work directly and engage in programmes that develop these skills.

- Together with the IAG Team Leader in St Albans we set up a double district steering group to work with young people leaving care. The group consists of representatives from Youth Connexions, Targeted Youth Support, Virtual School and the Dacorum Care Leavers Hub. This is invaluable for sharing information and working together to offer the best possible service to each and every young person who has recently left the care system.
- We are also working in collaboration with Jobcentreplus and the Dacorum Targeted Youth Support team on the Employment Guarantee project to support young people leaving care, helping them with careers guidance and sourcing opportunities as well as offering work experience placements
- A Traineeship Programme has just ended which was run in the XC Centre. We recruited young people from the area to attend, gain a qualification and also experience the world of work through extended work experience. We had 12 young people on the course and through the traineeship programme two of them are now in full time apprenticeships
- We will be delivering from mid-November a NEET project in the XC where we will offer a complete programme of support in helping young people move forward into education, employment or training. This will consist of workshops, groupworks, one to one support and work experience
- Plus One programme is a course for young parents and parents to be. We will be delivering this course from the XC from January 2017. Young parents will be able to complete units of the City and Guilds 5546 qualification Level 1 in Employability Skills which will be made up of Managing Personal Finances, Healthy Living, Self-Assessment and Development and Parenting Awareness

2.1.5 At the end of September the NEET figure for Dacorum was 3.69% which represents 106 young people out of a cohort of 46922. Of the 106 young people who are NEET, 77 are available to be involved in Education, Employment or Training and 29 are not available for various reasons such as pregnancy, caring for child or illness. The figure is always higher at this time of year, due to college leavers but we expect this figure to fall over the next few weeks as we introduce our new project as well as the normal follow up work and support that continues throughout the year

2.1.6 The cost to hire rooms at the XC is currently as follows

ROOM	CAPACITY	REGISTERED CHARITIES	PRIVATE /COMMERCIAL USE	WEEKEND HIRE
Interview rooms	4	£5 per hour	£10 per hour	£15 per hour
Meeting room 1	10	£10 per hour	£20 per hour	£35 per hour
X room	12	£15 per hour	£25 per hour	£35 per hour
Group room	25	£25 per hour	£35 per hour	£40 per hour

3. Youth Service - Dacorum

3.1 The Youth Work Team

3.1.2 The Youth Work Team offer informal Education opportunities for young people aged 13-19 (up to 25 with learning difficulties. This is done through centre based work in youth centres in the community, the XC Centre and detached/outreach work targeting areas of higher deprivation and vulnerable young people and in schools. We also deliver the National Citizenship project; a national government initiative for 16/17 year olds aimed at improving confidence and self- esteem through trying new things and making new friends facilitating transition to adulthood and aiming ultimately to a more cohesive society.

3.2. Breakdown of Projects

3.2.1 Detached/ Outreach work. Has been a big focus over the last few months focusing on the Grovehill area, Adeyfield, Chaulden, Gadebridge, and the town centre. Youth Workers have set up a gazebo and bought along games, quizzes and engaged in discussions with young people around curriculum areas e.g. drugs and alcohol, relationships and sexual health, personal safety. Numbers have been most consistent in the Grovehill area where staff regularly see 20 – 35 young people. Adeyfield is more sporadic but can see up to 25 young people. Detached on Saturdays also varies, usually we engage with around 8 – 16 young people.

T3.2.2 This is set to change with the dark nights as we move into buildings.

- Grovehill; still in negotiation but from 13th October we will be working with young people in the large hall at the Community Centre.
- Adeyfield; We are meeting young people Monday 17th October at DARC to look at programme. We will open 31st October with a charge of 50p: 6.00 pm – 8.30

- Gadebridge; Project at the community centre Tuesdays 6.30-9.00, 50p charge.
- 3.2.3 **Bennetts End** (currently out of operation due to health and safety issue) – This is being dealt with by pest control
- Mondays – Open access provision; young people engage in informal activities with young people including cooking, arts and crafts along with curriculum based activities and discussion. 6.30 – 9.00. (Currently up to 20 yp but hope to further promote and build upon this.
 - Thursdays – new project; “Fusion” – celebrating culture and diversity through music, food and art 6.30 – 9.00
 - Friday – Duke of Edinburgh Award Scheme 5.30 – 8.30. Currently 8 qualifying, a new group starting tomorrow night of around 14 young people.
- 3.2.4 The centre is also currently being used by The Jarman Centre; adults with learning difficulties whilst work is being undertaken on their building.
- 3.2.5 **The XC Centre**
- Tuesdays –NEW #intoTheFrame - photography based project addressing different curriculum areas through this medium. Currently just 7/8 attendees but hope to double these numbers through promotion.
 - **Wednesday** – Creative Spark 7-9.30 – working with LD young people – has been on Thursdays but moving after half term.
 - NCS Hub meeting 6.00-8.00, currently preparing for forthcoming NCS project starting October 24th with a residential in Ashford Kent.
 - **Thursday** - Jam Jar; recording and rehearsals project developing new local talent and a music development group organising weekend events in the Dacorum area.
 - Young Parents group – fortnightly
 - LGBTQ 4.00 –7.00pm. A really popular vibrant group with a membership of 50 young people. Young people report they like having a safe place to meet where they can just be themselves.
 - **Friday** – Multi Track; accredited by Arts Award exploring the arts with a focus upon music and music technology.
 - **Saturday** – Recording and rehearsals at the XC 12.00- 6.00; booking in advance.
- 3.2.6 Every afternoon there is the opportunity for young people to sign up to C Card so they can get condoms and for smoking cessation.
- 3.2.7 The XC Centre will be undergoing some building work soon which will help improve our offer to young people. There will be a working kitchen so that

Lifestyle projects can be run looking at healthy eating and cooking on a budget.

- 3.2.8 We are also looking to set up a group for young people who are home schooled and for young carers.
- 3.2.9 Also a group for young people with issues around low self-esteem; early discussions being held this may be at the XC centre or Darc.
- 3.2.10 NCS Summer; very successful project taking 73 young people away on residential, 71 of whom completed the whole project. They did outdoor activity challenges week one, week two included first aid, air ambulance, yoga, communication through music, mindfulness through meditation and careers. The young people then organised and undertook their social action projects which included A decorating project, gardening, fun run for charity, collecting shoes for vulnerable people, making a film around mental health issues and a day in Hemel "Smile Hemel" where young people performed on the stage, face painted and did henna tattoos and hair braiding.
- 3.2.11 Currently preparing for the Autumn NCS, we take a group on residential October half term, numbers looking to be up to 60 young people.
- 3.2.12 Work in schools includes healthy relationships, smoking cessation and Child Sexual Exploitation which we are planning to roll out further.

Date: October 2016



AGENDA ITEM: 10

SUMMARY

Report for:	Housing Overview and Scrutiny Committee
Date of meeting:	23 November 2016
Part:	1
If Part II, reason:	

Title of report:	Byelaws for Selected Parks and Open Spaces within Dacorum
Contact:	<p>Cllr Janice Marshall, Portfolio Holder for Environmental, Sustainability and Regulatory Services</p> <p>Responsible Officer: David Austin (Assistant Director Neighbourhood and Delivery)</p> <p>Author: Barbara Lisgarten (Legal Governance Team Leader and Deputy Monitoring Officer)</p>
Purpose of report:	To seek the views of this Committee on proposals to consider new byelaws for selected parks and open spaces within the Borough and detail the steps required for them to be approved by the Secretary of State.
Recommendations	That any comments from this Committee on the Draft Byelaws are passed to the Portfolio Holder for her consideration.
Corporate Objectives:	The byelaws will help promote a Clean, Safe and Enjoyable Environment
Implications:	<p><u>Financial</u></p> <p>There will be costs associated with publicising the relevant notices for consultation but these will be contained within existing service budgets.</p> <p>An income is likely to be generated from those proposing to use the parks for a commercial purpose but it is difficult to estimate the level of that income at this stage. Fees to be charged will need to be agreed separately and do not form part of this report.</p>

<p>'Value For Money Implications'</p>	<p>Receipts from the issuing of Fixed Penalty Notices must be used for combatting nuisance (section 237D <i>Local Government Act 1972</i>)</p> <p><u>Value for Money</u></p> <p>The new Byelaws will ensure that those generating an income from the park will pay an appropriate licence fee.</p>
<p>Risk Implications</p>	<p>The proposed Byelaws aim to regulate activity in the Council's parks and open spaces and to provide an effective enforcement mechanism. Failure to have appropriate Byelaws in place could lead to unregulated activity to the detriment of all users of the parks and open spaces.</p>
<p>Community Impact Assessment</p>	<p>A Community Impact Assessment will be carried out as part of the Scheme noted in paragraph 7 below.</p>
<p>Health And Safety Implications</p>	<p>None directly arising from this report.</p>
<p>Consultees:</p>	<p>Adriana Livingstone - Valuation and Estates</p> <p>Robert Cassidy – Parks and Open Spaces</p> <p>Julie Still – Group Manager, Residents Services</p>
<p>Background papers:</p>	<ol style="list-style-type: none"> 1. Model Byelaw 2 2. Flowchart 1: enabling powers for pleasure ground and open spaces byelaws 3. Model byelaw 2: guidance notes 4. DCLG Application for Provisional Approval of Byelaws 5. Local authority byelaws – Briefing Paper (Number 01817, 1 March 2016) 6. <i>The Byelaws (Alternative Procedure) (England) Regulations 2016</i> 7. Section 235-238 <i>Local Government Act 1972</i>
<p>Glossary of acronyms and any other abbreviations used in this report:</p>	<p>DCLG – Department for Communities and Local Government</p> <p>The Regulations - <i>The Byelaws (Alternative Procedure) (England) Regulations 2016</i></p>

Background

1. Dacorum Borough Council boasts many beautiful parks and open spaces. We are proud to own these green assets, some of which have won much coveted Green Flag awards.
2. Our parks are used daily by the public for leisure purposes and, more recently, for commercial exercise classes such as fitness boot-camps. The constant footfall brings with it instances of nuisance behaviour and damage to these areas.
3. The Council's existing byelaws date back to the 1899, and relate to the proper conduct in the borough's parks and open spaces. They allow the Council to deal with unacceptable behaviour which is not addressed through existing legislation, such as that which may cause distress or injury to other users of the parks or that might damage the park and detract from general enjoyment of it by others.
4. Officers have developed a set of proposed byelaws for the borough, based on Model Byelaws published by the Department for Communities and Local Government (DCLG). It is felt that these byelaws will improve understanding of their aims and help communication regarding acceptable behaviour in our parks, ensuring that residents and visitors are able to fully enjoy our parks and open spaces.

What are byelaws?

5. Local authorities and certain other bodies have powers under various Acts of Parliament to make byelaws, which are essentially local laws designed to deal with local issues. At present, byelaws must be approved by central government before they can be brought into force because they create criminal offences. They are enforced through the magistrates' courts on prosecution or by the issuing of fixed penalty notices.
6. Byelaws must:
 - a. Undergo any relevant action required by the legislation, such as consultation (see below);
 - b. Not duplicate or conflict with the general law, existing byelaws or any local Act, or common law. This means that our byelaws cannot address matters such as drinking, dog fouling, or traffic offences which are covered in other law;
 - c. Be reasonable and ensure that the nuisance they are created for address merits criminal sanctions and that, to a reasonable person, the penalty available is proportionate. The penalty for breach of a byelaw is a fine;
 - d. Directly address a genuine and specific local problem and do not attempt to deal in general terms with essentially national issues;
 - e. Not conflict with government policy.

The Process for making and confirming byelaws

7. There is a new process for making byelaws which apply from 11 February 2016. Under the new regulations, a local authority wishing to make a Byelaw must prepare a 'scheme', which must include a draft of the proposed Byelaw and an assessment of the regulatory burden which it would create. Matters which need to be considered within the 'scheme' are set out in Regulation 5, which states that in preparing a scheme an authority must:
 - a. prepare a draft of the proposed byelaw;
 - b. carry out an assessment of whether the regulatory burden imposed by the proposed byelaw is proportionate, which must include, but need not be limited to—
 - (i) identification of the objective which the proposed byelaw is seeking to secure;
 - (ii) whether the objective intended to be secured by the proposed byelaw could be satisfactorily secured by alternative means;
 - (iii) the impact of the proposed byelaw on all persons identified by the authority as being potentially affected by it;
 - (iv) whether the result of the proposed byelaw would increase or lessen the regulatory burden on persons potentially affected by the proposed byelaw, insofar as possible expressing that increase or reduction in monetised form;
 - (v) how these alternative means and the proposed byelaw compare with carrying out no further action; and
 - c. prepare a statement of the assessment within which must record in the statement—
 - (i) conclusions as to the impact of the proposed byelaw on persons potentially affected by the byelaw;
 - (ii) conclusions as to whether the proposed byelaw results in an increase in the regulatory burden; and
 - (iii) in the event that the proposed byelaw results in an increase in the regulatory burden, the reasons why such an increase is considered to be proportionate and necessary.
8. It must also consult with people who would be affected by the byelaw, and publish a statement of its assessment both locally and on its website.
9. It may then apply to the Secretary of State for approval, identifying what it intends to achieve with the byelaw, whether a model byelaw will be used, and summarising any responses to the consultation.

