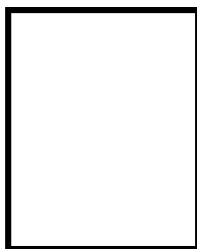
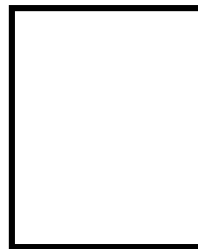
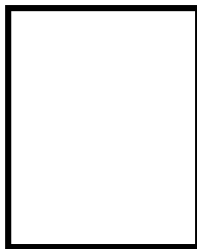
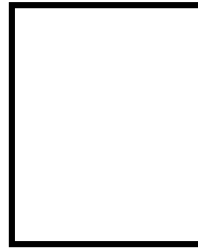
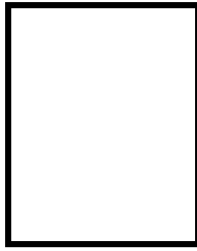


APPENDIX 3



Housing

Service Plan Summary

Period of the Plan - 2017/18	
Services:	

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	<ul style="list-style-type: none">• Tenants and Leaseholders• Strategic Housing• Property and Place• Housing Development
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The Housing Service Plan summary sets out the high level service objectives for each group within housing. It also includes workforce development planning and a commitment to service improvement in key areas.

List of Operational Risks for the Housing Service

- Risk 1: Failure to closely monitor operational and financial factors affecting the HRA business plan
- Risk 2: Failure to closely monitor operational and financial factors relating to the delivery of the Councils Homelessness Service
- Risk 3: Failure of the Total Asset Management contract to deliver the strategic objectives
- Risk 4: Failure to meet statutory Health and Safety and Compliance requirements
- Risk 5: Failure to meet statutory safeguarding requirements for children and adults at risk within the Housing Service
- Risk 6: Failure to deliver the council's New Build Programme

APPENDIX 3

Section 5: Putting Service Objectives into Action (GM Level)

Group Manager: Layna Warden

Service: Tenants and Leaseholders

Service Objective:				
<ul style="list-style-type: none"> Develop the service's approach to support planning, particularly for adults at risk 				
End of 4th Quarter Update				
<p>Aspects of this approach have been introduced and officers feel more confident on their ability to identify and respond to vulnerabilities and safeguarding concerns. We have been very disappointed with the Genesis IT system which should have supported this objective. As a result notice has been served on the supplier, therefore this objective will be carried forward as an alternative solution will need to be identified to support this objective.</p>				
Key Actions to Deliver	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?
Develop and embed a revised approach to supporting adults at risk with specific focus on those living in Supported Housing	October 2017	Supported Housing Team Leader		<p>Clearer expectations and guidance for officers on how to identify and respond to safeguarding concerns with aim to reduce any risk to tenants we are responsible for</p> <p>A consistent approach to fulfilling statutory responsibilities for adults at risk</p>
Utilize in-house systems to embed support planning as the default approach to sustaining tenancies	March 2018	Supported Housing Team Leader and Tenancy Sustainment Team Leader		<p>The service will be able to measure and demonstrate the effectiveness of support we are providing to tenants and the areas needing improvement in order to maximise impact and improve tenants' ability to sustain their tenancies</p>

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Identify target groups and explore methods for promoting the benefits of the Lifeline service offered by Housing	March 2018	Supported Housing Team Leader and Development Officer Supported Housing	Income generated outlined in budget proposal	The service will increase the uptake of Lifeline customers by at least 500 users. This will help to protect adults at risk and generate income for the HRA
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Service Objectives:

- Embed a preventative approach through financial inclusion that maximises income of both the tenants, the Housing Service and other council departments

End of 4th Quarter Update

Rent arrears were 3.37% at the end of the 4th Quarter which is well under target and a great achievement considering the introduction of some Universal Credit cases and the increasing vulnerabilities within our tenant population. While we have been unable to get a partnership with the Credit Union due to the high charges for opening accounts, we are still looking into alternative options. We have increased the number of council tenants who pay by direct debits and are currently running a campaign with other council departments.

