



## APPENDIX B

# Housing

## Service Plan

Period of the Plan	2018/19
<b>Services: Housing</b>	<ul style="list-style-type: none"><li>• Group 1 Strategic Housing</li><li>• Group 2 Property &amp; Place</li><li>• Group 3 Tenants &amp; Leasehold</li><li>• Group 4 Housing Development</li></ul>

# Delivery

## Council Priorities & Service Objectives

Priorities	Service objectives (outcome focused)	Barriers to overcome
Ensuring economic growth and prosperity		
Affordable Housing	<p>Strategic Tenancy Policy</p> <p>Full Implementation of Homelessness Reduction Act and report impact to CMT, Scrutiny &amp; Cabinet</p> <p>Undertake the review of the Total Asset Management Contract to ensure the contract remains fit for purpose and is delivering the strategic and operational objectives</p> <p>Establish and procure a supply chain framework to provide resilience in the event of contractor collapse and to enable market testing of various works elements</p>	<p>Engagement from Registered Providers within the Borough to consult upon the draft amendments to the Strategic Tenancy Policy.</p> <p>Need to engage with the appropriate members of the Osborne management team to agree scope and targets for the deliverables and to consider the remainder of the contract term and how performance can be maintained and improved.</p> <p>Capacity issues in the specialist Fire Safety market due to increased demand.</p>

	<p>Review Need &amp; Demand of Supported Housing across the borough</p> <p>Embed new housing service standards with a year-long campaign to assist implementation</p> <p>Develop and Implement the Housing Development Project Management Handbook</p>	
<p><b>A clean, safe &amp; enjoyable environment</b></p>	<p>Embed the new Compliance &amp; Health &amp; Safety Strategies &amp; Management Plans within the service</p> <p>Review the structure of the Cleaning Service to improve the delivery model and provide additional resilience</p> <p>Complete a full Review of ASB case management identifying best practice and updating our approach and processes</p> <p>Analysis of early stages of tenancy and review approach to sustainment</p> <p>Mobilise new programme following formal approval</p>	<p>High levels of sickness in the service is making it difficult to establish the optimum number of staff to cover this area of the service.</p>
<p><b>Delivering an efficient and modern council</b></p>	<p>Options Appraisal of the Elms management arrangements</p>	

	<p>Increase the use of evidence led decision making and support the service to embed improvement recommendations</p> <p>Explore Opportunities to generate income through charging leaseholders and tenants for alterations and surveys</p> <p>Review Schedule of Services for Consultants</p>	<p>Need to identify alternative system to replace Genesis and ensure all data is migrated to be able to analyse the evidence upon which to make decisions.</p>
	<p>Complete an Orchard Health Check to determine best use of the system to be integrate across all variety of teams</p> <p>Review approach to service charges, implement arrangements for 19/20 and produce a policy to clarify approach</p> <p>Investigate Off Site &amp; Modern Methods of Construction</p>	

<b>Building strong and vibrant communities</b>	Full Review of PRS Service, Implementation of new regulations & development of a Private Rented Housing Strategy	

## Service Objectives into Action (GM Level)

### Group 1 – Strategic Housing

Group Manager: Natasha Beresford

<b>Service Objectives:</b>					
<ul style="list-style-type: none"> <li>Full Review of PRS Service, Implementation of new regulations &amp; development of a Private Rented Housing Strategy</li> </ul>					
<b>Key Actions</b>	<b>By When</b>	<b>Who is Responsible for Delivery</b>	<b>Impact on MTFS</b>	<b>What will be different once this is done?</b>	<b>Update</b>
<ul style="list-style-type: none"> <li>Phase out current 'help to rent' offer and work with partners to establish an appropriate support network for tenants and landlords</li> </ul>	<ul style="list-style-type: none"> <li>July 2018</li> </ul>	<ul style="list-style-type: none"> <li>Strategy, Improvement and Engagement Team Leader and Private Sector Housing Lead Officer</li> </ul>	<ul style="list-style-type: none"> <li>Growth bid has been approved to support the delivery of the restructured team</li> </ul>	<ul style="list-style-type: none"> <li>The resource of officers within the team will be redirected to undertaking the statutory duties to regulate and improve standards for PRS Housing in the borough</li> </ul>	<ul style="list-style-type: none"> <li>Service has ended. Once all tenancies have ended will seek to utilise budgets for other service delivery in PRS.</li> </ul>
<ul style="list-style-type: none"> <li>Develop a strategy that outlines the strategic direction of the council for Private Sector Housing</li> </ul>	<ul style="list-style-type: none"> <li>November 2018</li> </ul>	<ul style="list-style-type: none"> <li>Strategic Housing Group Manager and Strategy Improvement and Engagement Team Leader</li> </ul>	<ul style="list-style-type: none"> <li>This will be dependent on future legislative changes and any further resource required</li> </ul>	<ul style="list-style-type: none"> <li>The council will have a clear approach to improving the standards and accessibility within the PRS. Landlords and Tenants will have an increased awareness of their rights and responsibilities.</li> </ul>	<ul style="list-style-type: none"> <li>To be undertaken in 19/20 this was delayed due to recruitment of PRS Team Leader and need to undertake a stock condition survey in first instance to inform strategy.</li> </ul>