10. The Secretary of State must then decide whether to “give leave to the authority to make the byelaw”. If s/he does so, the local authority must then publish a notice on its website, and in at least one local newspaper, stating its intention to make the byelaw. A formal consultation period of at least 28 days runs from the publication of this notice. If the authority then makes the Decision to make the new byelaw (whether modified or not), it must do so no more than six months after the publication of this notice.

What areas in Dacorum require a byelaw?

11. The following areas have been identified as being in need for byelaw protection:
 - Bunkers Park
 - Canal Fields
 - Gadebridge Park
 - Margaret Lloyd (playing field)
 - Tring Memorial Garden
 - Water Gardens (open space)
 - Chipperfield Common

12. Currently there are parks and open space byelaws in place that cover the following areas:
 - Gadebridge Park – made in 1952 and 1972
 - Leverstock Green – made in 1899 and 1939
 - Randalls Park – made in 1914
 - Heath Park – made in 1934
 - High Street Green – made in 1960

13. The Byelaws listed in paragraph 12 above are outdated and very few people within the Council know they exist, understand them, let alone use them as an enforcement tool. It is proposed that these should be revoked as they serve little purpose. The new Byelaws use a style of language that is simpler, clearer and easier to comprehend. They are also more relevant to a modern society and the modern use of parks and open spaces and no longer duplicate offences for which there are now powers granted by legislation.

Inclusions (taken from Model Byelaws)

14. The new byelaws consist of a number of provisions which were not included in the existing byelaws, and aim to offer further protection to park and open space users:
 - (a) Preventing interference with lifesaving equipment
 - (b) Prohibition on overnight parking
 - (c) Permitting skateboarding and ball games
 - (d) Restriction of cricket to designated areas
 - (e) Restriction on archery and field sports
 - (f) Prohibition of golf
 - (g) Restriction on bathing
 - (h) Stricter requirements on model boats, boats and fishing
 - (i) General prohibition of power-driven model aircraft
 - (j) Restriction on the provision of any service for a charge without Council consent
 - (k) Restriction on excessive noise
 - (l) Restriction on public shows and performances

- (m) Restrictions on the use of aircraft, helicopters, hang gliders or hot air balloons
 - (n) Restriction on kites
 - (o) Restriction on metal detectors
 - (p) Restriction of barbeques
15. By restriction it is meant that the Council is able to limit the relevant activities to certain circumstances or locations or by licence from (for free or for a charge).
16. Byelaw 40 of the new Byelaws is a catch-all restriction applying to any person or enterprise offering any service for a charge. Therefore, those wishing to use our parks and open spaces to charge participants for organised events such as fitness boot-camps, sports, leisure and the like will need prior Council approval, in the form of a licence. This approval will be granted if the organiser makes a formal application for a licence and complies with any Council requirements. These requirements include, but are not limited to:
- a. A risk assessment
 - b. Relevant public liability insurance
 - c. Site plan, if required
 - d. Traffic management plan, if required
 - e. payment of any fees and charges
 - f. First aid and emergency details
17. The above will be publicised on the Council website and include all necessary information relating to charges and forms.
18. The new Byelaws include an updated list of sites, parks and open spaces to which the new Byelaws apply (Schedule 1), and also an updated list of sites, parks and open spaces to which the new Byelaws apply (Schedule 2), in respect of opening times. There are also updated rules for playing ball games in designated areas (Schedule 3).

Not covered but could be included

19. Consideration may be given, following further assessment, to provisions that cover:
- Restricting the use of drones. Drones are currently regulated by the [Air Navigation Order 2016 and Regulations](#). A copy of the Dronecode (which provides a snapshot of the expected behaviour of those using them) can be found here - <https://www.caa.co.uk/Consumers/Model-aircraft-and-drones/The-Dronecode/>.
 - Fundraising, and soliciting or gathering money
 - prohibiting the feeding of wildfowl.
20. The above are not within Model Byelaw 2. DCLG will need proof from us of the justification for adding any provision that is not already contained in their Model Byelaws.

Enforcement

21. Any enforcement by the Council of the Byelaws will be in accordance with the Council's enforcement policy. The policy sets out the following clear principles for the Council's enforcement action:

- raising awareness of the law and its requirements;
 - proportionality in applying the law and securing compliance;
 - consistency of approach;
 - transparency about the actions of the Council and its officers; and targeting of enforcement action.
22. Byelaws give the Magistrates' Courts the power to issue fines, following prosecution, of up to £500 against offenders who cause damage to Council property or breach the Byelaws. Additional legislation (under the *Clean Neighbourhood and Environmental Act 2005*), which allows the Council to issue Fixed Penalty Notices (FPNs) for breaches under litter control and dog fouling, is also applicable to parks and open spaces.
23. Agencies that can be deployed in enforcing and applying Byelaws include the Police, Anti-Social Behaviour Teams, Dacorum Borough Council Enforcement Officers, and Clean Safe and Green Supervisors.

END

Appendix A – Draft Byelaws.

Dacorum Borough Council

**BYELAWS FOR PLEASURE GROUNDS, PUBLIC
WALKS AND OPEN SPACES**

ARRANGEMENT OF BYELAWS

PART [1]

GENERAL

1. General interpretation
2. [Application]
3. [Application]
4. Opening times

PART [2]

PROTECTION OF THE GROUND, ITS WILDLIFE AND THE PUBLIC

5. Protection of structures and plants
6. Unauthorised erection of structures
7. Climbing
8. Grazing
9. Protection of wildlife
10. Gates
11. Camping
12. Fires
13. Missiles
14. Interference with life-saving equipment

PART [3]

HORSES, CYCLES AND VEHICLES

15. Interpretation of Part [3]
16. Horses - Horse riding prohibited (subject to any bridleway, etc)
17. Horses - Horse riding prohibited except on designated route (subject to bridleway, etc)
18. Cycling
19. Motor vehicles
20. Overnight parking

PART [4]

PLAY AREAS, GAMES AND SPORTS

21. Interpretation of Part [4]
22. Children's play areas
23. Children's play apparatus
24. Skateboarding, etc - Skateboarding, etc permitted only in designated area
25. Ball games - Ball games permitted throughout the ground but designated area for ball games also provided
26. Ball games - Rules
27. Archery
28. Field sports
29. Golf - Permitted where part of ground is set aside as a golf course

PART [5]

WATERWAYS

30. Interpretation of Part [5]
31. Bathing
32. Ice skating
33. Model boats
34. Boats - To prohibit use of boats, etc without permission
35. Fishing
36. Pollution
37. Blocking of watercourses

PART [6]
MODEL AIRCRAFT

- 38. Interpretation of Part [6]
- 39. Model aircraft - General prohibition

PART [7]
OTHER REGULATED ACTIVITIES

- 40. Provision of services
- 41. Excessive noise
- 42. Public shows and performances
- 43. Aircraft, hang-gliders and hot air balloons
- 44. Kites
- 45. Metal detectors

PART [8]
MISCELLANEOUS

- 46. Obstruction
- 47. Savings
- 48. Removal of offenders
- 49. Penalty
- 50. Revocation [- General]

SCHEDULE [1] - Grounds to which byelaws apply generally

SCHEDULE [2] - Grounds referred to in certain byelaws

SCHEDULE [3] - Rules for playing ball games in designated areas

Byelaws made under [section 164 of the Public Health Act 1875/section 15 of the Open Spaces Act 1906/sections 12 and 15 of the Open Spaces Act 1906] by the *insert name of Council* with respect to *insert name of ground/description of its location/* [pleasure grounds, public walks and open spaces].

[PART 1]

GENERAL

General Interpretation

1. In these byelaws:

“the Council” means *DACORUM BOROUGH COUNCIL*;

“the ground” means any of the grounds listed in [the Schedule /Schedule [1];

“designated area” means an area in the ground which is set aside for a specified purpose, that area and its purpose to be indicated by notices placed in a conspicuous position;

“invalid carriage” means a vehicle, whether mechanically propelled or not,

- (a) the unladen weight of which does not exceed 150 kilograms,
- (b) the width of which does not exceed 0.85 metres, and
- (c) which has been constructed or adapted for use for the carriage of a person suffering from a disability, and used solely by such a person.

Application

2. These byelaws apply all of the grounds listed in [the Schedule/Schedule 1].

3. These byelaws apply to all of the grounds listed in [the Schedule/Schedule 1] unless otherwise stated.

Opening times

4. (1) No person shall enter or remain in the ground except during opening hours.

- (2) "Opening hours" means the days and times during which the ground is open to the public and which are indicated by a notice placed in a conspicuous position at the entrance to the ground.
- (3) Byelaw [4(1)] applies only to the grounds listed in [Part 1 of] Schedule [1].]

PART [2]

PROTECTION OF THE GROUND, ITS WILDLIFE AND THE PUBLIC

Protection of structures and plants

- 5. (1) No person shall without reasonable excuse remove from or displace within the ground:
 - (a) any barrier, post, seat or implement, or any part of a structure or ornament provided for use in the laying out or maintenance of the ground; or
 - (b) any stone, soil or turf or the whole or any part of any plant, shrub or tree.
- (2) No person shall walk on or ride, drive or station a horse or any vehicle over:
 - (a) any flower bed, shrub or plant;
 - (b) any ground in the course of preparation as a flower bed or for the growth of any tree, shrub or plant; or
 - (c) any part of the ground set aside by the Council for the renovation of turf or for other landscaping purposes and indicated by a notice conspicuously displayed.

Unauthorised erection of structures

- 6. No person shall without the consent of the Council erect any barrier, post, ride or swing, building or any other structure.

Climbing

- 7. No person shall without reasonable excuse climb any wall or fence in or enclosing the ground, or any tree, or any barrier, railing, post or other structure.

Grazing

8. No person shall without the consent of the Council turn out or permit any animal for which he is responsible to graze in the ground.

Protection of wildlife

9. No person shall kill, injure, take or disturb any animal, or engage in hunting or shooting or the setting of traps or the laying of snares.

Gates

10. (1) No person shall leave open any gate to which this byelaw applies and which he has opened or caused to be opened.

(2) Byelaw 10(1) applies to any gate to which is attached, or near to which is displayed, a conspicuous notice stating that leaving the gate open is prohibited.

Camping

11. No person shall without the consent of the Council erect a tent or use a vehicle, caravan or any other structure for the purpose of camping [except in a designated area for camping].

Fires

12. (1) No person shall light a fire or place, throw or drop a lighted match or any other thing likely to cause a fire.

(2) Byelaw 12(1) shall not apply to:
 - (a) the lighting of a fire at any event for which the Council has given permission that fires may be lit; or
 - [(b)] [the lighting or use, in such a manner as to safeguard against damage or danger to any person, of a properly constructed camping stove, in a designated area for camping, or of a properly constructed barbecue, in a designated area for barbecues].

Missiles

13. No person shall throw or use any device to propel or discharge in the ground any object which is liable to cause injury to any other person.

Interference with life-saving equipment

14. No person shall except in case of emergency remove from or displace within the ground or otherwise tamper with any life-saving appliance provided by the Council.

PART [3]

HORSES, CYCLES AND VEHICLES

Interpretation of Part [3]

15. In this Part:

“designated route” means a route in or through the ground which is set aside for a specified purpose, its route and that purpose to be indicated by notices placed in a conspicuous position;

“motor cycle” means a mechanically-propelled vehicle, not being an invalid carriage, with less than four wheels and the weight of which does not exceed 410 kilograms;

“motor vehicle” means any mechanically-propelled vehicle other than a motor cycle or an invalid carriage;

“trailer” means a vehicle drawn by a motor vehicle and includes a caravan.

Horses

Horse riding prohibited (subject to bridleway, etc)

16. (1) No person shall ride a horse except in the exercise of a lawful right or privilege.
- (2) Where horse-riding is permitted by virtue of a lawful right or privilege, no person shall ride a horse in such a manner as to cause danger to any other person.

Horse riding prohibited except on designated route (subject to bridleway, etc)

17. (1) No person shall ride a horse except:
- (a) on a designated route for riding; or
- (b) in the exercise of a lawful right or privilege.
- (2) Where horse-riding is permitted by virtue of byelaw [19](1)(a) or a lawful right or privilege, no person shall ride a horse in such a manner as to cause danger to any other person.

Cycling

18. No person shall without reasonable excuse ride a cycle in the ground except in any part of the ground where there is a right of way for cycles or on a designated route for cycling.

Motor vehicles

19. No person shall without reasonable excuse bring into or drive in the ground a motor cycle, motor vehicle or trailer except in any part of the ground where there is a right of way for that class of vehicle.

Overnight parking

20. No person shall without the consent of the Council leave or cause or permit to be left any motor vehicle in the ground between the hours of 12 a. m. (midnight) and 6 a.m..

PART [4]

PLAY AREAS, GAMES AND SPORTS

Interpretation of Part [4]

21. In this Part:

“ball games” means any game involving throwing, catching, kicking, batting or running with any ball or other object designed for throwing and catching, but does not include cricket, boules or bowls;

“golf course” means any area within the ground set aside for the purposes of playing golf and includes any golf driving range, golf practice area or putting course;

“self-propelled vehicle” means a vehicle other than a cycle, invalid carriage or pram which is propelled by the weight or force of one or more persons skating, sliding or riding on the vehicle or by one or more persons pulling or pushing the vehicle.

Children’s play areas

22. No person aged 14 years or over shall enter or remain in a designated area which is a children’s play area unless in charge of a child under the age of 14 years.