Key Actions to Deliver	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?
Offer advice and information on budgeting and financial inclusion to tenants in arrears	July 2017	Income Team Leader		Tenants will be less likely to have high level rent arrears because of early intervention
Ensure that tenants are able to access the best methods to pay their rent and other charges to the council (e.g. Council Tax) helping them to avoid debt and maximise income	October 2017	Income Team Leader	Savings outlined in budget proposal	Tenants will have a better understanding of payment options and importance of paying their rent on time Our target is to increase the number of tenants paying by Direct Debit by at least 10%
Establish a working partnership with the local Credit Union	March 2018	Income Team Leader and Tenancy		Tenants will have improved access to credit, lending and savings

APPENDIX 3

		Sustainment Team Leader		
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Service Objectives:

- Develop a Sustainable Tenancies Strategy to replace the Vulnerable Persons Strategy

End of 4th Quarter Update

The number of evictions has again decreased this year. Additionally, 96% of cases closed after working with the Tenancy Sustainment team were still sustaining their tenancy 6 months later. This meant that 76 tenants who were at risk of eviction were able to effectively manage their tenancies without need for legal action saving the Housing Services approximately £266,000 (Based on each eviction costing the council £3500).

The new Sustainable Tenancy Strategy has been completed and will be going to Housing and Regeneration OSC for approval in June

Key Actions to Deliver	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?
Explore and embed opportunities to improve the start of tenancies	October 2017	Tenancy Sustainment Team Leader and Policy and Participation Team Leader		Increased information sharing between Strategic Housing and Tenants and Leaseholders to inform the support required by tenants at an earlier stage Increased ability of vulnerable tenants to successfully start and sustain a tenancy
Coordinate a partnership approach to tackling high risk cases e.g. hoarding	March 2018	Tenancy Team Leader		A more effective use of resources to tackle cases that result in risk to the tenant and/or property Increased ability of vulnerable tenants to sustain a tenancy
Develop a Sustainable Tenancies Strategy	March 2018	Tenancy Sustainment Team Leader and Policy and		A clear commitment across the service that sets out how the

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		Participation Team Leader		service will work to support tenants to sustain a tenancy
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Service Objectives:

- Develop a gardening service aimed at supporting vulnerable and elderly residents

End of 4th Quarter Update

A report was presented to HSMT which identified that this type of scheme would not provide value for money and therefore it was agreed this would not be taken forward. Alternative options have been explored to support tenants with use of the community and voluntary sector.

Key Actions to Deliver	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?
Explore feasible options for the delivery of a gardening scheme to support vulnerable and elderly tenants	October 2017	Tenancy Team Leader		Housing management can make an informed decision on the best option for delivering this service
Develop and launch the gardening service	March 2018	Tenancy Team Leader		A gardening service aimed at vulnerable and elderly tenants will allow them to fulfil all requirements set out within their tenancy agreements around maintaining their home and outside areas and not causing nuisance to their neighbours

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Service Objectives:

- Effectively manage garages to maximise income and improve residents access to information

End of 4th Quarter Update

Staff resources throughout Q3 and 4 has meant we have had no dedicated resource to manage this however by effectively reducing the spending on repairs and minor works we successfully met the MTFS savings put forward.

We have finally received confirmation of the garage module from Civica and this will be tested in July 2018 by the new Garage Management Officer to allow us to effectively let and market available garages from then onwards.

Over 250 sites have recently been vacated for disposal which impacts the ability to get a valid figure for vacant garages but work is now under going to more effectively monitor the number or voids and sites that should be considered for refurbishment.

Key Actions to Deliver	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?
Manage the upload of garage information to Civica	March 2018	Tenancy Team Leader		Residents will be able to access information and apply for garages online
Reduce the number of vacant garages to 1000 and embed an effective approach to charging	March 2018	Tenancy Team Leader and Income Team Leader	Income generated outlined in budget proposal	A reduction in the number of vacant garages will generate income when combined with an effective approach to income collection

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Service Objectives:				
<ul style="list-style-type: none"> Effectively manage the transition of payments for water from the Housing Service to the Water Companies 				
End of 4th Quarter Update				
<p>The formal consultation was completed and notice given to both water companies. Events in a number of neighbourhoods received very positive feedback with attendance from a number of teams from both DBC and the Water companies. Overall the transition has been very successful and we are aware a number our tenants are now receiving a reduced tariff due to the direct relationship with the water companies. We are now in the process of keeping on top of anyone still paying us and any static arrears for those in receipt of full Housing Benefit.</p>				
Key Actions to Deliver	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?
Ensure tenants are effectively informed of and consulted about the changes to the way that they pay for water	March 2018	Group Manager Tenants and Leaseholders and Income Team Leader		<p>The housing service will no longer collect water rates on behalf of the water companies, meaning that tenants will pay the water company directly from 1 April 2018</p> <p>Tenants will be aware of their options for paying for water</p>
Liaise with the water companies to ensure they receive notice and manage the change in a way that minimises the impact to our tenants	March 2018	Group Manager Tenants and Leaseholders and Income Team Leader		<p>The housing service will no longer collect water rates on behalf of the water companies meaning tenants will pay the water company directly</p>