<ul style="list-style-type: none"> <li>• Undertake a full work stream review of HMO's</li> </ul>	<ul style="list-style-type: none"> <li>• October 2018</li> </ul>	<ul style="list-style-type: none"> <li>• Strategy, Improvement and Engagement Team Leader and Private Sector Housing Lead Officer</li> </ul>	<ul style="list-style-type: none"> <li>• Income will be generated for the increase in HMO's requiring a license from October, there is an anticipated increase from 40 to 400</li> </ul>	<ul style="list-style-type: none"> <li>• The council will be responsible for licensing over 400 potential HMO's and identifying any further properties. This will need to be undertaken over a short period of time. Additionally, there is likely to be an increase in enforcement action required.</li> </ul>	<ul style="list-style-type: none"> <li>• New licence fee structure in place from March 2019. HMO policy to have further review following implementation of Fitness for Homes legislation in March 19 to be completed by Summer 2019.</li> </ul>
<ul style="list-style-type: none"> <li>• Explore the councils approach to improving the conditions of properties in the PRS e.g. HHSRS, enforcement / prevention</li> </ul>	<ul style="list-style-type: none"> <li>• March 2019</li> </ul>	<ul style="list-style-type: none"> <li>• Strategy, Improvement and Engagement Team Leader and Private Sector Housing Lead Officer</li> </ul>	<ul style="list-style-type: none"> <li>• Where properties are under a management order it is possible for the council to recoup losses and charge for time / works undertaken</li> </ul>	<ul style="list-style-type: none"> <li>• At present 14% of all PRS properties in the borough have a Cat 1 hazard it is anticipated this would reduce as a result of enforcement action undertaken by the team. The council will also have a better understanding of any rogue landlords operating in the borough.</li> </ul>	<ul style="list-style-type: none"> <li>• Team Leader recruitment finalised, PRS Lead Officer recruitment via agency until August 2019 due to secondment. Current temp in place supporting the team to detect unauthorised HMO's.</li> </ul>

<b>Service Objectives:</b>					
• Strategic Tenancy Policy (ii)					
<b>Key Actions</b>	<b>By When</b>	<b>Who is Responsible for Delivery</b>	<b>Impact on MTFS</b>	<b>What will be different once this is done?</b>	<b>Update</b>
<ul style="list-style-type: none"> <li>Develop part 2 of the Strategic Tenancy Policy in consultation with registered providers</li> </ul>	<ul style="list-style-type: none"> <li>August 2018</li> </ul>	<ul style="list-style-type: none"> <li>Pre Tenancy Team Leader</li> </ul>	<ul style="list-style-type: none"> <li>The purpose of this policy is to streamline services for all residents of the Borough</li> </ul>	<ul style="list-style-type: none"> <li>A consistent approach across all housing providers in the area will be encouraged</li> </ul>	<ul style="list-style-type: none"> <li>Draft strategy approved by HOM, due for further review and submission to H&amp;OSC June 2019 for approval.</li> </ul>

<b>Service Objectives:</b>					
• Options Appraisal of the Elms management arrangements					
<b>Key Actions</b>	<b>By When</b>	<b>Who is Responsible for Delivery</b>	<b>Impact on MTFS</b>	<b>What will be different once this is done?</b>	<b>Update</b>
<ul style="list-style-type: none"> <li>Audit of asset to determine annual repair and maintenance liability, plus scoping of planned works schedule</li> </ul>	<ul style="list-style-type: none"> <li>June 2018</li> </ul>	<ul style="list-style-type: none"> <li>Strategic Housing Group Manager &amp; Asset &amp; Business Improvement Team Leader</li> </ul>	<ul style="list-style-type: none"> <li>Greater understanding of costs to maintain asset, will enable more robust contract management development</li> </ul>	<ul style="list-style-type: none"> <li>More effective management of budgets across Property &amp; Place &amp; Strategic Housing. Development of a comprehensive management plan for the Elms after expiry of the existing contract.</li> </ul>	<ul style="list-style-type: none"> <li>P&amp;P in liaison with Former contractor in relation to compliance issues.</li> <li>To be added to planned schedules.</li> </ul>
<ul style="list-style-type: none"> <li>Audit of current Elms contract</li> </ul>	<ul style="list-style-type: none"> <li>March 2018</li> </ul>	<ul style="list-style-type: none"> <li>Strategic Housing Group Manager</li> </ul>	<ul style="list-style-type: none"> <li>Determination of effective contract performance and VFM</li> </ul>	<ul style="list-style-type: none"> <li>Full review of existing contract performance and accurate reporting.</li> </ul>	<ul style="list-style-type: none"> <li>Contract specification being developed to support new tender due for release in early Autumn 2019.</li> </ul>



<ul style="list-style-type: none"> <li>Commence options appraisal on existing contract</li> </ul>	<ul style="list-style-type: none"> <li>September 2018</li> </ul>	<ul style="list-style-type: none"> <li>Strategic Housing Group Manager &amp; Commissioning &amp; Procurement Group Manager</li> </ul>	<ul style="list-style-type: none"> <li>Full appraisal and development of new contract offering VFM</li> </ul>	<ul style="list-style-type: none"> <li>Development of a high performance contract to support the council's response to managing homelessness in Dacorum</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing review of contract to support development of new specification.</li> </ul>
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**Service Objectives:**

- Increase the use of evidence led decision making and support the service to embed improvement recommendations