Children’s play apparatus

23. No person aged 14 years or over shall use any apparatus stated to be for the exclusive use of persons under the age of 14 years by a notice conspicuously displayed on or near the apparatus.

Skateboarding, etc

Skateboarding, etc permitted only in designated area

24. (1) No person shall skate, slide or ride on rollers, skateboards or other self-propelled vehicles except in a designated area for such activities.
- (2) Where there is a designated area for skating, sliding or riding on rollers, skateboards or other self-propelled vehicles, no person shall engage in those activities in such a manner as to cause danger or give reasonable grounds for annoyance to other persons.

Ball games

Ball games permitted throughout the ground but designated area for ball games also provided

25. No person shall play ball games outside a designated area for playing ball games in such a manner:
- (a) as to exclude persons not playing ball games from use of that part;
 - (b) as to cause danger or give reasonable grounds for annoyance to any other person in the ground; or
 - (c) which is likely to cause damage to any tree, shrub or plant in the ground.

Rules (to be used with model byelaw 25)

26. It is an offence for any person using a designated area for playing ball games to break any of the rules set out in Schedule [3] and conspicuously displayed on a sign in the designated area when asked by any person to desist from breaking those rules.

Archery

27. No person shall engage in the sport of archery except in connection with an event organised by or held with the consent of the Council.

Field sports

28. No person shall throw or put any javelin, hammer, discus or shot except in connection with an event organised by or held with the consent of the Council or on land set aside by the Council for that purpose.

Golf

Golf prohibited except where part of ground is set aside as golf course

29. No person shall drive, chip or pitch a hard golf ball except on the Little Hay golf course.

PART [5]

WATERWAYS

Interpretation of Part [5]

30. In this Part:

“boat” means any yacht, motor boat or similar craft but not a model or toy boat;

“power-driven” means driven by the combustion of petrol vapour or other combustible substances;

“waterway” means any river, lake, pool or other body of water and includes any fountain.

Bathing

31. No person shall without reasonable excuse bathe or swim in any waterway except in a designated area for bathing and swimming.

Ice skating

32. No person shall step onto or otherwise place their weight upon any frozen waterway.

Model boats

33. No person shall operate a power-driven model boat on any waterway.

Boats

To prohibit use of boats without permission

34. No person shall sail or operate any boat, dinghy, canoe, sailboard or inflatable on any waterway without the consent of the Council.

Fishing

35. No person shall in any waterway cast a net or line for the purpose of catching fish or other animals [except in a designated area for fishing].

Pollution

36. No person shall foul or pollute any waterway.

Blocking of watercourses

37. No person shall cause or permit the flow of any drain or watercourse in the ground to be obstructed, diverted, open or shut or otherwise move or operate any sluice or similar apparatus.

PART [6]

MODEL AIRCRAFT

Interpretation of Part [6]

38. In this Part:

“model aircraft” means an aircraft which weighs not more than 7 kilograms without its fuel;

“power-driven” means driven by:

- (a) the combustion of petrol vapour or other combustible substances;
- (b) jet propulsion or by means of a rocket, other than by means of a small reaction motor powered by a solid fuel pellet not exceeding 2.54 centimetres in length; or

- (c) one or more electric motors or by compressed gas.

“radio control” means control by a radio signal from a wireless transmitter or similar device.

General prohibition

- 39. No person shall cause any power-driven model aircraft to:
 - (a) take off or otherwise be released for flight or control the flight of such an aircraft in the ground; or
 - (b) land in the ground without reasonable excuse.

PART [7]

OTHER REGULATED ACTIVITIES

Provision of services

40. No person shall without the consent of the Council provide or offer to provide any service for which a charge is made.

Excessive noise

41. (1) No person shall, after being requested to desist by any other person in the ground, make or permit to be made any noise which is so loud or so continuous or repeated as to give reasonable cause for annoyance to other persons in the ground by:
- (a) shouting or singing;
 - (b) playing on a musical instrument; or
 - (c) by operating or permitting to be operated any radio, amplifier, tape recorder or similar device.
- (2) Byelaw 41(1) does not apply to any person holding or taking part in any entertainment held with the consent of the Council.

Public shows and performances

42. No person shall without the consent of the Council hold or take part in any public show or performance.

Aircraft, hang gliders and hot air balloons

43. No person shall except in case of emergency or with the consent of the Council take off from or land in the ground in an aircraft, helicopter, hang glider or hot air balloon.

Kites

44. No person shall fly any kite in such a manner as to cause danger or give reasonable grounds for annoyance to any other person.

Metal detectors

45. No person shall without the consent of the Council use any device designed or adapted for detecting or locating any metal or mineral in the ground.

PART [8]

MISCELLANEOUS

Obstruction

46. No person shall obstruct:
- (a) any officer of the Council in the proper execution of his duties;
 - (b) any person carrying out an act which is necessary to the proper execution of any contract with the Council; or
 - (c) any other person in the proper use of the ground.

Savings

47. (1) It shall not be an offence under these byelaws for an officer of the Council or any person acting in accordance with a contract with the Council to do anything necessary to the proper execution of his duty.
- (2) Nothing in or done under these byelaws shall in any respect prejudice or injuriously affect any public right of way through the ground, or the rights of any person acting lawfully by virtue of some estate, right or interest in, over or affecting the ground or any part of the ground.

Removal of offenders

48. Any person offending against any of these byelaws may be removed from the ground by an officer of the Council or a constable.

Penalty

49. Any person offending against any of these byelaws shall be liable on summary conviction to a fine not exceeding level 2 on the standard scale.

Revocation

50. The byelaws made by *[insert name on insert date]* and confirmed by *[insert name of confirming authority]* on *[insert date of confirmation]* relating to the following grounds [LIST] are hereby revoked.

SCHEDULES

SCHEDULE 1

GROUNDS TO WHICH BYELAWS APPLY [GENERALLY]

The grounds referred to in byelaw [2]/[3] are:

- Bunkers Park
- Canal Fields
- Gadebridge Park
- Margaret Lloyd (playing field)
- Tring Memorial Garden
- Water Gardens (open space)

SCHEDULE 2
GROUND REFERRED TO IN CERTAIN BYELAWS

PART [1]

OPENING TIMES (BYELAW 4)

[TO BE ADDED]

PART [2]

HORSE RIDING PROHIBITED EXCEPT IN CERTAIN GROUNDS (SUBJECT TO
BRIDLEWAY, ETC) (BYELAW 16 and 17)

[TO BE ADDED]

PART [3]

USE OF MODEL AIRCRAFT PERMITTED ON SPECIFIED DAYS AT
SPECIFIED TIMES (BYELAW 39)

<i>Name or description of ground</i>	<i>Days and times at which use of model aircraft is permitted</i>
[ADD]	
[ADD]	

SCHEDULE 3

RULES FOR PLAYING BALL GAMES IN DESIGNATED AREAS (BYELAW 26)

Any person using a designated area for playing ball games is required by byelaw [31] to comply with the following rules:

- (1) No person shall play any game other than those ball games for which the designated area has been set aside.
- (2) No person shall obstruct any other person who is playing in accordance with these rules.
- (3) Where exclusive use of the designated area has been granted to a person or group of persons by the Council for a specified period, no other person shall play in that area during that period.
- (4) Subject to paragraph (5), where the designated area is already in use by any person, any other person wishing to play in that area must seek their permission to do so.
- (5) Except where they have been granted exclusive use of the designated area for more than two hours by the Council, any person using that area shall vacate it if they have played continuously for two hours or more and any other person wishes to use that area.
- (6) No person shall play in the designated area when a notice has been placed in a conspicuous position by the Council prohibiting play in that area.

Agenda Item 11



Agenda item: 10

Summary

Report for:	Housing and Community Overview and Scrutiny Committee
Date of meeting:	Wednesday 23 November 2016
Part:	1
If Part II, reason:	

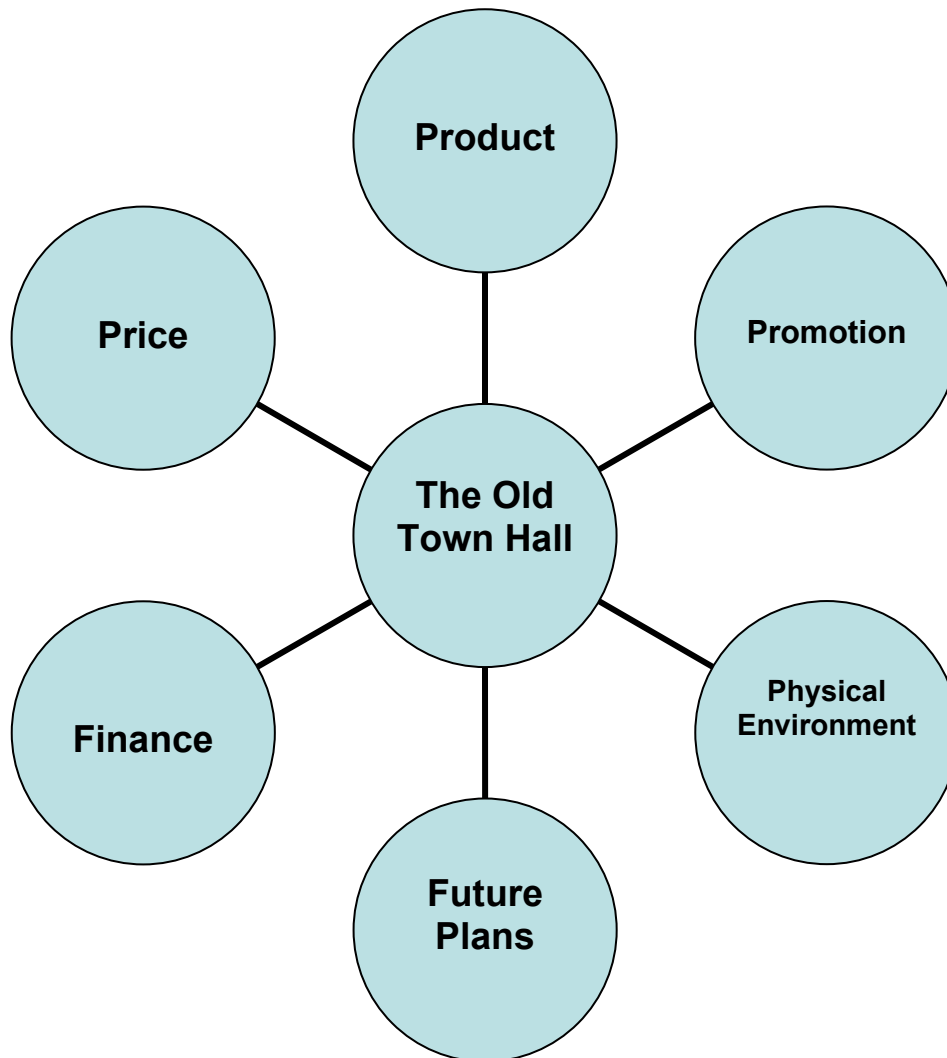
Title of report:	Old Town Hall update
Contact:	Cllr Neil Harden, Portfolio Holder for Residents and Regulatory Services Sara Railson, Arts Team Leader, Resident Services, Old Town Hall Ext 2093
Purpose of report:	The Old Town Hall - Update
Recommendations	1. Members Note the Report 2. Members agree the Future Plans outlined at the end of the report
Corporate objectives:	<ul style="list-style-type: none"> • A clean, safe and enjoyable environment • Building strong and vibrant communities • Ensuring economic growth and prosperity • Delivering an efficient and modern council
Implications:	Financial: The activities of the Old Town Hall fall within agreed budgets
'Value for money' implications	
Risk implications	n/a.
Community Impact Assessment	n/a
Health and safety Implications	The completion of the refurbishment has ensured accessibility throughout The Old Town Hall.
Consultees:	The Old Town Hall customers, staff Andrew Burton, marketing services
Background papers:	None
Historical background <i>(please give a brief</i>	The Old Town Hall update was last presented to members in November 2014, following completion of the Cellar Club and Gallery Café / Bar refurbishment. This report now bring

<i>background to this report to enable it to be considered in the right context).</i>	members up to date with the challenges and achievements of the past 24 months.
Glossary of acronyms and any other abbreviations used in this report:	

1. Background

- 1.1 The Old Town Hall is a small scale receiving venue situated in the heart of the Old Town in Hemel Hempstead.
- 1.2 The venue comprises of the main house theatre with a seating capacity of 120 seats, The Cellar Club (refurbished in 2014) comprising of 65 seats and The Gallery Café Bar.
- 1.3 The Old Town Hall provides a professional arts programme of drama, dance, comedy, film, music, children’s and family theatre as well as a regular turnover of visual arts exhibitions.
- 1.4 The Old Town Hall, seeks to uphold the High Performance delivery aspirations and reputation of Dacorum Borough Council through our professional arts programme and community engagement projects and initiatives.
- 1.5 We adhere strongly to a generally held set of principles that clearly outline our vision, commitment, aspiration and approach to service delivery. We ‘sell’ our service to the residents of and visitors to the Borough, concerning ourselves on a daily basis with the job of engaging our customers / clients with our arts programme and facilities hire offer and as a consequence our marketing strategy is one of the most important (and ever evolving) approaches we take.
- 1.6 At the OSC meeting in 2014 The Old Town Hall vision was - to be a beacon of excellence for the arts in Dacorum.
- 1.7 Our aims were equally succinct:
 - Increase audiences and other users of the building
 - Attract Sponsorship
 - Present a dynamic arts programme
- 1.8 This report, outlined below and adopting the style of a marketing matrix, sets out how we have fared against these objectives and whether we are upholding our vision for the venue.