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Group Manager: Natasha Brathwaite

Service: Strategic Housing

Service Objective:				
<ul style="list-style-type: none"> Implement the Tenant Involvement Strategy and recommendations from Tpas 				
End of 4th Quarter Update				
<p>A number of training and skills sessions have been undertaken in line with Tenant Academy. A project group has been set up with Housing staff and the College to look at how education sessions can be extended with the support of education funding, this is an action linked to the Dacorum Strategic Network meeting. A number of involvement activities have been undertaken in Q4, which includes the highly successful sports day at William Crook House. The new scrutiny panel is in place and have agreed their areas of priority for 2018/19.</p>				
Key Actions to Deliver	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?
Develop a new approach to Tenant-led scrutiny	September 2017	Policy and Participation Team Leader		Areas for improvement within the housing service will be identified by tenants helping us to improve the service effectively
Deliver and manage a Tenant Academy that includes a wide range of training opportunities aimed at improving tenants' lives	September 2017	Policy and Participation Team Leader		Tenants will learn life skills and gain experience, which will prepare them for employment, education, training or volunteering

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Service Objectives:

- Facilitate the service's transition to ISO 9001:15 standards and embed the internal audit process

End of 4th Quarter Update

- Successful transition to ISO9001, ongoing monitoring in relation to compliance is in place. The new Improvement & Engagement Policy, which replaces the ISO 9001 quality management policy and sets out our approach to service improvement. HSMT have discussed and agreed the work stream review programme for 18/19. The service is currently finalising preparations for the annual audit review.

Key Actions to Deliver	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?
Facilitate the service's transition to ISO9001:15 standards	May 2017	Policy and Participation Team Leader		Up-to-date quality service objectives that comply with the requirements set out by the ISO9001:15 standards
Embed an internal audit programme within the service, including a robust approach to monitoring non-conformities	Ongoing	Policy and Participation Team Leader		Centralised monitoring for all recommendations and/or non-conformities identified as a result of all internal and external audits

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Service Objective:				
<ul style="list-style-type: none"> • Deliver a full review of the Allocations Policy 				
End of 4th Quarter Update				
<p>The final Allocations Policy has been implemented with effect from 3 April 2018, in-depth communications were undertaken using social media/website/email and written format all applicants have been notified of the impact the new policy has on their housing situation. The Civica Abritas system upgrade has now been completed and is working effectively in place. The service has now commenced preparation on development of Part II of the Strategic Tenancy Policy and an overall review of village allocations and analysis of the key data streams linked to the policy.</p>				
Key Actions to Deliver	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?
Consultation with staff, applicants and Members to identify potential issues and/or the impact of proposed changes	May 2017	Group Manager Strategic Housing and Strategic Housing Team Leader Policy and Participation Team Leader		A clearer understanding of the impact of the proposed changes to other areas within the service and corporately, as well as to applicants
Produce a full draft of the Allocations policy including considerations for key legislative changes	June 2017	Group Manager Strategic Housing and Strategic Housing Team Leader and Policy and Participation Team Leader		Better use of our housing stock and a clearer understanding for staff and applicants of ensuring affordable housing is used for those most in need
Review tenancy agreements	September 2017	Group Manager Strategic Housing and Tenancy Team Leader		The tenancy agreements will align with changes made to the Allocations Policy and the service will prepare for further implications from the introduction of the New English Secure tenancy

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Service Objective:

- Achieve a Gold standard homelessness service set out by the NPSS Continuous Improvement Programme

End of 4th Quarter Update

The service has been successful in achieving Gold Standard award in line with the NPSS programme in Q4. All tenants and landlords with properties under the scheme known as Help to Rent have been notified of the council's decision to end the support for the HTR scheme and to focus energies on enforcement priorities. Transfer of the PRS functionality to the Strategic Housing service was completed within Q4 and finalisation of recruitment to all new posts was completed. The service commenced the implementation of the HRA 2017 in April 2018 and all applicants experiencing housing difficulty now follow the HRA pathway when approaching the local authority for assistance.