<b>Key Actions</b>	<b>By When</b>	<b>Who is Responsible for Delivery</b>	<b>Impact on MTFS</b>	<b>What will be different once this is done?</b>	<b>Update</b>
<ul style="list-style-type: none"> <li>Undertake work stream reviews in key areas of the service</li> </ul>	<ul style="list-style-type: none"> <li>March 2019</li> </ul>	<ul style="list-style-type: none"> <li>Strategy Improvement and Engagement Team Leader, Policy, Projects and Improvement Lead Officer</li> </ul>	<ul style="list-style-type: none"> <li>The purpose of these reviews is to stream line services and look at areas of improvement. This includes supporting channel shift and reducing the cost of providing services</li> </ul>	<ul style="list-style-type: none"> <li>This will offer a structured approach to reviewing areas of the housing service. Approximately two areas of the service will be reviewed per quarter. The review will include audits, best practice research, procedure reviews, policy updates and satisfaction.</li> </ul>	<ul style="list-style-type: none"> <li>Recruitment of Projects &amp; Improvement Officer finalised and in post, work underway to conclude WSR's and follow up actions. SIE team procedures to be developed to support process and ensure robust structure.</li> </ul>
<ul style="list-style-type: none"> <li>Increase the amount of correct information held by the service on</li> </ul>	<ul style="list-style-type: none"> <li>March 2019</li> </ul>	<ul style="list-style-type: none"> <li>Strategy Improvement and Engagement Team Leader, Policy,</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li>The purpose of this exercise is to improve the housing services</li> </ul>	<ul style="list-style-type: none"> <li>Data gradually updated on systems as part of survey work. HSMT to</li> </ul>

tenants and leaseholders		Projects and Improvement Lead Officer		ability to profile how tenants use the service. Additionally, improved ways of maintaining contact information will support the service to communicate with tenants.	consider further approach in relation to tenant profiling data to provide greater focus on collection of data.
<ul style="list-style-type: none"> <li>Utilise the audit programme to highlight recommendations</li> </ul>	<ul style="list-style-type: none"> <li>March 2019</li> </ul>	<ul style="list-style-type: none"> <li>Strategy Improvement and Engagement Team Leader, Policy, Projects and Improvement Lead Officer</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li>Using the internal audit programme, we can effectively identify where the teams resource needs to be targeted and inform the work stream reviews. This also allows us to monitor areas of high risk.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing new Team Leader in post, work commenced to prepare for ISO reassessment in October 2018. Review of policy, Strategy &amp; procedure register underway. Audit programme to be developed for 19/20.</li> </ul>
<ul style="list-style-type: none"> <li>Support the service to embed STAR Survey findings</li> </ul>	<ul style="list-style-type: none"> <li>March 2019</li> </ul>	<ul style="list-style-type: none"> <li>Strategy Improvement and Engagement Team Leader, Policy, Projects and Improvement Lead Officer</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li>This will be used to form the basis of satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>Team currently working with Tenant Scrutiny Committee and TLC to review outstanding recommendations. HSMT to consider approach for STAR survey in 2020.</li> </ul>

<b>Service Objectives:</b>					
• Full Implementation of Homelessness Reduction Act and report impact to CMT, Scrutiny & Cabinet					
<b>Key Actions</b>	<b>By When</b>	<b>Who is Responsible for Delivery</b>	<b>Impact on MTFS</b>	<b>What will be different once this is done?</b>	<b>Update</b>
• Review of the Homelessness Strategy commitments in line with the Homelessness Reduction Act	• September 2018	• Homeless Prevention & Assessment Team Leader	• Ensure effective management of existing resources and grant funding	• This will be used as the basis of the 2020 Homelessness Strategy	• Homeless consultation day to be undertaken in Summer 2019 to support full review of strategy.
• Analyse the impact of the Homeless reduction Act on temporary accommodation	• December 2018	• Homeless Prevention & Assessment Team Leader	• Ensure effective management of existing and future resources. Prevent expenditure on nightly paid accommodation (B&B)	• Will help determine future accommodation requirements	• Further report to be submitted for H&OSC June 2019
• Carry out a financial assessment to determine the impact of the Homeless Reduction Act on the service	• April 2019	• Strategic Housing Group Manager & Homeless Prevention & Assessment Team Leader	• Effective management of resources and grant funding	• Appropriate planning for service and ensuring service demands are met.	• As above report to H&OSC June 2019.

**Group 2 – Property & Place**  
**Group Manager: Alan Mortimer**

<b>Service Objectives:</b>					
• Explore Opportunities to generate income through charging leaseholders and tenants for alterations and surveys					
<b>Key Actions</b>	<b>By When</b>	<b>Who is Responsible for Delivery</b>	<b>Impact on MTFS</b>	<b>What will be different once this is done?</b>	<b>Update</b>
<ul style="list-style-type: none"> <li>Explore what charging structures other stock retained authorities have in place, in order to provide benchmarked examples for consultation with members and leaseholders.</li> </ul>	<ul style="list-style-type: none"> <li>December 2018</li> </ul>	<ul style="list-style-type: none"> <li>Asset Team Leader</li> </ul>	<ul style="list-style-type: none"> <li>Minimal</li> </ul>	<ul style="list-style-type: none"> <li>Leaseholders would be charged for non-management activities, such as inspections and processing of requests for alterations</li> </ul>	<ul style="list-style-type: none"> <li>Leaseholder Work stream review has been scoped out with the involved leaseholders from the tenant and leaseholder committee and some benchmarking has been completed.</li> <li>Proposed Costs for services to be revised ahead of any implementation</li> <li>Recruitment to post to support this function in process - ongoing</li> </ul>
<ul style="list-style-type: none"> <li>Develop a business case to determine the viability and resourcing required to deliver a chargeable service.</li> </ul>	<ul style="list-style-type: none"> <li>December 2018</li> </ul>	<ul style="list-style-type: none"> <li>Asset Team Leader</li> </ul>	<ul style="list-style-type: none"> <li>Minimal</li> </ul>	<ul style="list-style-type: none"> <li>Service charges team may be increased to manage the additional workload</li> </ul>	<ul style="list-style-type: none"> <li>The Leaseholder work stream review commenced in Q3 and engagement with Leaseholders through a snap survey undertaken. Initial results received and</li> </ul>