1.9 The Old Town Hall – 2017 to 2020



1.10 Product

The key product of The Old Town Hall is the programme of events. It should represent what consumers want from the programme, should meet their expectation of quality and value for money. Should entertain, educate and challenge - it should work for them.

a. Product - The Old Town Hall - Arts Programme – Quantitative (No. of events)

Below are attendance figures for audiences at The Old Town Hall for the past 4 years. These figures relate only to those events and performances which are directly programmed and funded by the Old Town Hall / Dacorum Borough Council

Full year – Pre-refurbishment 2013/14	82 live arts events *
Refurbishment year 2014/15	120 live arts events **
Full year – post refurbishment 2015/16	171 live arts events
Current year 2016/17	170 live arts events ***

* Due to a ‘slide’ in the refurbishment timetable – the arts programme (which is booked some months in advance) was purposefully ‘light’ to accommodate the building works. As these works did not happen, it was simply too late to book a more robust arts programme.

** The re-scheduled works (April – September 2014) necessitated a slightly ‘lighter’ arts programme (a reduction of some 8 – 12 performances overall, but as we had anticipated this it did not impact as much on the final output.

The first full year of operation (2015/16) saw some changes in key personnel who helped the Old Town Hall reach a significantly higher level of output, which now sits at capacity given the level of budget, time and physical resources it takes to manage such a robust programme.

*** The number of arts events / performances booked as of 27.10.16.

b. Product - The Old Town Hall - Arts Programme – Quantitative (Attendance)

Financial Year	% of capacity
2013/14	62%
2014/15	63%
2015/16	67%
2016/17 (to date)	71%

Currently, our trend is upward and as can be seen is improving by approximately 4% for the last three years. Whilst this is good news; sustaining and surpassing previous year attendance is dependent on a number of varying factors discussed within other areas of this marketing mix.

c. Product - The Old Town Hall - Private Hires – Quantitative

The Old Town Hall is marketed as a venue for hire – it has 5 serviceable spaces:

- Main Theatre – for rehearsal, performance and conference meetings (capacity 120)
- Dressing Room for smaller, more private meetings (capacity 15)
- Gallery Café / Bar for meetings, social events (capacity 50)
- Attic meeting Office for smaller meetings (capacity 8)
- Cellar Club for parties, social events, meetings, conferences (capacity 60)

All these spaces are being marketed through our Hiring Package and they come with a variety of add-ons – catering, technical hire, Front of House staffing etc., all of which are costed and added onto the basic space hire for a fully professional hires experience.

1.11 Number of private hires hosted over the past 4 years

Full year – Pre-refurbishment 13/14	77 private hires *
Refurbishment year 2014/15	71 private hires **
Full year – post refurbishment 2015/16	129 private hires
Current year 2016/17 (booked - as of 1.11.16)	147 private hires

* Due to a 'slide' in the refurbishment timetable – the arts programme (which is booked some months in advance) was purposefully 'light' to accommodate the building works. As these works did not happen, it was simply too late to book a more robust arts programme.

** The re-scheduled works (April – September 2014) necessitated a 'lighter' arts programme - we had anticipated as much. However, the unanticipated over-running of the works by some 6 weeks did play a factor in the reduction of arts events.

The significant uplift in hiring in the first full year of operation post refurbishment reflects the time and effort that venue staff put into attracting and securing not just regular hires but also one – off conferences, meetings and celebratory events. This trend has continued unabated into the current financial year.

1.12 Overall usage of the facility over the past 4 years (arts programme and private hires combined)

Full year – Pre-refurbishment 13/14	159 events
Refurbishment year 2014/15	191 events
Full year – post refurbishment 2015/16	300 events
Current year 2016/17 (as of 1.11.16)	317 events

We will end this year with around 150 private hires (perhaps more – but only slightly) which when combined with the number of arts events, demonstrates the 'full-throttle' approach to making The Old Town Hall a vibrant, busy and income-generating venue within it's size, scale and capacity.

In the Overview and Scrutiny Report of November 2014: The Old Town Hall report stated that:

“Post refurbishment, it is anticipated that during our first full year of operation we will host between 230 and 250 events, as compared to the average event rate 130 – 150. This increase in events will not only be programmed arts events but also meetings, corporate events as well as celebratory occasions such as birthday parties and wedding / partnership receptions.”

Clearly we have surpassed the original estimate for use of the building post-refurbishment. However, this level of productivity does raise questions about sustainability in terms of budget, time and physical resources. There is a finite amount of output and we have or are about to reach it within it current resources.

1.13 Qualitative feedback from hirers:

'Thank you, it has been an absolute pleasure using your facility everyone has been so helpful and lovely. '

Z M, Make A Move Dance Academy

'We always have such a wonderful welcome from all the team, it's a great place to be!'

M B, Managing Director, Electric Umbrella (July 2016)

d. Product – Programme Development

The Old Town Hall is always thinking of ways to extend our offer; to engage with an even wider audience, to build our audience numbers as well as to cement our reputation as a high performing arts venue with a quality programme. This means that we must be flexible and adapt to the demands made of us by audiences, funders, promoters and artists and most importantly as our position as a service provider for Dacorum Borough Council.

1.14 Programming Strands

Write Here, Write Now – Scriptwriting Course

This is a new initiative that capitalises on the skills set of our new marketing officer. A published writer, she has designed this course to engage local writers interested in seeing their work make the journey from page to performance.

The course was originally intended for 8 participants over a 6 session course. But in keeping with our current trend for demand to almost outstrip supply – we have bumped the numbers up to 12 participants per session. The 6 session course is now sold out.

Children's Christmas Show

We are in our second year of presenting multiple performances just before we close for the holidays. In 2015, we presented 10 sold out performances – this year we are hosting 9 shows and thus far have sold nearly 34% of tickets.

Comedy Previews / WIP (Works in Progress)

The position and reputation of the Old Town Hall has made the venue something of a 'go to' place for comedy promoters. On a fairly regular basis we are asked if we can take some of the previews or WIP for some of the most well know comedy names in the country. The positive coverage we gain from this and the enhancement of our reputation to customers and promoters alike is very welcome. It normally results in an increase of adding to our mailing list or e-mail list.

Arts Award

What is Arts Award ? It is -

- a great way for children and young people to be inspired by and enjoy the arts
- offered at five levels, four accredited and one introductory award

- a framework for learning new skills and sharing them
- an opportunity to develop creativity and leadership skills
- a link between young people and creative arts professionals

The Old Town Hall is now 3 years into being an Arts Award Centre. We are accredited and appear on the national register for Arts Award support centres.

Over the past 3 years we have delivered schools Arts Award to 4 local schools and worked with local teachers to further their understanding of the initiative.

Recently, we devised and delivered 'Arts Award in a Day' – which was run as part of our Fun Palace event on Sunday 2nd October of this year.

We designed our own template for this, agreed by the Arts Award governing body and throughout our 'Fun' day over 40 young people completed the award and have recently received their Arts Award certificates.

The Health and Well-Being Agenda

Gaining increasing importance and deservedly so is the commitment to Health and Well-Being. The Old Town Hall as an arts venue has always prided itself that the programme of activity on offer is of benefit due to the nature of the feeling of engaging in the arts has. There have been numerous articles written on the beneficial aspects of engagement with the arts – across all manner of challenges that people face.

Over the past few years, we have become increasingly more aware of our place in the local society to bring added benefit to members of community who suffer these personal challenges.

Let's Dance

This initiative was created back in 2013 to encourage those over 55 years of age to enjoy the benefit of a mild movement / dance class. The success of this project has been extraordinary. From a simple weekly, one hour session, we have grown to now deliver two 1.5 hour sessions, both of which are completely sold out.

The group have participated in a number of activities outside of The Old Town Hall – the 2016 Big Dance project – where they performed in Hemel Town Centre with dance students from Kings Langley School. A Love Your Neighbourhood event in the summer of this year and The Tring Community Centre Open day in 2015.

In November 2016, the group will be joining residents of The Centre in the Park in the Hemel Hempstead for a joint session of the groups.

Testimonies from group participants are particularly poignant as group members speak of their sense of identity due to participating in the group as well as the obvious physical benefit. But importantly, members of the group talk about how Let's Dance has increased their confidence and lessened their feelings of isolation.

For just over a year – the Let's Dance project has been financially supported by Get Set Go Dacorum. This funding is likely to end in September 2017.

Through the relationship established with the Let's Dance facilitator – the Old Town Hall, again funded by Get Set Go Dacorum – presents movement classes (that suit ability) in the Emma Rothschild and Pond Close Residential Homes for the elderly, as well as the centre in the Park in Hemel Hempstead. Again, funding is likely to end for these projects in December 2016.

Electric Umbrella Music workshops

Electric Umbrella is a music project for adults with learning disabilities which runs weekly sessions every Monday in the Cellar at The Old Town Hall. Up to 20 participants aged 18 plus with mixed abilities take part in the sessions led by professional musicians who offer the music experiences which also include touring and performance opportunities. The weekly music sessions, incorporate singing, playing instruments, song writing, recording and performance and the participants also eat lunch together creating a social and creative community.

'We are challenging the perception of people with learning disabilities by empowering and enriching lives through music.' Electric Umbrella

'Relaxed' Theatre Performances

An initiative we introduced last year. Relaxed performances (usually for children theatre shows) are for young people identified as being on the autism spectrum or needing specific educational needs. Theatre lighting is dimmed, not in blackout; sound is more muted, with no unexpected loud noises and those who need to, can leave their seats as and when they please, and even talk or interact with the actors during the course of the show.

M-mask Workshops

The M-mask drama workshops have been running at the Old Town Hall since September of this year. The project is a wellbeing programme for young people aged 11-25 years who live in the borough of Dacorum. The programme is funded by Dacorum Borough Council and Hertfordshire Public Health as part of the Arts on Prescription initiative. The project uses Mask Theatre techniques to help those suffering from stress, anxiety, depression and other conditions affecting mental wellbeing and offers a creative outlet that has the potential to improve project participants' health and wellbeing.

M-mask looks to discover the potential of young imaginations, guiding the group in a creative, expressive process with professional support and facilitation. By running the project at The Old Town Hall this provides a space that brings young people together to form a creative community, establishing a safe, local, nurturing environment.

The participants also have an opportunity to complete a Bronze Arts Award, meaning that the young people have achieved a national qualification as a consequence of their involvement and will be encouraged to consider ways of applying new found skills into the wider community.

Hart Beeps

Due to commence in late October 2016.

Original and highly interactive sessions for babies & young children. Hartbeeps is a developmental programme for babies and young children. Using the medium of specially created sound systems, sound effects, music and song, these sessions are original and highly interactive for mums and their babies.

Sessions are run throughout Hertfordshire and beyond. The Old Town Hall is excited to be a host venue for this franchise and seek to be an accredited centre for the initiative.

A Walk Down Memory Lane – special screenings for the elderly and sufferers of Dementia, Alzheimer’s and Parkinson’s disease

An example of how one conversation is then realised into a full-blown project.

Working in conjunction with Age UK (Dacorum), The Old Town Hall will present dementia friendly screenings of classic films. These films will be shown on the last Thursday of the month for 6 months as a trial period, starting in January 2017.

The idea of the project is that those in varying stages of Alzheimer’s, Dementia and Parkinson’s disease can enjoy a social visit to the cinema. Elderly people at risk of social isolation are also welcomed.

Through the partnership with Age UK (Dacorum), clients from groups and sheltered housing schemes across Dacorum could benefit from an organised trip to the Old Town Hall.

****Update****

Herts Inclusive Theatre – Drama groups

We have been recently approached by Herts Inclusive Theatre (HIT) to host Saturday drama group sessions for young people – ages ranging from 5 – 12, childrens theatre and youth theatre form 12+ years . The sessions will be run by HIT with funding from Children in Need. These will be weekly sessions, commencing In January 2017 and to run initially for a year. The Old Town Hall will facilitate the venue hire and support staff – all costed.

1.15 Qualitative feedback:

Children’s Workshops & Events

‘Absolutely super! Really engaging for the children and fantastic value for 3 hours of quality fun’

Parent (Storytelling workshops Feb 2016)

“Today my family & I came to celebrate 100 years since the birth of Roald Dahl, to watch James & the Giant Peach. Listen to story telling & make fun crafts. It was such fun!! We look forward to coming back to the old town hall again.”

(Roald Dahl Day Sept 2016)

"Such a great day, well done @TheOldTownHall" (Fun Palace Oct 2016)
Twitter comment

Shows 2016

'amazing show with fantastic interactions' Parent

'wonderful evening, we'll spread the word' Audience member

'Thank you all for an incredible evening' Pauline Quirke Academy

"Thank you to the gorgeous audience yesterday night at our concert at The Old Town Hall. The sound in the theatre was impeccable"

Filomena Campus – Theatralia

e. Product - The Catering Conundrum

Background:

The Old Town Hall has throughout its history attempted to provide a catering / bar offer alongside its promoted programme. Whilst, we have always done so, the pressures and difference in standards of provision have been a challenge.

In our most recent history - First Service took up the contract to provide a café service to The Old Town Hall in September 2014. However, they decided to wrap up the operation in December 2015.