Key Actions to Deliver	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?
Develop a Homelessness Toolkit	June 2017	Strategic Housing Team Leader and Policy and Participation Team Leader		All staff, in particular new starters, will have a clear understanding of all processes and the wider service offered by the homelessness prevention service, leading to a more efficient and effective way of working
Monitor the performance of the homelessness service and partners against the commitments outlined in the Homelessness Strategy	Ongoing	Group Manager Strategic Housing		Robust understanding for all stakeholders (including elected Members) on the service's progress against delivering the commitments set out in the Homelessness Strategy and identifying opportunities for improvements or changes in the service
Submit all ten NPSS local challenges including the silver award by June 2017	October 2017	Group Manager Strategic Housing and Strategic Housing Team Leaders		Evidence that the homelessness service meets a high standard set by professionals as a result of the service having to develop ten key areas. Also an opportunity to promote the service and its reputation amongst our peers

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Review of Help to Rent scheme	September 2017	Strategic Housing Team Leader and Lead Officer Private Sector Housing		Landlords will have an improved support package. We will be facilitating provision of a viable alternative housing option by offering opportunities for residents to access the private rented sector. Improved relationships with stakeholders to improve the quality of private rented housing.
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Service Objective:

- Review The Elms Contract and ensure that performance is in line with all service requirements

End of 4th Quarter Update

Monitoring of the KPI's is robust and any poor performance is proactively challenged, positive working relationships and strong communication have been the key to success of the contract to date. Amendments to the contract have been completed in Q4 and the contract has been updated to reflect GDPR. An audit programme for 2018/19 has been developed and the findings from the audit will feed into the annual contract review and options appraisal. Property and Place have assigned a Surveyor to the building, who is undertaking regular inspections of the building to ensure that it is maintained to a high standard, to determine ongoing cost of maintaining the site and to assess the future costs of maintaining the building to support the future tender process. The GM has engaged with the CEO of DENS to gain a monetary contribution for FRA works that have been identified and the service has requested full accounts to determine if there are any monies due to the authority in line with the contract.

Key Actions to Deliver	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?
Undertake a review of The Elms contract	October 2017	Strategic Housing Group Manager		The contract will align more effectively with current needs and ensure more robust contract management
Review year two against current KPI's and contract requirements	September 2017	Group Manager Strategic Housing		Continue to challenge any underperformance against expected indicators so that those accessing The Elms have a guaranteed level of service

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Service Objective:

- Coordinate the council's involvement in the Syrian Vulnerable Persons Resettlement Programme

End of 4th Quarter Update

The service is now into the third year of the programme and has resettled its 5th and 6th household in Q4. Budget provision is being well managed and we have been successful in a bid for additional ESOL funding of £4320, this will enable us to deliver a much more robust programme to support our families' development. Each of the families are actively working with our support staff and within the community, additionally some of the younger members of the households are also involved in Youth Tenant Involvement activity and are making a valued and positive contribution.

Key Actions to Deliver	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?
Ongoing monitoring of arrivals and submission of evaluation information	Ongoing	Group Manager of Strategic Housing		Evidence of successful resettlements being fed back to central government highlighting our delivery of value for money
Secure and furnish properties for two additional households' arrivals and ensure correct support is in place	Ongoing	Strategic Housing Team Leader/Tenancy Sustainment Team Leader		Four households will successfully resettle in the borough and have access to any support required to meet their needs

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Service Objective:				
<ul style="list-style-type: none"> Deliver a full review of the Empty Homes work stream 				
End of 4th Quarter Update				
<p>Q4 saw an audit of this work stream, with some minor areas identified and completion of actions are in progress. Whilst there has been much improvement in the development of processes in this area of work, there is still further improvements to be undertaken, this is specifically in relation to the processes and involvement from different teams/contractors to identify the opportunity to reduce the void turnaround, which has deteriorated in the last period.</p>				
Key Actions to Deliver	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?
Full implementation of digital sign-up programme	Ongoing	Group Manager Strategic Housing		New tenancy sign-ups are completed digitally, supporting the service's channel shift initiative. This links with corporate plans to utilise customer portals
Review of Empty Homes work stream	Ongoing	Strategic Housing Team Leader and Policy and Participation Team Leader		Clear procedures will mean improved communications and seamless liaison between all teams involved in managing the empty homes process

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Group Manager: Fiona Williamson

Service: Property and Place

Service Objective:

- Explore opportunities to generate income through the review of leases of flats

End of 2nd Quarter Update

Detailed analysis of the volume of leases that are at, or below, 80 years has been completed. Due to low a number below 60 years the cost benefit would be marginal at this time, however this will be subject to ongoing 5 yearly reviews.