					under review – ongoing
<ul style="list-style-type: none"> <li>Explore how other stock retained authorities manage the collection of service charges for non-resident leaseholders and whether the Council should withdraw the interest free loan option.</li> </ul>	<ul style="list-style-type: none"> <li>December 2018</li> </ul>	<ul style="list-style-type: none"> <li>Asset Team Leader</li> </ul>	<ul style="list-style-type: none"> <li>Minimal</li> </ul>	<ul style="list-style-type: none"> <li>Non-resident leaseholders would be required to pay interest upon any outstanding service charges, or the term reduced so that the income can be recovered in a shorter timeframe.</li> </ul>	<ul style="list-style-type: none"> <li>Benchmarking information obtained. The details will be consulted upon with the involved leaseholders and colleagues in finance.</li> </ul>

**Service Objectives:**

- Undertake the review of the Total Asset Management Contract to ensure the contract remains fit for purpose and is delivering the strategic and operational objectives

<b>Key Actions</b>	<b>By When</b>	<b>Who is Responsible for Delivery</b>	<b>Impact on MTFS</b>	<b>What will be different once this is done?</b>	<b>Update</b>
<ul style="list-style-type: none"> <li>Review of the contract PI's to ensure all areas of service delivery are captured and appropriate weightings applied that are commensurate with the risks profile of each type of work</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>Group Manager Property and Place</li> </ul>	<ul style="list-style-type: none"> <li>Minimal</li> </ul>	<ul style="list-style-type: none"> <li>Additional controls will be established to manage and monitor the raft of contract PI's</li> </ul>	<ul style="list-style-type: none"> <li>The KPI suite were revised at the Strategic Core Group and additional indicators for Aids and Adaptations and planned works have been introduced. Decision taken to defer award of Yr 9 Works and years 9&amp;10 dependant on outcome of</li> </ul>

					performance against agreed improvement targets by end of Yr 5. Ongoing and forms part of 5 year contract review
<ul style="list-style-type: none"> <li>Undertake the five year review of the financial model to assess if the rates are viable and if there is sufficient data to consider a price per property model for day to day repairs.</li> </ul>	<ul style="list-style-type: none"> <li>March 2019</li> </ul>	<ul style="list-style-type: none"> <li>Group Manager Property and Place</li> </ul>	<ul style="list-style-type: none"> <li>Minimal as the improvement programmes would be tailored to match the available budget.</li> </ul>	<ul style="list-style-type: none"> <li>Agreement on the base costs for the remainder of the contract and the option of implementing a simplified cost mechanism</li> </ul>	<ul style="list-style-type: none"> <li>The price framework has been assessed to establish a baseline position for a benchmark review of the rates. An in depth review of valuation 4 was undertaken to further inform the pricing model. Ongoing , utilising current market conditions, to be refined and included in 5 year contract review proposals</li> </ul>

**Service Objectives:**

- Embed the new Compliance & Health & Safety Strategies & Management Plans within the service

<b>Key Actions</b>	<b>By When</b>	<b>Who is Responsible for Delivery</b>	<b>Impact on MTFS</b>	<b>What will be different once this is done?</b>	<b>Update</b>
<ul style="list-style-type: none"> <li>Completion of the Fire Strategy, Legionella strategy and Asbestos Management Plan</li> </ul>	<ul style="list-style-type: none"> <li>June 2018</li> </ul>	<ul style="list-style-type: none"> <li>Team Leader Compliance and M&amp;E contracts</li> </ul>	<ul style="list-style-type: none"> <li>Minimal</li> </ul>	<ul style="list-style-type: none"> <li>Improved management of the Health and Safety risks and better use of software to</li> </ul>	<ul style="list-style-type: none"> <li>All compliance policies and plans have been drafted and the processes embedded in the compliance team. Further policies</li> </ul>

<p>including the relevant databases, to provide management information on the status of testing and management regimes.</p>				<p>monitor compliance</p>	<p>and support documents being reviewed to support implementation, including "clear landings" policy now drafted and in approval process.</p>
<ul style="list-style-type: none"> <li>• Ensure all Health and Safety and Compliance requirements set out in supporting documentation are embedding within the housing service and contractors</li> </ul>	<ul style="list-style-type: none"> <li>• September 2018</li> </ul>	<ul style="list-style-type: none"> <li>• Team Leader Compliance and M&amp;E contracts</li> </ul>	<ul style="list-style-type: none"> <li>• Minimal</li> </ul>	<ul style="list-style-type: none"> <li>• Increased awareness of individual and corporate responsibilities in relation to the management of H&amp;S in our tenants homes.</li> </ul>	<ul style="list-style-type: none"> <li>• Additional training has been provided for all staff that are involved in the management of legionella at site level.</li> <li>• Additional targeted specialist knowledge training being arranged and implemented including Formal Asbestos qualifications for key team members in March 2019</li> <li>• Realignment of P&amp;P Structure to improve service delivery and provide greater compliance focus including</li> <li>• Training matrix to develop and imbed greater specialist team skills and knowledge and into 2019/20.</li> </ul>