From January 2016, The Old Town Hall staff have been directly running, firstly a bar only operation, but since September 2016, a café / light bite service – this is on top of normal duties.

This 'light' service offer is dependent on casual staff to operate the actual opening hours but is totally reliant on day staff to facilitate the ordering of stock, the order and installation of hardware, where appropriate – the maintenance of machinery, organising staff shifts and rotas, filling in if they don't turn up; physical stocking up and preparation for events. It is an onerous and time consuming addition of duties for staff already working at capacity.

The irony of the matter is that we have achieved the same catering income target in 6 months of this current year as was achieved by the rental hire paid to the council by the external caterers for a full year.

However, this income now needs to be weighed against the cost of hardware hire, purchase of catering equipment, purchase of catering / bar stock and the staffing costs of the casual staff. With this taken into account, we have just about broken even.

Catering Provider	Income to OTH / DBC	Other costs payable by OTH / DBC
First Catering	£6,000 per annum (net)	None
Old Town Hall	£8,500 as of 31.10.16 (net)	Casual staff, catering equipment / stock

Given our analysis of spend to date and the knowledge of our up and coming programme of events between the current date and the end of this financial year; we believe our final net figure (vat being deducted) will be approximately £12k.

Breakdown of other costs and impact on overall income for catering offer

	Hardware Equipment Costs	Stock Costs	Staffing Costs	Totals
April – Oct 2016	£2,335	£3,295	£3,500	£9,130
Nov to Dec 2016	£300	£300	£400	£1,000
Jan – March 2017	£100	£400	£300	£800
	£2,735	£3,995	£4,200	£10,930

If we achieve the estimated figure of £12,000 in this first full year of operation against the estimated cost of the enterprise, then we shall be slightly ahead of what was being earned through just rental to a third party. However, it must be noted that Old Town Hall management are not catering managers – the operational aspect of this part of the operation cannot be sustained indefinitely by day staff who are already working at capacity. The current casual staffs are managing the operational aspect of the café / bar only at the times that it is open to the public.

If we are to continue with this enterprise then we need to see an uplift in the budget to allow for the employment of a dedicated catering supervisor – who will order stock, ensure stock levels are maintained, rota staff, and undertake all the minutiae of administration and organisational details that the post requires.

By the turn of 2017, we must weigh carefully whether the in-house catering endeavour can continue to be supported by current staffing levels or whether the impact on capacity is such that we once again have to look at the external catering option and the challenges, as well as the opportunities that this invites.

The potential is there for the catering operation to be a further source of income for the Old Town Hall / Dacorum Borough Council but it needs several things:

- An experienced catering manager at a level and pay grade commensurate with the responsibilities.
- A robust catering plan or strategy that capitalises on the offers we have already introduced.
- Greater customer numbers – the Old Town Hall has something of an advantage over other café' and bars in the High Street in that a sold out show guarantees us customers to the café / bar. But in order to increase our catering income, we along with other High Street traders need an increase in High Street footfall. According to the latest notes from High Street traders footfall has dropped sharply since the end of summer.

2. Price

- 2.1 The price of tickets or the price of hiring The Old Town Hall is a hugely important component of our marketing mix.
- 2.2 It is also a very important component of any marketing plan as adjusting the price of the tickets / venue hire has a big impact on the entire marketing strategy as well as greatly affecting the sales and demand of our product.
- 2.3 This is inherently a touchy area though, The Old Town Hall is an established arts venue, we are not 'breaking into the market'. With nearly 40 years experience – our customers new and old have almost a guarantee that the shows are of good quality and are affordable and that if hiring the venue, then we are courteous, professional and competitive.
- 2.4 The Old Town Hall pricing policy has shaped the perception of the venue and our offer. Our pricing policy is effective. Being both inclusive (having a very accessible entry level price of £2.50, for Children's Film as well as a number of sales promotions such as the £5 UpStaged offer for 16 – 25 year old drama bookers, currently running at 46 members) while at the higher end, customers show little to no resistance to paying a top price of up to £17 for events with sufficient market appeal (eg comedians such as Tom Stade)
- 2.5 We are aware that if we price events too high, we run the risk of the cost outweighing the benefit in customer's eyes, and they may value their money over our show.
- 2.6 We regularly look at local competitors to ensure that we remain competitive, but are not over-priced. When setting our ticket and hire prices, we are keenly aware of the perceived value of that ticket / hire cost.
- 2.7 Here are the important questions that we ask of ourselves when you are setting the ticket / hire price:
 - How much did it cost us to buy in the show or deliver the private hire?
 - What is the customers' perceived value or our ticket prices or event hires package?
 - Do we think that a slight price decrease could significantly increase our ticket sales or number of private hires?
 - Can our current pricing up with those of our competitors?
 - The Old Town Hall does represent value for money for our users. The opportunity to experience world class theatre, music, dance and children work on their doorstep is of huge value. Added to which an events hire package that gives complete and utter peace of mind because we have taken care of everything goes a long way to assuring our customers of the added value of our service.
- 2.8 In addition to the competitive pricing policy we also offer the following discounts:

Dacorum Card

The Old Town Hall has been offering Dacorum Card Discounts for well over a decade. Whilst uptake is limited, we still believe that it offers equality of access to the arts programme to our residents, especially those more financially

challenged than others. We still see the greatest % of take up for our children's theatre programme.

UpStaged

At the beginning of the Autumn season 2014, we introduced the UpStaged discount scheme. Specifically aimed at younger audiences (between 16 and 25 yrs.), we are attempting to encourage greater use of the facility and the programme by a younger demographic. The initiative is still in its infancy and take up is limited but a more robust marketing of the scheme will form part of our new marketing strategy. Other arts venues offering a similar scheme are Watford Palace, The Roundhouse, Camden, the National Theatre and the Royal Shakespeare Theatre to name but a few.

3. Promotion

- 3.1 Promoting who we are and what we done has always been a challenge – there are those who simply do not know what we do – there are those, for whom the Old Town Hall is their 'local' theatre and there are those for whom the venue is a dynamic leading arts venue in the south east. But for our customers to make that journey from I didn't know you were here, to being a fervent fan who books for most of the season is a long and for us, sometimes painful one.
- 3.2 Our main tools of promotion are

3.2.1 The Brochure

We have recently 'cleaned' up our mailing list. A term used to describe assessing the booking pattern of customers and deleting those from the mailing list who have not booked for a certain period of time. We deleted customers who had not booked for an Old Town Hall show in the past two years. The benefit of this is twofold – you are no longer sending out information to people who for whatever reason are no longer interested in what we have to offer and secondly, we are no longer waiting postage on mailing. This then means that any saving made can be used to put into other marketing developing areas such as Facebook campaigns or wider distribution across Dacorum and beyond.

The brochure is by no means 'dead' –it is still an effective tool for the marketing of our services – but it must adapt and change to meet the demands of a changing market. Publicity print is not what it once was and we, like all our competitors must continuously look to ensure that we are utilising all the advances in modern technology and social media and that, as far as is practicable, using the most effective and efficient means of communication to tell our customers new and retained about what we do and when we do it.

3.2.2 The Website

The Marketing audit that was undertaken in 2014 clearly identified the website a 'weakness' that needed to be addressed. The new website www.oldtownhall.co.uk was unveiled in late August of this year, inevitably there were a few bumps in the road but the website is now fully functioning.

Prior to the website redesign, the format was static – in that it could only really be viewed on a PC or laptop. Trying to look at our website on a mobile

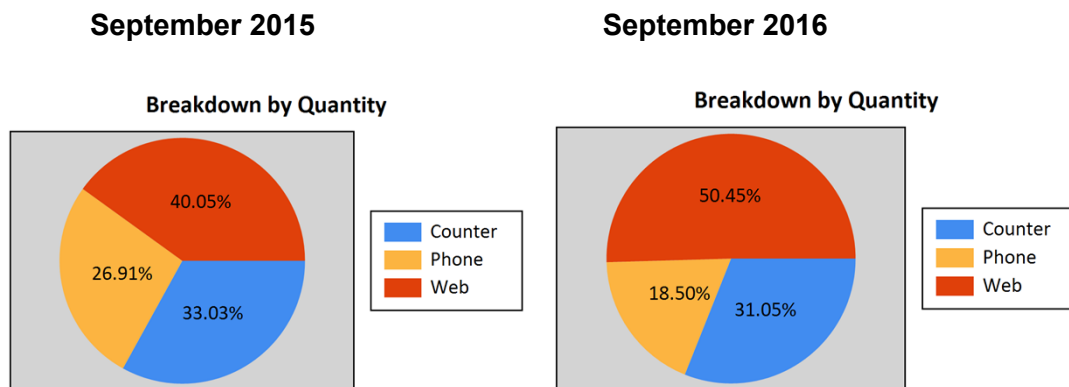
platform was a slightly aggravating waste of time. In a day and age where most people are 'living' via their mobile devices (smart phones and tablets) it was frustrating for us to have an opportunity for not just publicising events but more importantly for buying tickets being wasted.

However this has now been addressed and the website is now not only more aesthetically pleasing and modern but also very responsive on mobile devices, allowing our customers to book immediately for any show.

Meaningful data is difficult at the moment given that we need a fully operational financial quarter in which to do some real comparison – but early indications are good.

It is still too early to give any real data but early indications show that the percentage of sales we are making online are outstripping the sales made by personal callers to the box office. As can be seen in the detail below – a comparison of September 2015 against September of this year shows an uplift in ticket sales via the web of just over 10% in that one month.

3.2.3 Ticket sales by channel i.e. via the Web, over the counter, by phone



If this trend continues then it will have some bearing on how we best deploy our staff resource across the venue and service.

3.2.4 Direct e-mails

We have been sending direct emails regarding Old Town Hall events for some time, but only recently (with the addition of the new marketing officer) have we begun to really monitor the effectiveness of using this communication strand. Further research on the return on investment will be made when we have more quantifiable data.

Using Sign.Up.To ("software and services for email marketing that means business")

Based in the UK and looking at UK based metrics for the effectiveness of e-marketing, according to their data, the Open Rate and Click rate (a customer opens the email and clicks through to the website) for Events – Music / Theatre / Club are as follows:

Industry	Open	Click
Events – Music / Theatre / Club	19.91%	3.10%

The Old Town Hall does not have a year's worth of data yet, but figures for September compare well:

Industry	Open	Click
The Old Town Hall	37.36%	1.19%

We are now running Return on Investment (ROI) reports for every e-mailing campaign we undertake. This highlights how many of our customers are opening our emails and whether they move forward to book a ticket. It will show us how effective a campaign has been and how better to target our e-communications. Our Digital Marketing Strategy will look at this in more detail.

3.2.5 Social Media

Just been amazed and a little unnerved watching The Haunting of Exham Priory [@TheOldTownHall](#). Brilliant evening. Audience member Oct 2016

*Lovely show today at the [@TheOldTownHall](#) in [#hemelhempstead](#) thank you to everyone there! [@GreenlightTheat](#) [#albeevector](#)
Greenlight Theatre Company Oct 16*

*Went to see [#TheManWhoWouldbeKing](#) last night [@TheOldTownHall](#) Brilliant adaption by a very brilliant [@dawnstate](#) See it if you get the chance!
Audience member Oct 16*

3.2.6 Press – Print

Monthly press releases are sent to six local weekly papers, five magazines covering arts and entertainment in the local area and five local radio stations. Some press releases are sent to specific publications where relevant, for example Unicorn Magazine for Folk music and Family Herts magazine for children's theatre. The Marketing and Publicity Officer has developed an excellent working relationship with the Hemel Gazette's arts correspondent and achieves coverage in this paper on a weekly basis. The Marketing and Publicity Officer regularly organises interviews with BBC Radio 3 Counties and upcoming artists and performers who are due to appear at The Old Town Hall.

The Old Town Hall's events are listed on over twenty arts, entertainment and local information free web listings sites, for the purpose of generating traffic towards The Old Town Hall's website. Since the recent decline in print publications, it is more important than ever before to ensure that The Old Town Hall utilises such online marketing methods. Event listings are also sent to local bloggers, who feature The Old Town Hall events in their e-newsletters and tweets.

4. Physical Environment

4.1 The Old Town Hall is a Grade II listed building. A Victorian building that with all things elderly brings some unwelcome 'friends'. The building is being used for a purpose for which it was not designed. It also has to compete in a modern market place of other customer built venues. That said it has a distinct charm

and is enjoyed as much for its architectural quirks as some of the events that happen within its walls.

4.2 However, the Old Town Hall is a building that requires a constant and consistent approach to her upkeep and maintenance.

4.3 We are currently awaiting details from Building Services regarding the timetable for works in summer 2017 which will address the following issues:

4.4 Main Foyer Stair Riser – both the stair riser and the disabled lift are nearing 15 years old and they clearly labour under the use placed on them. The stair riser is very is not working consistently and is prone to breaking down.

4.5 Main Foyer – Disabled Lift. The machinery is now antiquated in terms of what exist today. The lift can only take one occupant every 10 minutes – so for events where number of our customers are in wheelchairs – this is non workable.

4.6 This lift is being used more extensively but the size and weight of more modern wheelchairs, especially those with motors mean that the lift is struggling to cope with the demand. We have already had instances of the lift stopping between floors as the motor is over-worked. Annual maintenance and remedial action is no longer the answer – hence the approval to install new customised lifts that are of more modern design and manufacture, which means they will be more robust in the face of increased use in the future.