End of 4th Quarter Update

Meeting held with solicitors and commercial surveying practice to establish costs associated with the lease extensions and disposal of the freehold interests, which will be used to determine the overall financial viability

Key Actions to Deliver	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?
Review current leases and time left to identify leaseholders eligible for extensions	September 2017	Assets and Business Improvement Team Leader		A understanding of potential income generation opportunities through the extension of leases
Agree the approach to communicate opportunities to leaseholders	October 2017	Assets and Business Improvement Team Leader		Leaseholders will be more informed of opportunities and/or issues regarding their leases

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Service Objective:

- Implement recommendations following 2016/17 Housing Cleaning Service Review

End of 2nd Quarter Update

The Housing Cleaning Service Options appraisal was commenced, but suspended due to an existing clause within the Interserve Contract whereby any alternative provision would be included within scope of their service offering. Therefore, the only options available were to retain within the service or outsource to Interserve.

In the interim improvements to how the service is delivered have been implemented with the appointment of an additional supervisor.

End of 3rd Quarter Update

Ongoing work has been undertaken to identify an alternative delivery model whereby efficiencies can be achieved to offset the requirement to clean the additional blocks that are being delivered through the new build programme. These will be rolled out in Q4 and Q1 of the next financial year.

End of 4th Quarter Update

One of the cleaning supervisor posts has been transferred to support the compliance work-strands to improve the technical support in this critical area of work. The remaining supervisors will continue to directly manage the crew bus teams and mobile cleaners.

Key Actions to Deliver	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?
Embed recommendations identified through the Housing Cleaning Service review	December 2017	Assets and Business Improvement Team Leader		An improved customer experience and high standard cleaning service that is resilient to staff absence and turnover

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Service Objective:

- Continued effective monitoring of the Total Asset Management Contract

End of 2nd Quarter Update

In addition to the regular operational and performance review meetings, workshops have been set up with the Partnering Advisor's FFT, to deliver improvements and identify further efficiency gains that could be derived from the Partnership.

Some of the KPI targets have been increased and are subject to a review meeting to ensure they accurately represent the performance especially in responsive repairs and empty homes, where a weighting needs to be agreed to reflect the volumes of work.

The scope of the Open Book audits has been extended to include site based overheads to ensure that these are at a level that is reflective of the volumes and value of work delivered.

End of 3rd Quarter Update

Tenant inspectors have reviewed the performance in two key areas of the contract delivery, Empty Homes and Repairs. A number of recommendations for improvements to the service have been made and reviewed by the Tenant and Leaseholder Committee.

The KPI data will be subject to some forensic scrutiny in the final quarter of the year to ensure the methodology for collection and reporting is robust.

End of 4th Quarter Update

Work was undertaken to agree the KPI's and set enhanced targets and greater transparency around empty homes performance and aids and adaptations.

Key Actions to Deliver	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?
Continue to monitor performance in line with contract requirements, KSIs and KPIs	Ongoing	Group Manager Property and Place		All strategic objectives set out within the Total Asset Management contract are met
Ensure the services delivered offer value for money and mitigate risk	Ongoing	Group Manager Property and Place		The Total Asset Management contract continues to provide good quality and value for money services that are compliant with all relevant legislation

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Service Objective:

- Conclude the development of supporting Health and Safety and Compliance documentation

End of 2nd Quarter Update

The Corporate Health and Safety project is running concurrently to develop revised documentation.

The Asbestos Management Plan is at final draft stage for approval and adoption.

A Team Leader for Compliance has been appointed to manage and oversee the compliance team and ensure, consultants, Partners and Contractors are fully appraised of any changes to policies or procedures.

End of 3rd Quarter Update

The Asbestos Management Plan has been concluded and presented to the Health and Safety Committee and Corporate Management Team for approval. The Plan will be rolled out in Q4 and a training and communications plan implemented to ensure all staff are appropriately trained and aware of the implications and responsibilities of the Council in this regard.

The Legionella Management Plan has been drafted and awaiting approval

The asbestos and Fire Risk assessment data has been converted into a format so that it can be filtered and the priority areas for investment identified.