					<ul style="list-style-type: none"> <li>• Key staff and specialist training have been identified and plans being developed for incorporation into 2019/20 PDR's and service objectives</li> <li>• First phase of specialist training undertaken with key staff attending 4 days asbestos management training</li> </ul>
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<b>Service Objectives:</b>					
<ul style="list-style-type: none"> <li>• Establish and procure a supply chain framework to provide resilience in the event of contractor collapse and to enable market testing of various works elements</li> </ul>					
<b>Key Actions</b>	<b>By When</b>	<b>Who is Responsible for Delivery</b>	<b>Impact on MTFS</b>	<b>What will be different once this is done?</b>	<b>Update</b>
<ul style="list-style-type: none"> <li>• Identify suitable contractors that are able to satisfy the pre-qualification criteria for DBC</li> </ul>	<ul style="list-style-type: none"> <li>• June 2018</li> </ul>	<ul style="list-style-type: none"> <li>• Team Leader Contracts</li> </ul>	<ul style="list-style-type: none"> <li>• Minimal</li> </ul>	<ul style="list-style-type: none"> <li>• It will provide the opportunity for alternative contractors to be used in the event</li> </ul>	<ul style="list-style-type: none"> <li>• Framework agreements have been set up with a range of providers to enable resilience in</li> </ul>



<p>and establish an approved list so that procurement can be undertaken in a timely manner.</p>				<p>of contractor failure or collapse.</p>	<p>the event of contractor collapse.</p> <ul style="list-style-type: none"> <li>• Contractor relationships and support capacity's soft market tested and maintained to provide reassurance required</li> <li>• Further cost options being obtained for specific key services for reassurance and "back up" purposes</li> </ul>
<ul style="list-style-type: none"> <li>• Obtain Portfolio Holder approval for direct awards through established frameworks so that there is additional resilience in the event of the failure any of the main contractors.</li> </ul>	<ul style="list-style-type: none"> <li>• July 2018</li> </ul>	<ul style="list-style-type: none"> <li>• Team Leader Contracts</li> </ul>	<ul style="list-style-type: none"> <li>• Minimal</li> </ul>	<ul style="list-style-type: none"> <li>• Additional resilience will be established and it will enable work to be market tested periodically to ensure value for money is being achieved.</li> </ul>	<ul style="list-style-type: none"> <li>• Portfolio Holder approval has been obtained for the award of a fire safety contract through a framework and an officer decision for the award of an asbestos contract.</li> <li>• Projects have been awarded for both Asbestos surveying function and Fire safety remedial works.</li> <li>• Both currently in delivery</li> </ul>

**Service Objectives:**

- Review the structure of the Cleaning Service to improve the delivery model and provide additional resilience

<b>Key Actions</b>	<b>By When</b>	<b>Who is Responsible for Delivery</b>	<b>Impact on MTFS</b>	<b>What will be different once this is done?</b>	<b>Update</b>
<ul style="list-style-type: none"> <li>Conclude the restructure and determine if the window cleaning service is brought in-house to ensure the service is delivered.</li> </ul>	<ul style="list-style-type: none"> <li>December 2018</li> </ul>	<ul style="list-style-type: none"> <li>Team Leader Assets</li> </ul>	<ul style="list-style-type: none"> <li>None</li> </ul>	<ul style="list-style-type: none"> <li>Change to the delivery model so that cleaners work within designated properties, to engender more responsibility and ownership of individual blocks and schemes</li> </ul>	<ul style="list-style-type: none"> <li>The window cleaning service business case has been developed and the existing contract completed in November. The service will be delivered in-house for a year whilst the service is subject to a market test.</li> <li>Specialist equipment procured and Pilot cleaning projects using existing resources successfully completed which has helped determine capacity and works extent achievable . Window cleaner posts currently being advertised.</li> <li>Pending appointment, tenant Inspectors are being involved in initial service delivery to help provide an impartial overview of services delivered and satisfaction achieved</li> </ul>
<ul style="list-style-type: none"> <li>Model the impact on service charges</li> </ul>	<ul style="list-style-type: none"> <li>March 2019</li> </ul>	<ul style="list-style-type: none"> <li>Team Leader Assets</li> </ul>	<ul style="list-style-type: none"> <li>None</li> </ul>	<ul style="list-style-type: none"> <li>More accurate identification of</li> </ul>	<ul style="list-style-type: none"> <li>A review of the service charges</li> </ul>

<p>to the tenants and leaseholders.</p>				<p>costs associated with delivering the service so that the service charges can reflect the actual costs</p>	<p>implementation for tenants has been undertaken and the recommendations are being validated prior to implementation Ongoing</p>
<ul style="list-style-type: none"> <li>• Ensure there are adequate resource levels to manage the additional units created through the development programme.</li> </ul>	<ul style="list-style-type: none"> <li>• March 2019</li> </ul>	<ul style="list-style-type: none"> <li>• Team Leader Assets</li> </ul>	<ul style="list-style-type: none"> <li>• Minimal</li> </ul>	<ul style="list-style-type: none"> <li>• New blocks would be identified earlier in the development cycle so that necessary provision for cleaning can be addressed.</li> </ul>	<ul style="list-style-type: none"> <li>• The timeline for the delivery of the new build units has been factored into the current years service provision and is being assessed to establish the level of future growth required. This work will also be factored into the pending Policy &amp; Place restructure following the current pilot changes</li> </ul>