4.7 The roof toward the High Street is in need of repair as more persistent rainfall means that the damage to the fabric of the building is becoming more pronounced with each passing season.

4.8 Repairs and improvements to the Mezzanine floor above the dressing room. Currently used as a storage space, but is now no longer fit for purpose. When the floor was installed it would meet the building regulations of the day, however, it is now no longer compliant and will need to be improved. Once the work has taken place, we have another effective space to be used for either storage, or even office accommodation.

5. Finance

Year	Arts Service Provision	Total Net Expenditure
2012/13	Old Town Hall	£428,200
2013/14	Old Town Hall	£400,000
2014/15	Old Town Hall	£408,000
2015/16	Old Town Hall	£414,000
2016/17*	Old Town Hall	£404,000

5.1 Financial challenges going forward:

The overall cost of the Old Town Hall is increasing incrementally due to the following factors:

An increase in the fuel charges, an increase in the living wage which immediately increases our casual staffing costs. (The same 4 hour shift cost more this year than it did last year) but the budget is static. An increase in the

cost of the arts programme - though each deal is negotiated, to ensure that we maintain a quality programme, we have to pay a little more for some events.

However, our income target for the programme has overachieved for the past 2 years, and has been raised again. A solid performance with our income goes to reduce the amount of subsidy on the arts programme (which currently stands at 0.24p per head of the population of Dacorum, so far for 2016/17).

2015/16 – Programme costs = £60k budget but actual cost £80k
Ticket Income Target = £46k budget (net) but actual income £65k net

The arts programme (171 live arts events in 2015/16) cost £15k net, a subsidy of 0.10p per head of the population.

5.2 Sponsorship

The Old Town Hall is committed to attracting a level of external sponsorship /project funding from outside agencies. Within the 2015/16 financial year we would seek to attract a minimum of 5% of the total arts programme budget as inward investment.

In 2015/16 we achieved an inward investment from other sources of £7,670 (12% of arts programme budget)

In 2016/17 we will achieve an inward investment from other sources of £6,140 to date (10% of arts programme budget)

This exceeds our target of 5% of the arts programming budget for the year as stated in the 2014 Overview and Scrutiny report of 2014.

5.3 Future Plans

Moving forward we are currently looking to develop both our marketing and our activity priority areas for April 2017 through to March 2020. Outlined below are the objectives we have set ourselves over the next three years. Our aim is that once these have been achieved, adopted or implemented, our overall offer to the community will be strengthened, we will be able to further capitalise on our success and in the longer term develop future audiences / participants and users of The Old Town Hall.

5.4 Short-term / Mid-term Objectives

5.4.1 Develop an Old Town Hall Digital Marketing Strategy

The Digital opportunity - "Arts organisations that are skilled in digital marketing will (all things being equal) see more people through their doors than ones that rely on a brochureware website and email newsletters" MTM London (a strategy and research consultancy)

Identified strength: The Old Town Hall has the wherewithal and commitment to make the most of this marketing stream. Staying up to date with industry trends.

Identified opportunity: If we get the balance right we'll be staying relevant with competitors; leading in some areas of digital marketing and more importantly communicating with our customers more efficiently and effectively.

Strategy: Research and deliver a robust Digital marketing Strategy for the Old Town hall.

Target busy under 35 year olds with a cheap, convenient, yet good quality night out.

Promote with a Facebook advert and Dotmailer to comedy bookers and business contacts.

How to monitor: Analytics, clicks through to website, open rates on emails, return on investment reports – all of which will be reflected in an upward trend in ticket sales.

Timeline: 2018

5.4.2 Dacorum Borough Council Screensavers

Identified weakness: The Old Town Hall has less of a presence in Hemel's main shopping areas than before, following the removal of three poster boards.

Identified opportunity: Free internal advertising to hundreds of Council staff

Strategy: Advertise Old Town Hall events on Dacorum Borough Council screensavers. Target DBC staff with specific events and offers.

How to monitor: Spektrix discount code

Timeline: Run offer for "Christmas Gothic", playing at the OTH in Dec 2016

5.4.3 Meal deals

Identified strength: Many restaurants and business within close proximity of The Old Town Hall offers potential for pre-show dining.

Identified opportunity: Curry and Comedy deal with local Indian restaurant.

Strategy: target busy under 35 year olds with a cheap, convenient, yet good quality night out. Marketing and Publicity Officer to set up meeting with local Indian restaurant to discuss a fixed price menu which would be advertised in conjunction with all comedy events (Screaming Blue Murder and big acts in main theatre). Promote with a Facebook advert and Dotmailer to comedy bookers and business contacts.

How to monitor: Facebook advert impressions and click throughs. Follow up with restaurant.

Timeline: Trial throughout January – March 2017

5.4.4 Advertising events to businesses within Dacorum

Identified strength: There are a significant number of businesses based in Hemel Hempstead.

Identified opportunity: Free advertising within large local organisations using staff intranets.

Strategy: Marketing and Publicity Officer to produce a database of large local businesses. Then get in touch with relevant member of staff at company. For example social secretary/member of staff responsible for updating the intranet. Marketing and Publicity Officer to liaise with Gary Stringer (Dacorum Look No Further) and obtain contact details for key people at local companies.

How to monitor: Target certain places with promotion codes.

Timeline: to be confirmed

5.4.5 The Old Town Hall to act as a Ticket Agent for other local organisations

Identified strength: Powerful leading edge ticketing system (Spektrix)

Identified opportunity: Potential for additional revenue, build relationships with other organisations in the community. Linking up with other organisations may broaden The Old Town Hall's audience base.

Strategy: Marketing & Publicity Officer to research possible organisations in and around Dacorum who may benefit from professional box office software. For example, Hemel Hempstead Football club and amateur dramatics societies. There may also be departments within Dacorum Borough Council that could benefit from using the software.

How to monitor: Spektrix reporting

Timeline: Aim to have at least two organisations on board by the end of 2017

5.4.6 Sponsorship for the Old Town Hall Gallery / Screaming Blue Murder or Family events at The Old Town Hall.

Identified strength: Exposure for local business, and income generation for the venue

Identified opportunity: Opportunity to build mutually beneficial relationships with local business

Strategy: Marketing and Publicity Officer and Arts Team Leader to identify and approach CEO's, Managing Directors of large local businesses with a view to securing a mutually beneficial sponsorship relationship. Old Town Hall staff to liaise with Dacorum Ambassador Place Manager and obtain contact details for key people at local companies.

How to monitor: Amount of sponsorship secured

Timeline: to be confirmed

5.4.7 Increased Social Media Interaction

Identified strength: Increased use and confidence of social media platforms

Identified opportunity: Free and immediate method of customer interaction

Strategy: Introduction of Arts team leader blog on new Old Town Hall website. Research and development of idea of v-blogging (filmed, recorded blog to be shown on-line)

Use of Instagram for 'Backstage features about the Old Town Hall); increased use of paid FaceBook adverts aimed at reaching a targeted demographic.

How to monitor: Twitter and facebook analytics to see how many people are engaged or 'liking' the pages or blog commentaries

Timeline: 2017/2018

5.4.8 Raise profile of OTH through more targeted press work

Identified strength: Efficient press work.

Identified opportunity: Opportunities to raise profile of OTH's events using a more proactive approach to press and PR.

Strategy: When in post, Marketing & Audience Development Officer to develop a press plan integrated within a marketing plan for each event (or series of events) within each forthcoming OTH season. The press plan will include targeting specific titles, journalists and editors with a specialism in the relevant art form or genre. Post holder to develop these relationships over time and to maintain and develop a database to document this work.

How to monitor: For each event (or series of events) within each OTH season, keep notes of what preview and review coverage was secured. Set up Google Alerts to help monitor this coverage.

Timeline: From February 2017 then on-going.

5.4.9 Nurture loyal bookers

Identified strength: High quality, diverse programme with the capacity to appeal to target audiences.

Identified opportunity: Spektrix can help with audience development – especially when used in conjunction with a segmentation tool such as Culture Segments.

Strategy: Marketing and Audience Development Office to use Spektrix to analyse the OTH's most frequently attending customers, tag them then offer them incentives to attend even more frequently, try out new art forms and introduce new people to OTH

How to monitor: Report on the tagged audience cohort using Spektrix reporting

Timeline: From February 2017. Review for years 2017/18 and 2018/19

6. Conclusion

- 6.1 The Old Town Hall is currently enjoying a good level of critical and commercial success and is a buoyant and vibrant home for the arts in Dacorum. But we are ever mindful of changing local, regional and national priorities and how these could have both a continuing positive or a consequently negative impact on the venue.
- 6.2 The mind-set of the theatre staff is to continue to think creatively and strategically about the service and about our offer to ensure that local people continue to enjoy their Old Town Hall for generations to come.



AGENDA ITEM: 12

SUMMARY

Report for:	Housing and Community Overview & Scrutiny
Date of meeting:	23rd November 2016
PART:	1
If Part II, reason:	

Title of report:	Community Safety Partnership report
Contact:	Cllr Neil Harden, Portfolio Holder for Resident and Regulatory Services Author/Responsible Officer, Dave Moore, Community Safety Coordinator/Julie Still GM Resident Services
Purpose of report:	Monitoring and information
Recommendations	
Corporate objectives:	A clean, safe and enjoyable environment Building strong and vibrant communities Ensuring economic growth and prosperity Delivering an efficient and modern council
Implications:	<u>Financial</u> Within existing budgets
'Value For Money Implications'	<u>Value for Money</u>
Risk Implications	Within existing risk register
Equalities Implications	
Health And Safety Implications	
Consultees:	Hertfordshire Police
Background papers:	

Dacorum Community Safety Partnership

1. Crime & Anti-Social Behaviour Data

- 1.1 Under legislation (Crime & Disorder Act 1998), the Community Safety Partnership (CSP) has a responsibility to bring relevant agencies and bodies

together with the aim of reducing Crime, Disorder, Anti-Social Behaviour and the impact of the misuse of drugs and alcohol upon our communities.

- 1.2 In order to facilitate this, each year, a Strategic Assessment of Crime and Disorder is produced for the Borough and from this strategic priorities are agreed.
- 1.3 Data is provided on a monthly basis which informs the monitoring of the below categories.

All Crime
Residential Burglary
Vehicle Crime
Violent Crime
Criminal Damage
Anti-Social Behaviour
Domestic Abuse

- 1.4 Analysis of this enables comparison to be made with the same time period in the previous year so in the table below the period Quarters 1 & 2 of 2016-2017 is compared with the same period in 2015/16.

Table 1

All Crime	Up	14%
Residential Burglary	Up	22%
Vehicle Crime	Up	12%
Violent Crime	Up	18%
Criminal Damage	Up	10%
Anti-Social Behaviour	Up	26%
Domestic Abuse	Up	26%

- 1.5 This is useful to have but on its own does not give a full context of what is happening. So further analysis which breaks the crimes and incidents down to per 1000 of population enables comparison to be made with the other 9 districts/boroughs in Hertfordshire, so that relative performance can be assessed. This is shown below. Position 1 is best in the county with 10 being the poorest performer.

1.6 Table 2

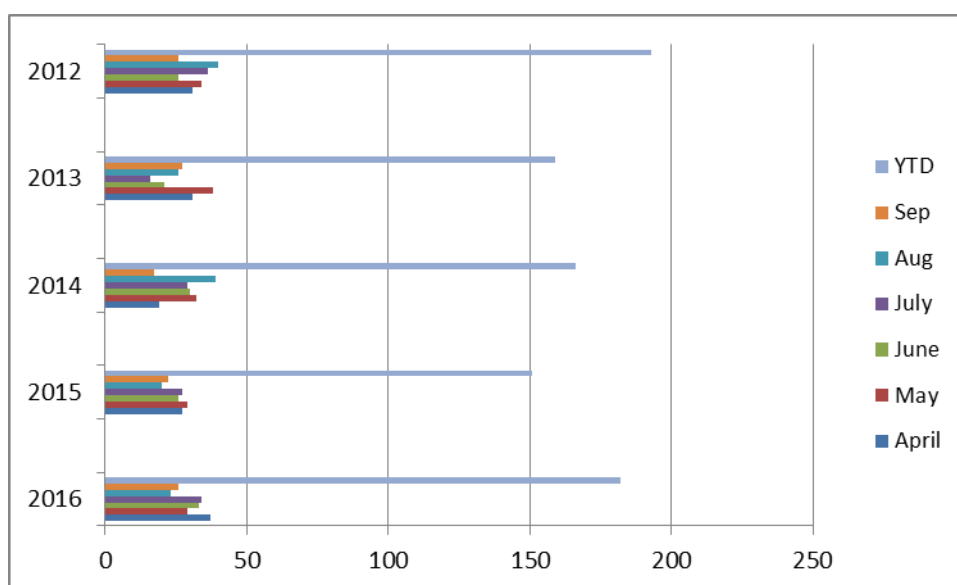
All Crime	5th
Residential Burglary	8th
Vehicle Crime	7th
Violent Crime	5th
Criminal Damage	8th
Anti-Social Behaviour	5th
Domestic Abuse	5th

- 1.7 Where this leads in terms of performance management is to prioritise into which categories targeted activity needs to be directed.
- 1.8 On a basic level then, residential burglary, vehicle crime and criminal damage would appear to be the categories which merit attention as they fall below the 5th position in the county.