End of 4th Quarter Update

Asbestos management Plan, Legionella Management Plan approved at the Health and Safety Committee and CMT – for approval by Cabinet.

Training provided to supported housing staff and cleaners to improve asbestos and legionella risk awareness

Key Actions to Deliver	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?
Finalise the redevelopment of Health and Safety and Compliance documentation	Ongoing	Group Manager Property and Place		A consistent approach to addressing any health and safety and compliance requirements across the Housing Service, corporately and by contractors
Ensure all Health and Safety and Compliance requirements set out in	Ongoing	Group Manager Property and Place		A consistent approach to mitigating any health and safety and compliance requirements

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supporting documentation are embedding within the housing service and contractors				across the Housing Service, corporately and contractors
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APPENDIX 3

Group Manager: David Barrett

Service: Housing Development

Service Objective:				
• Development of Temporary Accommodation on General Fund garage sites				
End of 4th Quarter Update				
A revised planning application was submitted and approved after a public consultation with local residents. We have commenced preparation of the specification and are now out to tender to obtain a suitable Contractor.				
Key Actions to Deliver	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?
Using two garage sites to develop more Temporary Accommodation	On-going	Group Manager Housing Development/Lead Officer New Build Development	Rental income generated for the General Fund	12 new Temporary Accommodation units leading to a further reduction in the use of expensive temporary accommodation options and increased opportunities for homelessness prevention

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Service Objective:

- Deliver the council's New Build Programme in target and within budget

End of 4th Quarter Update

Able House – Project completed, handed over in June and small quantity of cladding has now been replaced post Grenfell.

Swing Gate Lane - On programme for the new build element 9 homes September 18. Commenced design for the refurbishment element 2 homes and subject to procurement route will be completed by December 2018.

Stationer's Place – Programme and budget was at risk, project did not commence on site due to complications around Environment Agency requirements to open up an existing culvert and some utility pipework discoveries. A recovery plan was put in place via an enabling contract to de-risk the site, which has been successful and brought this project back to green.

Wood House – On programme, pressure on budget due to change control specifically relating to design changes post Grenfell including the addition of sprinklers.

Key Actions to Deliver	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?
Deliver Able House	June 2017	Group Manager Housing Development/Housing Development Project Manager	Rental income and HRA	14 homes for social rent in line with DBC strategic objectives
Deliver Swing Gate Lane	June 2018	Group Manager Housing Development/Lead Officer New Build Development	Rental income and HRA	11 new homes for social rent, three refurbished homes in line with DBC strategic objectives
Deliver Stationer's Place	July 2018	Group Manager Housing Development/Lead Officer New Build Development	Rental income and HRA	31 new homes for social rent in line with DBC strategic objectives
Deliver Wood House	September 2018	Group Manager Housing Development/Lead	Rental income and HRA	79 new homes – 39 for social rent and 40 for shared ownership in line with DBC strategic objectives

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		Officer New Build Development		
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Service Objective:

- Progress feasibility of future New Build Schemes

End of 4th Quarter Update

Martindale – Planning submitted and approved by Committee. Project on track to be on site Autumn 2018.

Key Actions to Deliver	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?
Planning and delivery of Martindale site	Ongoing (Out to Tender, closing date April 2018)	Group Manager Housing Development/Housing Development Project Manager		Delivery of around 66 new homes for social rent and private sale, creating opportunities for social renting in line with DBC strategic objectives

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Section 6: Workforce Planning

Tenants and Leaseholders: Workforce Planning Report

Section 1: Staff Turnover

What are the likely turnover rates for your service?

Turnover is higher in supported housing and tenancy sustainment. This is due to the demands of the role and pay level. This does, however, create movement within the service because it plays a significant role in our entry level positions. We are currently working to develop a bank of staff to offset the impact on supported housing.

Are there any major risks of attrition in your service?

Risk of attrition is caused by a single-point-of-failure role within property and place around systems development, because this is the only resource dedicated to our Orchard system.

Section 2: Recruitment:

Are there any skills required that may prove difficult to recruit for in the current market?

None at present.

How could you make your roles more attractive?

Review salary levels for Supported Housing Officers to ensure they are competitive and reflect experience and skills needed.

Make entry level roles/co-ordinators more generic to encourage steps into the service. Explore different and targeted ways of advertising.

Section 3: Skills Development:

What new skills are needed to deliver the council's priorities and meet the service's objectives?