## Group 3 – Tenants & Leaseholders

Group Manager: Layna Warden

<b>Service Objectives:</b>					
<ul style="list-style-type: none"> <li>Complete a full Review of ASB case management identifying best practice and updating our approach and processes</li> </ul>					
<b>Key Actions</b>	<b>By When</b>	<b>Who is Responsible for Delivery</b>	<b>Impact on MTFS</b>	<b>What will be different once this is done?</b>	<b>Update</b>
<ul style="list-style-type: none"> <li>Review a number of ASB cases to identify if there are any areas for improvement</li> </ul>	<ul style="list-style-type: none"> <li>September 2018</li> </ul>	<ul style="list-style-type: none"> <li>Tenants and Leaseholders Team Leader</li> </ul>		<ul style="list-style-type: none"> <li>Tenants will have contributed to our understanding of the effectiveness of case management.</li> <li>We know which areas to focus on to improve our approach</li> </ul>	<ul style="list-style-type: none"> <li>Review of existing process and cases is completed.</li> <li>Satisfaction data was used to identify areas of dissatisfaction and a new policy has been drafted and is ready for formatting.</li> </ul>
<ul style="list-style-type: none"> <li>Visit similar LA housing services to understand their processes and research best practice in ASB case management</li> </ul>	<ul style="list-style-type: none"> <li>October 2018</li> </ul>	<ul style="list-style-type: none"> <li>Tenants and Leaseholders Team Leader</li> </ul>		<ul style="list-style-type: none"> <li>Better understanding of how to promote a victim led approach while managing expectations of low level neighbour disputes</li> </ul>	<ul style="list-style-type: none"> <li>Best practice has been considered and will inform our procedure</li> </ul>

<ul style="list-style-type: none"> <li>Review SLA between Housing and ASB Team</li> </ul>	<ul style="list-style-type: none"> <li>October 2018</li> </ul>	<ul style="list-style-type: none"> <li>GM Tenancy and Leasehold</li> </ul>		<ul style="list-style-type: none"> <li>Clear understanding from both services about each others roles and expectations</li> </ul>	<ul style="list-style-type: none"> <li>SLA has been reviewed and finalised and is clearer on expectations for all ASB services to work together</li> </ul>
<ul style="list-style-type: none"> <li>All procedures, templates and guidance will be reviewed and updated</li> </ul>	<ul style="list-style-type: none"> <li>January 2019</li> </ul>	<ul style="list-style-type: none"> <li>Tenants and Leaseholders Team Leader</li> </ul>		<ul style="list-style-type: none"> <li>Documents will support our approach and give detailed guidance for Officers and tenants</li> </ul>	<ul style="list-style-type: none"> <li>Procedures almost complete. Checklist being drafted between ASB and Housing Team Leaders to help Officer understand referral process.</li> </ul>
<ul style="list-style-type: none"> <li>Organise training for officers on new process</li> </ul>	<ul style="list-style-type: none"> <li>January 2019</li> </ul>	<ul style="list-style-type: none"> <li>Tenants and Leaseholders Team Leader</li> </ul>		<ul style="list-style-type: none"> <li>Officers will be confident on how to address ASB and able to support victims.</li> <li>Overall a more victim led approach will be embedded across the service. A reduction in complaints about ASB and higher satisfaction in how we deal with these cases.</li> </ul>	<ul style="list-style-type: none"> <li>Will be rolled out in September once documents have received formal approval.</li> </ul>

<b>Service Objectives:</b>					
<ul style="list-style-type: none"> <li>Complete an Orchard Health Check to determine best use of the system to be integrate across all variety of teams</li> </ul>					
<b>Key Actions</b>	<b>By When</b>	<b>Who is Responsible for Delivery</b>	<b>Impact on MTFS</b>	<b>What will be different once this is done?</b>	<b>Update</b>
<ul style="list-style-type: none"> <li>Identify a project group and set aims and targets for the review</li> </ul>	<ul style="list-style-type: none"> <li>May 2018</li> </ul>	<ul style="list-style-type: none"> <li>GM Tenancy and Leasehold</li> </ul>		<ul style="list-style-type: none"> <li>All relevant officers will understand the purpose for the review to ensure we get the outcomes needed</li> </ul>	<ul style="list-style-type: none"> <li>Project group identified areas for development and a meeting was held with Orchard and members of senior management team to discuss system development and moving to Orchard pro</li> </ul>
<ul style="list-style-type: none"> <li>Request Orchard to carry out health check</li> </ul>	<ul style="list-style-type: none"> <li>June 2018</li> </ul>	<ul style="list-style-type: none"> <li>Income Team Leader</li> </ul>	<ul style="list-style-type: none"> <li>Identifying a structured plan in relation to upgrades and use of the system will lead to savings which will mitigate the cost of the review</li> </ul>	<ul style="list-style-type: none"> <li>We will receive recommendations to ensure the IT system we are using can effectively deliver our future plans for the service.</li> </ul>	<ul style="list-style-type: none"> <li>Orchard Pro is the cloud based solution which Orchard are investing their development resource in and will provide mobile options and self-serve.</li> <li>The other versions GUI Orchard, and Orchard Classic are being phased out. Service areas are on differing versions so</li> </ul>

					will need to be addressed.
<ul style="list-style-type: none"> <li>Implement recommendations following discussion with project group and HSMT</li> </ul>	<ul style="list-style-type: none"> <li>February 2019</li> </ul>	<ul style="list-style-type: none"> <li>GM Tenancy and Leasehold</li> </ul>		<ul style="list-style-type: none"> <li>There will be better integration across teams using Orchard.</li> <li>We will identify which aspects of the system need to be upgraded and what training officers need to fully utilise relevant functions.</li> </ul>	<ul style="list-style-type: none"> <li>Recommendations will require a phased migration, because the functionality currently available in Orchard Pro does not support all of the service areas.</li> </ul>