- 1.9 However this is based on a dataset of six months comparing one year against the previous year, which in statistical terms is not rigorous.
- 1.10 I have therefore carried out further analysis over the same 6 month period (Qs 1& 2), but now covering the 5 year period 2012-2016.
- 1.11 In statistical analysis if a range of data is + or – 10% outside of the mean (average), then this is considered *statistically significant**. If the data is within that 10% range, then this is considered to be “*expected variation*”
- 1.12 This is illustrated below in a series of charts for residential burglary, vehicle crime and criminal damage.

***Statistically significant** – this means that something external is probably impacting on the figures rather than small changes due to normal expected variation. E.g. the result of an area being targeted by a team of criminals will be likely to push the variation above 10%. Similarly a successful enforcement operation will be likely to reduce the variation to below 10%.

1.13 Chart 1 – Residential Burglary Q1& Q2 2012-2016



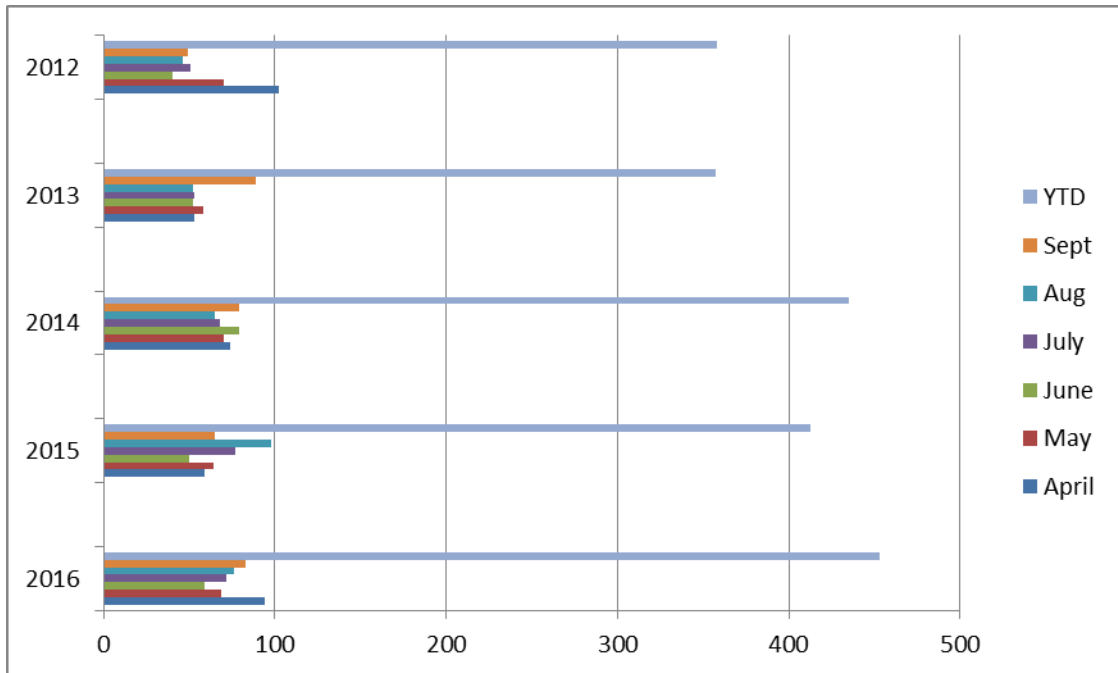
1.14 What does data over a 5 year period tell us?

(YTD = year to date total = Light blue line)

- The average figure (*mean*) for a six month period over the past 5 years is **170 Burglaries** (*an expectation of just under 1 burglary per day*)
- In the current year there have been 182 Burglaries – this is 7% above average
- Whilst concerning that this is a rise above the expected level it is within the 10% deviation that we would expect to see.
- The data is monitored monthly at the Joint Agency Group (JAG) meeting and following analysis of the data appropriate actions are taken by relevant agencies.

1.15 Conclusion – whilst the figure for current Qs 1 & 2 is showing an increase on 2015, it is within expected variation and as such is subject to normal monitoring procedures within the CSP.

1.16 Chart 2 – Vehicle Crime Qs 1 & 2 - 2012-2016



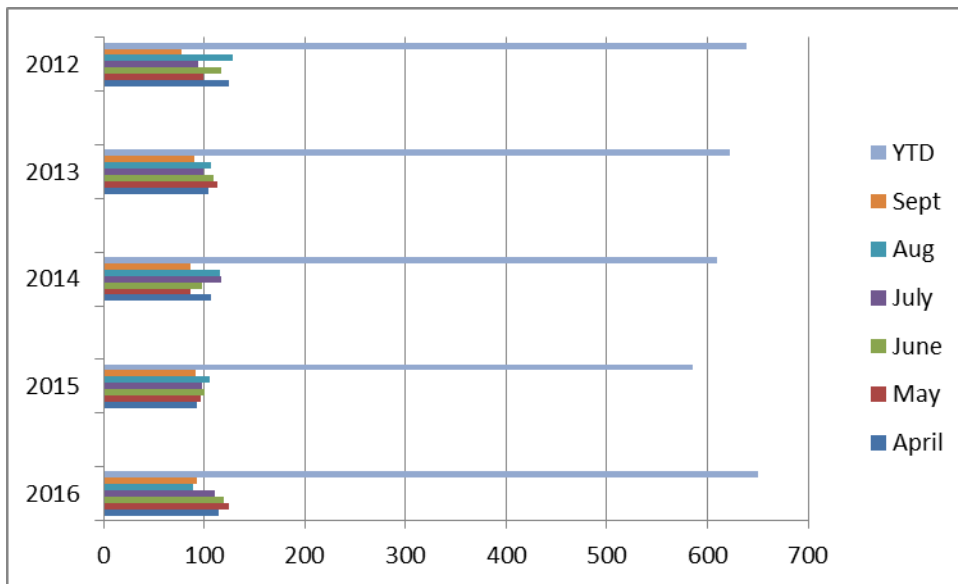
1.17 What does data over a 5 year period tell us?

(YTD = year to date total = Light blue line)

- The average figure (*mean*) for a six month period over the past 5 years is **402** vehicle crimes (*an expectation of just over 2 vehicle crime offences per day*)
- In the current year there have been 453 vehicle crimes – this is 12.7% above average
- This is above the expected 10% variation range so indicates that an external influence is impacting upon our vehicle crime rate. As a result of this, focused discussion on this crime type has taken place within the partnership which has established that parts of the Borough (Berkhamsted, Northchurch and Adeyfield) have been targeted by criminals resulting in this rise. Activity across the partnership ranging from use of deployable CCTV cameras, to altered patrol plans for police resources has taken place and the impact of these interventions will be monitored on a monthly basis.

1.18 Conclusion – Analysis indicates that a significant rise has taken place in this crime type which merits targeted activity by the partnership. Data to be monitored and reported upon at each JAG meeting.

1.19 Chart 3 - Criminal Damage – Qs 1 & 2 – 2012 -2016



1.20 What does data over a 5 year period tell us?

(YTD = year to date total = Light blue line)

- The average figure (*mean*) for a six month period over the past 5 years is **621** vehicle crimes (*an expectation of just over 3 criminal damage offences per day*)
- In the current year there have been 650 vehicle crimes – this is 4.6% above average
- This small rise above the mean is within expected levels of deviation of + or –10% however the placing of Dacorum within the county context indicates that our actual levels of this crime type are currently greater than the majority of the other districts in the county.

1.21 Conclusion – This crime type to continue to be monitored at JAG and appropriate partnership activity and responses to be considered in an effort to reduce the rate and improve the County position of Dacorum.



AGENDA ITEM: 13

SUMMARY

Report for:	Housing and Communities Overview and Scrutiny Committee
Date of meeting:	23rd November 2016
Part:	Part 1
If Part II, reason:	

Title of report:	Council New Build Programme Update
Contact:	Margaret Griffiths, Portfolio Holder for Housing Julia Hedger, Housing Development Group Manager
Purpose of report:	To provide a full update on the Council New Build Programme
Recommendations	1. To note progress of the Council New Build Programme
Corporate Objectives:	Delivering Affordable Housing
Implications:	<u>Financial</u> <u>Value for Money</u>
'Value For Money Implications'	This has been achieved through a successful procurement programme.
Risk Implications	Risk Assessment completed within the New Build Project Initiation Document (PID) and updated on Corvu on a monthly basis. A risk assessment is completed for each site by the Employers Agent and reviewed monthly from the award of the contract.
Equalities Implications	Equality Impact Assessment completed as part of the Development Strategy – Building for the Future.

Health And Safety Implications	Each new build scheme has in place a Principal Designer as required under the Construction Design and Management Regulations. Contractors are required to comply with the Council's H&S policy along with Considerate Constructors requirements.
Consultees:	Mark Gaynor, Director of Housing & Regeneration Elliott Brooks, Assistant Director - Housing Richard Baker, Group Manager, Financial Services Andrew Linden, Team Leader, Commissioning, Procurement & Compliance
Background papers:	HRA Business Plan September 2015
Glossary of acronyms and any other abbreviations used in this report:	

1. Introduction

1.1 Dacorum Borough Council's Development Strategy - New Council Homes 2013-2020 '**Building for the Future**' was approved by Cabinet in December 2013 and sets out the Council's ambitious plans for the Council New Build Programme. The Council completed the first three new build developments in Summer 2015, with a further two developments completed in Summer 2016.

1.2 This report is to provide a full update on the current development programme.

2. Stationers Place, London Road, Apsley

2.1 This is a 31 flat development which will deliver **10x 1 bed & 21x 2 bed new** Council homes for rent.

2.2 The Council received pre-application planning advice for a scheme of 31 units scheme in July 2015. A formal response was received and the architect revised the drawings based on this response. A full planning application was submitted in October 2015, after completing a revised flood risk assessment and a Hydraulic Modelling exercise as requested by the Environment Agency and our specialist consultant.

2.3 Full planning permission was granted in March 2016.



2.4 Procurement process

- 2.4.1 The tender documents for the appointment of the main contractor at Stationers Place were issued in February 2016. As the estimated construction cost was over £4.5m an OJEU compliant tender process was required. Following a review of the options it was decided to use a restricted procedure with separate pre-qualification (PQQ) and Invitation to Tender (ITT) stages.
- 2.4.2 Each invite to tender (ITT) return has been scored in line with the scoring methodology set out in the ITT documentation. The scoring was completed by the Housing Development Team and the Council's Employers Agent (John Lester Partnerships).
- 2.4.3 The form of contract for this appointment will be an amended Joint Contract Tribunal (JCT) 2011 Design and Build Contract, as provided by Eversheds in their capacity as legal advisers for the Council's New Build Programme. A draft copy of this contract was included in the ITT documentation.
- 2.4.4 A Design and Build Contract was selected as the Council are able to establish the financial commitments prior to works commencing, providing that changes are not introduced during the project.

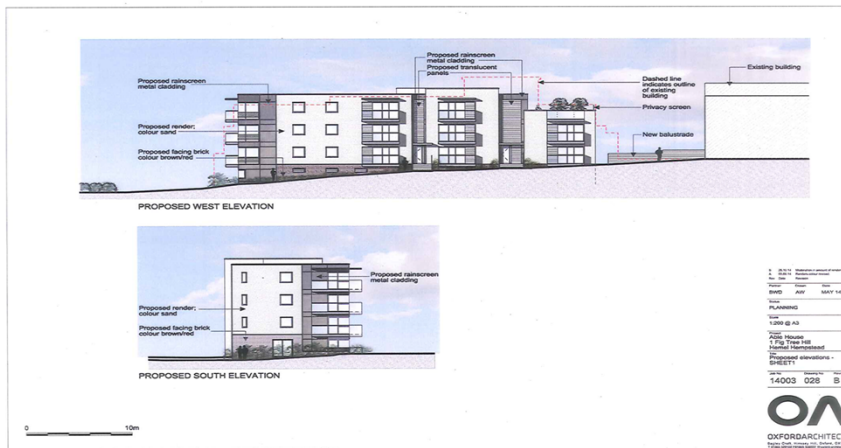
2.5 Tender returns

- 2.5.1 The Council received 2 tender returns. The level of tender returns received indicates that a competitive level of tendering was achieved.

- 2.5.2 A financial assessment was carried out by the Council's Finance Department based on the bidders set of accounts (last 3 financial years) and a credit reference report. The recommended successful bidder passed this financial assessment.
- 2.5.3 The quality assessment related to technical merit and business capability. This assessment equated to 20% of the overall marks available. (10% for technical and 10% for business capability). A summary of all marks awarded by the evaluation team for the pricing, quality and technical assessments is included as an appendix to this report.
- 2.5.4 Following the analysis, subsequent interview and meeting to agree to further contract qualifications on ground conditions and services it is recommended the successful bidder is accepted on the basis of a 48 working week build, with a lead in period of 10 weeks. Full details of the tenders are provided in a part 2 report recommending approval at Cabinet on 29th November.
- 2.5.5 It is also recommended that a provision for a separate contingency of £250,000 is agreed to cover costs associated with any unforeseen ground conditions (i.e. sinkholes or culverts) which are excluded from the successful tender contract.
- 2.5.6 Estimated Timescales:
- Start on site – February 2017
 - Practical completion estimated – March 2018

3. Able House, Figtree Hill, Hemel Hempstead

- 3.1 The Council received planning permission to develop 14 new homes at Able House, Figtree Hill in June 2015. This involved the demolition of the former office block and is on a site in the heart of the Old Town. The development includes 11x 1 bed flats and 3x 2 bed flats.
- 3.2 In November 2015 Cabinet approved the award of the building contract to the successful bidder Taylor French. The first site meeting was held in January 2016, with a start on site achieved in March 2016.
- 3.3 The construction is well underway with no major issues to date. Estimated completion date is March 2017.