Improve and develop staff ability to work remotely with particular focus on new IT skills. Better understanding and

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relationship with budgeting/ welfare benefit services. Focus on support planning for all SHO and Tenancy Sustainment staff. Better understanding for front line staff on how their roles contribute to overall performance and finance.

Is it likely that these skills could be developed with existing staff/ capacity?

Yes, there is not an issue around capacity but rather the focus is on continuously developing these skills and keeping pace with the industry. Achieving this will require a change in culture as much as training in individual skills.

Section 4: Are there any single points of failure?

Are there currently any officers that have sole responsibility for key areas within the service?

Recharge Officer
Court Officer

What are you doing to mitigate risks?

Income Officers have the ability and experience to cover these roles.

Section 5: Specialist skills required:

Are there any gaps in specialist skills or future skills you will require?

As we move to more generic roles there will be a need to upskill everyone to enable all staff to work more laterally in order to create a smooth-running service.

There is a need for greater knowledge of specialist welfare and benefit advice.

Section 6: Leadership development:

How do you plan to develop the leadership provided within the service?

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With a new group manager now in post, this will be a time of changes within this area as well as across the whole service. The vision for the service will be communicated to all staff, with a clear expectation on Lead Officers and Team Leaders to take this forward and lead by example. It will be important to continue sharing practices at all levels.

Over the year there will be a focus on improving communication between groups and teams.

To develop leadership across the service Team Leaders will be given more responsibility for areas that cross over the service with the aim to empower both them and their Lead Officers to deputise for managers as appropriate.

Another priority will be to identify officers who would like to develop and create opportunities that also meet the needs of the service.

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Strategic Housing: Workforce Planning Report

Section 1: Staff Turnover

What are the likely turnover rates for your service?

We anticipate once fully staffed turnover will be low. This will be down to a reduction in demand and pressure of roles once fully recruited; a change in structure and re-evaluation of posts.

Are there any major risks of attrition in your service?

There are no major risks of attrition due to effective pre-planning and in-depth service review.

Section 2: Recruitment:

Are there any skills required that may prove difficult to recruit for in the current market?

There is a shortage in qualified homelessness officers and/or people with a sound knowledge of homelessness legislation. This will be increased once the Homelessness Reduction Bill is introduced.

How could you make your roles more attractive?

Re-evaluation of posts will make roles more attractive, as will introduction of another entry level post and promoting training opportunities along with the whole package.

Section 3: Skills Development:

What new skills are needed to deliver the council's priorities and meet the service's objectives?

No new skills but an investment in current skills and a need to shift the culture of the service/organisation towards homelessness prevention.

A need to develop people's understanding of finances and budget management

APPENDIX 3

More links to be created to assess our local economy and how this impacts on the housing service.

Is it likely that these skills could be developed with existing staff/capacity?

Some new skills could be taught, provided that this did not detract from service provision. Others can be gained through the recruitment process or working more closely with other departments and services e.g. Resident Services, Community Partnerships, Planning and Regeneration, Environmental Health.

Section 4: Are there any single points of failure?

Are there currently any officers that have sole responsibility for key areas within the service?

No single points of failure.

What are you doing to mitigate risks?

If a single point of failure is identified, then officers are upskilled to cover.

APPENDIX 3

Section 5: Specialist skills required:

Are there any gaps in specialist skills or future skills you will require?

There is currently a need for in depth legal knowledge and the ability to conduct homelessness case reviews.

Section 6: Leadership development:

How do you plan to develop the leadership provided within the service?

By improving the culture of leadership and focusing on the relationship between Strategic Housing and Tenants and Leaseholders.

Team Leaders and Lead Officers will be encouraged to develop their ability to think strategically when making decisions for the service and piloting new initiatives. This will help them to support the service operationally whilst driving forward the long term vision.

Property and Place: Workforce Planning Report

Section 1: Staff Turnover

What are the likely turnover rates for your service?

Several staff members have left recently due to retirement, career development and the demands of the role requiring more than traditional technical skills. This turnover rate is unlikely to continue but will need to be addressed.

Are there any major risks of attrition in your service?

The major risk of attrition is the risk of officers being increasingly diverted from undertaking technical assessments and contractor management to support an increasing number of tenants that have social, economic or mental health issues. This will need to be managed and a better balance identified to ensure we do not lose the specialist skills within the teams and their ability to meet service demand and support wider priorities such as safeguarding.

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Section 2: Recruitment:

Are there any skills required that may prove difficult to recruit for in the current market?