<b>Service Objectives:</b>					
<ul style="list-style-type: none"> <li>Review Need &amp; Demand of Supported Housing across the borough</li> </ul>					
<b>Key Actions</b>	<b>By When</b>	<b>Who is Responsible for Delivery</b>	<b>Impact on MTFS</b>	<b>What will be different once this is done?</b>	<b>Update</b>
<ul style="list-style-type: none"> <li>Review dispersed sheltered properties to identify which ones could be general needs.</li> </ul>	<ul style="list-style-type: none"> <li>October 2018</li> </ul>	<ul style="list-style-type: none"> <li>Supported Housing Team Leader</li> </ul>		<ul style="list-style-type: none"> <li>There will be a planned approach to moving any sheltered properties back to general needs at the point they become empty.</li> <li>Reduction in the number of dispersed properties not</li> </ul>	<ul style="list-style-type: none"> <li>The review of dispersed properties has now been completed and we are in the process of analysing the results. As expected there are a number of properties that have been identified as not being suitable for supported housing. Results of the</li> </ul>

				<p>appropriate for sheltered tenants.</p> <ul style="list-style-type: none"> <li>Reduction in delay in empty homes process due to lack of demand or decision about placing back to general needs</li> </ul>	<p>exercise will be taken to HSMT once analysed.</p>
<ul style="list-style-type: none"> <li>Identify target groups and explore methods for promoting the benefits of the Lifeline service offered by Housing</li> </ul>	<ul style="list-style-type: none"> <li>March 2019</li> </ul>	<ul style="list-style-type: none"> <li>Supported Housing Team Leader</li> </ul>		<ul style="list-style-type: none"> <li>There will be an increased uptake of private life line customers. This will help to protect adults at risk and generate income for the HRA</li> </ul>	<ul style="list-style-type: none"> <li>Relaunch of lifeline and introduction of telecare service has started. A drop in session has been set up and external partners invited to promote the service in the community. All Council communications have been used to promote internally</li> </ul>
<ul style="list-style-type: none"> <li>Identify opportunities for new supported housing developments including demand for flexi-care schemes</li> </ul>	<ul style="list-style-type: none"> <li>March 2019</li> </ul>	<ul style="list-style-type: none"> <li>Supported Housing Team Leader and Development Team Leader</li> </ul>		<ul style="list-style-type: none"> <li>Needs of residents in Dacorum can be met through a wider supply of supported housing and sheltered options</li> </ul>	<ul style="list-style-type: none"> <li>Dacorum supported housing board continues to meet. Newly appointed project managers from HCC have visited schemes and gained a better understanding of current stock.</li> <li>Consultants have completed a review of</li> </ul>



					the long term viability of stock to identify any opportunities for remodelling / redevelopment. Internal meeting booked for June to discuss outcomes.
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<b>Service Objectives:</b>					
<ul style="list-style-type: none"> <li>Review approach to service charges, implement arrangements for 19/20 and produce a policy to clarify approach</li> </ul>					
<b>Key Actions</b>	<b>By When</b>	<b>Who is Responsible for Delivery</b>	<b>Impact on MTFS</b>	<b>What will be different once this is done?</b>	<b>Update</b>
<ul style="list-style-type: none"> <li>Use best practice from guidance and other organisations to identify appropriate method for calculating service charges across leasehold and tenanted properties</li> </ul>	<ul style="list-style-type: none"> <li>March 2019</li> </ul>	<ul style="list-style-type: none"> <li>Income Team Leader</li> </ul>		<ul style="list-style-type: none"> <li>Tenants and Officers will understand the method for calculating service charges leading to fewer complaints, more consistency in charges and quicker ability to set charges in future years</li> </ul>	<ul style="list-style-type: none"> <li>Completed review of service charges for 2019/20 with action plan progressing</li> <li>New template developed with finance, shows rationale and justification for service charge levels, which will be beneficial for future years.</li> <li>Rent and other charges policy has been updated and will be going to OSC in June 2019</li> </ul>

<b>Service Objectives:</b>					
<ul style="list-style-type: none"> <li>Embed new housing service standards with a year long campaign to assist implementation</li> </ul>					
<b>Key Actions</b>	<b>By When</b>	<b>Who is Responsible for Delivery</b>	<b>Impact on MTFS</b>	<b>What will be different once this is done?</b>	<b>Update</b>
<ul style="list-style-type: none"> <li>Publish and launch the new service standards</li> </ul>	<ul style="list-style-type: none"> <li>May 2018</li> </ul>	<ul style="list-style-type: none"> <li>GM Tenants and Leaseholders</li> </ul>		<ul style="list-style-type: none"> <li>Officers and tenants will have clear expectations of the service they will receive but also what to expect in return from tenants</li> </ul>	<ul style="list-style-type: none"> <li>Completed. New document rolled out with every sign-up and sessions provided for all housing staff</li> </ul>
<ul style="list-style-type: none"> <li>Each month identify and promote a key aspect of the service standards across all teams in Housing and through a number of platforms to tenants</li> </ul>	<ul style="list-style-type: none"> <li>April 2019</li> </ul>	<ul style="list-style-type: none"> <li>GM Tenants and Leaseholders</li> </ul>		<ul style="list-style-type: none"> <li>Officers will be involved in a number of activities relating to the service standards improving their confidence in dealing with expectations</li> </ul>	<ul style="list-style-type: none"> <li>Completed. Delivery of the Our House Your Home campaign was successful with a number of tenants and internal teams engaging.</li> </ul>