Indicative drawings and photo of Able House, Figtree Hill, Hemel Hempstead under construction.



4. Wood House, Maylands Avenue, Hemel Hempstead.

- 4.1 Situated in the Heart of Maylands this project forms an important part of the regeneration of the overall area. This is the largest project to date in the new build programme and comprises a 79 unit development, 42 x1 bedroom flats, 37x 2 bedroom flats. The Council appointed RG&P as architects in February 2015. The architects submitted a scheme to planning in September 2015, with planning permission granted in March 2016. The development will provide 79 units, 40 shared ownership and 39 social rented.
- 4.2 At the Cabinet meeting in November 2015 it was agreed the ground floor units of the development would be used for an extension of the Maylands Business Centre and provide office space for new businesses.

4.3



4.4 Procurement process

- 4.4.1 The tender documents for the appointment of the main contractor at Wood House were issued in January 2016. As the estimated construction cost was over £10m an OJEU compliant tender process was required. Following a review of the options it was decided to use a restricted procedure with separate pre-qualification (PQQ) and Invitation to Tender (ITT) stages.
- 4.4.2 Each invite to tender (ITT) return has been scored in line with the scoring methodology set out in the ITT documentation. The scoring was completed by the Housing Development Team and the Council's Employers Agent (John Lester Partnerships).
- 4.4.3 The form of contract for this appointment will be an amended Joint Contract Tribunal (JCT) 2011 Design and Build Contract, as provided by Eversheds in their capacity as legal advisers for the Council's New Build Programme. A draft copy of this contract was included in the ITT documentation.
- 4.4.4 A Design and Build Contract was selected as the Council are able to establish the financial commitments prior to works commencing, providing that changes are not introduced during the project.

4.5 Tender returns

- 4.5.1 The Council received 3 tender returns. The level of tender returns received indicated that a competitive level of tendering was achieved.
- 4.5.2 A financial assessment was carried out by the Council's Finance Department based on the bidders set of accounts (last 3 financial years) and a credit reference report. The recommended successful bidder passed this financial assessment.

- 4.5.3 The quality assessment related to technical merit and business capability. This assessment equated to 20% of the overall marks available. (10% for technical and 10% for business capability). A summary of all marks awarded by the evaluation team for the pricing, quality and technical assessments is included as an appendix to this report.
- 4.5.4 Following the analysis, subsequent interviews and meetings to agree to further contract qualifications on ground conditions and services it is recommended and agreed by Cabinet in August 2016 that **Jarvis Contracting Ltd** was awarded the build contract on the basis of a 75 working week build, with a lead in period of 8 weeks.
- 4.5.5 Estimated Timescales:
- Start on site – November 2016
 - Estimated Practical completion – Spring/Summer 2018

5.0 Swing Gate Lane

This development will deliver 12 new Council homes - 6X1 bedroom flats, 3X2 bedroom flats and 2X2 bedroom houses and 1x 1bed house.



- 5.1 Planning permission for an 11 unit development was granted in June 2015. The Council purchased the site from a private developer in May 2016.



5.2 The Council are currently reviewing the planning permission and are likely to seek an adjustment to the current plans and submit a change to the existing units on the site. It is proposed the scheme will be 6 x one-bed flats, 3 x two-bed flats (all new builds, built to the current planning permission) with conversion of the current properties on site to 2 x two-bed houses and 1x 1bed house.

5.3 The Council is currently out to tender for the building contractor for this scheme. The tender closes on 16th November. They will be reviewed during December with a recommendation to award a contract presented to Cabinet in January 2017.

5.4 Estimated Timescales –

- Recommend the award of the build contract at January 2017 Cabinet
- Start on site summer 2017
- Completion summer 2018

6.0 Martindale School, Boxted Road, Hemel Hempstead, HP1 2QS

6.1 The Council purchased the site from Hertfordshire County Council in May 2015. The scheme had already received outline planning permission for 43 units in February 2015. The Council appointed PCKO as architects in October 2015. PCKO are further developing the scheme designs to potentially increase the number of units to be provided on the site.

6.2 Martindale School had not been occupied for several years and the building was in poor condition. In order to mitigate health and safety issues the Council needed to demolish the existing buildings. The Council appointed DSR as the demolition contractor in October 2015. Demolition works started on site in October and were completed before Christmas 2015.

6.3 The Council tendered for an Employers Agent for this scheme in Autumn 2015. Three were invited to interview with the contract being awarded to Welling Partnership.

6.4 The planning application is about to be submitted for consideration and comprises of 65 new homes;

33 proposed for outright sale – 17x 2 bed houses and 16x 3 bed houses
32 new Council homes for social rent – 19 flats (14x 1 beds & 5x 2beds)
plus 5x 3 bed houses and 8x 2 bed houses.

6.5 Further work is required to the HRA business plan to understand the impact of the proposed changes to numbers and the tenures. Further information will be brought to Cabinet at a later date on these proposals for discussion and decisions.



Current estimated timescales:

- Start on site – April 2018
- Practical completion – December 2019

7.0 New Build Schemes which have been completed to date

7.1 St Peters Court, The Nokes, Hemel Hemstead



9x 2 bed flats for rent were completed in May 2015. Tenants moved in within a week of the building being completed. The twelve month defect period has been completed in the summer of 2016 with no issues with the building identified. The external parking area which is paved does need to be relayed and this work will be completed shortly by the original contractor as a defect.

Tenants are receiving reduced bills due to the nature of the pasivhaus building. A full report will be available after 2 years of being tenanted which will provide the Council with up to date efficiency savings information. This report will be brought to Cabinet in due course for information.

7.2 Farm Place, Berkhamsted.



26 new Council Homes were completed in June 2015. Tenants moved in within a week of the building being completed. The twelve month defect period has been completed during this summer with very minor issues identified; with almost all of these completed to date. There are 2 trees in the court yard waiting for replacement and the development sign board at the front of the development needs to be removed. The final retention payment has not yet been paid to the contractor Hill Partnerships, and will not be paid until all the defects work has been completed. If the work is not completed within the next 3 months the retention payment is withheld and used to fund the outstanding defect work.

7.3 The Elms Homeless Hostel





The Elms is a 41 bed homeless hostel for predominantly single people either with or without a defined priority need (under the homelessness legislation) with a local connection to the Dacorum area. There is also the facility for emergency crash pad to allow any street homeless to have a bed for the night as part of the governments “no second night out” initiative. A local connection is not required for the crash pad; however DENS are successful with assisting applicants without a local connection to the area.

The 41 bedrooms all have en-suite bathroom and there are communal lounge and games area. There is a large kitchen which provided breakfast and a hot evening meal to the residents. There is a very succesful allotment garden at the rear of the building.

DENS were appointed as the managers of the building following a successful tender process. DENS provide regular performance information to the Startegic Housing Team as part of their contract requirements. The Elms has been more than 95% occupied since it opened and has been a very helpful resource to the local community.

7.4 Aspen Court, London Road, Apsley



London Road, Apsley

This development provided 36 new Council homes and 2 retail units. There are 9x 1 bedroom flats, 24x 2 bedroom flats.

The scheme had experienced delays due to an electricity substation and live cables on the site. The old substation was decommissioned and the new substation constructed. The ground works started on site in January 2015 and was completed in July 2016.

There were some additional delays at the end of the contract with problems with the boilers which were installed and delays with the s278 highways work. The boilers were replaced before handover of the building with them all being fully checked by the Councils contractor – Sunrealm. The s278 works are still to be completed but are estimated for completion in January 2017. This includes the removal of the concrete blocks in Sealy Way and the closure of Storey Street to through traffic.

The Housing management team will be installing bollards and a barrier to the car parking area in early 2017 to stop traffic using the car park as a cut through in the area and to enable only residents to use the car park.

Residents moved in over a 2 week period at the end of July. Feedback to date on the size and quality of the flats has been positive from residents.

The defects period for the internal buildings will end in July 2017, although the external areas (which include the s278 works) will continue to January 2018.

7.5 Elizabeth Court, Queen Street, Tring



Elizabeth Court, Queen Street, Tring

This development provided 5 new Council homes for rent; 1x3 bedroom house, 4x2 bedroom flats.

Planning permission was obtained in February 2015 for the development of five units. The procurement process to appoint the main contractor began in late 2014, however due to a lack of response to the first tender issued, the tender documents were re-issued in February 2015. The tender returns were assessed with Modplan awarded the contract in June 2015.

Work began on site in September 2015; there were some initial issues with the ground conditions and the site was decontaminated. Once the foundations began there were no major issues with the build.

Work completed in September 2016, with residents moving in within one week of completion. Feedback again from residents has been very positive with regard to design and quality of the homes.

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>Quarter 4 Performance Reports (& Quarter 4 Operational Risk Reports)</p> <p>Housing</p> <p>Resident Services</p> <p>Budget Monitoring Financial Report</p> <p>Housing Acquisitions Policy</p> <p>Housing & Planning Bill Update –Implications for Dacorum Borough Council Housing Department</p>	<p><i>(PH – M Griffiths, J Marshall, N Harden)</i></p> <p>E Brooks, Assistant Director, Housing</p> <p>J Still, Group Manager, Resident Services</p> <p>R Baker, Group Manager, Finance</p> <p>Fiona Williamson</p> <p>Andy Vincent / Lindsey Walsh</p>	
20 July 2016	6 July 2016	<p>Housing Rents & Other Charges Policy</p> <p>Community Alarm Update</p>	<p>Andy Vincent / Katie Keily</p> <p>Andy Vincent</p>	<p>Ext: KK -2431 Katie.Kiely@dacorum.gov.uk</p> <p>Ext: AV -2149 Andy.vincent@dacorum.gov.uk</p>

Meeting Date:	Report Deadline	Items:	Contact details:	Contact Details
		End of year contract review (Osborne & Sun Realm) Housing Asset Management Strategy Tenant Involvement Strategy	Fiona Williamson Simon Smith / Fiona Williamson Andy Vincent	EXT: FW - 2855 Fiona.williamson@dacorum.gov.uk Moved from June Ext: AV 2149 Andy.vincent@dacorum.gov.uk
22 Sept 2016	7 Sept 2016	Quarter 1 Performance Report (& Q1 Operational Risk Reports) Housing Resident Services Q1 Budget Monitoring Financial Report Pay to Stay De-pooling	<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 Andy Vincent Andy Vincent	Ext: NB -2840 Ext: EB -2615 Elliott.Brooks@dacorum.gov.uk Ext: JS – 2453 Julie.Still@dacorum.gov.uk Ext: RB – 2162 Richard.Baker@dacorum.gov.uk

Meeting Date:	Report Deadline	Items:	Contact details:	Contact Details
12 October 2016	28 September 2016	Homelessness Strategy Review DENS Performance	Natasha Brathwaite Natasha Brathwaite	Ext: NB – 2840 Natasha.Brathwaite@dacorum.gov.uk
23 November 2016	9 November 2016 Item no: 6 7 8 9 10 11	Quarter 2 Performance Report (& Q2 Operational Risk Reports) Q2 Budget Monitoring Financial Report Housing Resident Services Youth connexions Park Byelaws report Old Town Hall update 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 Karen Haswell David Austin Barbara L Robert Cassidy	Ext: EB – 2615 Elliott.Brooks@dacorum.gov.uk JS – 2453 Julie.Still@dacorum.gov.uk RB – 2162 Richard.Baker@dacorum.gov.uk JS – 2453 Julie.Still@dacorum.gov.uk

Meeting Date:	Report Deadline	Items:	Contact details:	Contact Details
	12	Community Safety Partnership report	Julie Still	
	13	New Build update	Julia Hedger	
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 James.Deane@dacorum.gov.uk
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 James.Deane@dacorum.gov.uk
15 March 2017	1 March 2017	Quarter 3 Performance Report (& Q3 Operational Risk Reports) Housing	(PH – M Griffiths, N Tiley, N Harden) E Brooks, Assistant Director,	EB – 2615 Elliott.Brooks@dacorum.gov.uk

Meeting Date:	Report Deadline	Items:	Contact details:	Contact Details
		Resident Services Q3 Budget Monitoring Financial Report	Housing J Still, Group Manager, Resident Services R Baker, Group Manager, Finance	JS – 2453 Julie.Still@dacorum.gov.uk Richard.Baker@dacorum.gov.uk RB - 2162
12 April 2017	29 March 2017	Allocations policy (consultation)	<i>Natasha Brathwaite</i>	Ext: NB – 2840 Natasha.Brathwaite@dacorum.gov.uk

Items to be scheduled: Dates to be confirmed

Resident Involvement Strategy
Older Persons Housing Strategy
Temporary Accommodation Strategy

Homelessness Strategy progress to OSC for **June 2017 and December 2017** (Natasha Brathwaite)

Allocations policy report to OSC for **June 2017** (Natasha Brathwaite)

DENS performance report **September 2017** (Natasha Brathwaite)