Technical skills required for the desired roles will mean it is difficult to recruit for the requirements of the service.

There are issues around attracting high performing individuals with people skills, and ability to think laterally combined with the necessary technical ability required particularly for the role of Commercial and Quantity Surveyor.

How could you make your roles more attractive?

Salaries are lower than the wider market. Increasing grades would help to both recruit and retain staff as turnover has been linked to more attractive salaries elsewhere.

Ensuring that their roles are focused upon their core skills and that the necessary tenancy support is available to enable the surveyors to concentrate on key areas of construction related safety within tenants' homes.

Consideration of the current structure and need to focus upon compliance and contact management.

Section 3: Skills Development:

What new skills are needed to deliver the council's priorities and meet the service's objectives?

Investment in maintaining current knowledge around risk management and compliance with Health and Safety legislation is essential and is likely to increase in terms of design liability once the final draft of the Hackett report is produced.

Is it likely that these skills could be developed with existing staff/ capacity?

The potential to enhance these skills within the existing staff base is possible; however, this would only be viable if there were sufficient resources in place to address the key areas of compliance. Capacity has been increased in these areas, but external consultancy support has been required to develop and progress the necessary documentation.

Additionally, an improved relationship needs to be developed between the service and corporate teams.

There needs to be greater emphasis on supporting each other to deliver the council's priorities.

APPENDIX 3

Section 4: Are there any single points of failure?

Are there currently any officers that have sole responsibility for key areas within the service?

Orchard developer

Database and performance Officer

Health and safety and compliance Officer
Commercial relationship Surveyor

What are you doing to mitigate risks?

Orchard developer and Database and performance Officer to undertake shadowing to share knowledge across the two roles and terminated the contract with Pimms to go with the Orchard hosted 'pro master' which should support a better interface and an opportunity for 'super users' to be trained.

Additional resource employed to support the health and safety and compliance requirements.
Supporting staff to complete undergraduate courses to enhance their technical and professional knowledge of the sector.

Section 5: Specialist skills required:

Are there any gaps in specialist skills or future skills you will require?

Commercial and quantity surveying skills
Contract management

APPENDIX 3

Section 6: Leadership development:

How do you plan to develop the leadership provided within the service?

Rotate the deputy provision within the Team Leaders for property and place so there is a shared accountability when there is leave/sickness.

Coaching and mentoring sessions with Team Leaders to help develop weaker areas and identify strengths so that they can go on to share and upskill others.

Attendance of lead officers at Team Leaders meetings so that there is the opportunity for them to develop a greater understanding of some of the strategic decision making.

Development: Workforce Planning Report

Section 1: Staff Turnover

What are the likely turnover rates for your service?

The service does anticipate some turnover and will be offsetting this with robust continuity planning.

Are there any major risks of attrition in your service?

Solely dependent on the volume of the new build programme, but there are no major risks at present and this will be managed by reviewing the resource plan.

Section 2: Recruitment:

Are there any skills required that may prove difficult to recruit for in the current market?

APPENDIX 3

There is a shortage of expertise and competencies in new build construction.

How could you make your roles more attractive?

Consider the use of market sector allowance payment.

APPENDIX 3

Section 3: Skills Development:

What new skills are needed to deliver the council's priorities and meet the service's objectives?

Continuous development is essential. There is a need for further training to upskill the wider team particularly around contract management and contract administration. Other key areas include;

- Health and safety and compliance
- Finance and budget control
- Quality control

Is it likely that these skills could be developed with existing staff/ capacity?

Yes, the majority of these skills could be developed by internal resources or working with a partner organisation that has the capacity.

We are currently working with our partners to improve knowledge of health and safety and compliance for our current team.

Section 4: Are there any single points of failure?

Are there currently any officers that have sole responsibility for key areas within the service?

No single points of failure; more a lack of experience more widely which could be a weakness if the resource is lost.

What are you doing to mitigate risks?

Ensure the experienced New Build Officers are sharing their knowledge with others in the team.

Now a permanent Group Manager is in post there will be a more consistent level of support available to the team which will mitigate risk.

The team is also now working with partners to learn best practice and ways of working within the industry.

Section 5: Specialist skills required:

Are there any gaps in specialist skills or future skills you will require?

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Contract management/administration

Section 6: Leadership development:

How do you plan to develop the leadership provided within the service?

The Group Manager is now able to put in place clear strategies, leaderships and direction to support the team.

Focus in on building relationship with other areas within the service.