<b>Service Objectives:</b>					
<ul style="list-style-type: none"> <li>Analysis of early stages of tenancy and review approach to sustainment</li> </ul>					
<b>Key Actions</b>	<b>By When</b>	<b>Who is Responsible for Delivery</b>	<b>Impact on MTFS</b>	<b>What will be different once this is done?</b>	<b>Update</b>
<ul style="list-style-type: none"> <li>Complete review of reasons for tenancy failure</li> </ul>	<ul style="list-style-type: none"> <li>October 2018</li> </ul>	<ul style="list-style-type: none"> <li>Tenancy Sustainment Team Leader</li> </ul>		<ul style="list-style-type: none"> <li>Better understanding of</li> </ul>	<ul style="list-style-type: none"> <li>There were only 10 evictions this year for rent arrears which is a</li> </ul>

				reasons for tenancy failures	reduction of 42%. This shows the success of the sustainment approach. Evidence suggests that those under 25 are at higher risk so a proposal for a project will be presented in July.
<ul style="list-style-type: none"> <li>Identify and complete an action plan to focus on pre-tenancy activities to improve sustainment of Introductory tenants</li> </ul>	<ul style="list-style-type: none"> <li>March 2019</li> </ul>	<ul style="list-style-type: none"> <li>Tenancy Sustainment Team Leader and Pre Tenancy Team Leader</li> </ul>		<ul style="list-style-type: none"> <li>A greater success in sustainment of introductory tenancies through</li> </ul>	<ul style="list-style-type: none"> <li>A number of actions have been carried out especially those that affect sheltered tenants</li> <li>A work stream review on pre-tenancy will be carried out Q1 2019 with a focus on reviewing introductory tenants</li> </ul>

## Group 4 – Housing Development

Group Manager: David Barrett

<b>Service Objectives:</b>					
<ul style="list-style-type: none"> <li>Develop and Implement the Housing Development Project Management Handbook</li> </ul>					
<b>Key Actions</b>	<b>By When</b>	<b>Who is Responsible for Delivery</b>	<b>Impact on MTFS</b>	<b>What will be different once this is done?</b>	<b>Update</b>
<ul style="list-style-type: none"> <li>Confirm content</li> <li>Develop process and procedure</li> <li>Train and implement</li> </ul>	<ul style="list-style-type: none"> <li>Jan 2019</li> </ul>	<ul style="list-style-type: none"> <li>D Barrett</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li>Improved delivery and continuity</li> </ul>	Completed and now preparing an enhanced version with additional sections.

<b>Service Objectives:</b>					
<ul style="list-style-type: none"> <li>Investigate Off Site &amp; Modern Methods of Construction</li> </ul>					
<b>Key Actions</b>	<b>By When</b>	<b>Who is Responsible for Delivery</b>	<b>Impact on MTFS</b>	<b>What will be different once this is done?</b>	<b>Update</b>
<ul style="list-style-type: none"> <li>Track trade press and understand market</li> <li>Visit suppliers</li> <li>Consider some level of adoption</li> </ul>	<ul style="list-style-type: none"> <li>Jan 2019</li> </ul>	<ul style="list-style-type: none"> <li>J Deacon</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li>Potential to enhance delivery</li> </ul>	Completed report issued. We continue to track partnership with Watford Housing Community Trust who are leading on a project to bring Off Site to Hertfordshire. In addition, we have identified a scheme to trial Off Site construction.

<b>Service Objectives:</b>
<ul style="list-style-type: none"> <li>Review Schedule of Services for Consultants</li> </ul>

<b>Key Actions</b>	<b>By When</b>	<b>Who is Responsible for Delivery</b>	<b>Impact on MTFS</b>	<b>What will be different once this is done?</b>	<b>Update</b>
<ul style="list-style-type: none"> <li>Review existing</li> <li>Develop new schedule of services</li> <li>Consult team and implement</li> </ul>	<ul style="list-style-type: none"> <li>Sept 2018</li> </ul>	<ul style="list-style-type: none"> <li>D Barrett &amp; Jo Deacon</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li>Improved services from suppliers</li> </ul>	Completed

**Service Objectives:**

- Review and rewrite current Housing Development Strategy

<b>Key Actions</b>	<b>By When</b>	<b>Who is Responsible for Delivery</b>	<b>Impact on MTFS</b>	<b>What will be different once this is done?</b>	<b>Update</b>
<ul style="list-style-type: none"> <li>Obtain approval for new programme</li> <li>Re write new strategy</li> <li>Consult and agree with AD and PH</li> </ul>	<ul style="list-style-type: none"> <li>Oct 2018</li> </ul>	<ul style="list-style-type: none"> <li>D Barrett</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li>A refresh of our Strategy</li> </ul>	Completed with the exception of writing the Strategy which will take place over the coming year.

**Service Objectives:**

Mobilise new programme following formal approval

<b>Key Actions</b>	<b>By When</b>	<b>Who is Responsible for Delivery</b>	<b>Impact on MTFS</b>	<b>What will be different once this is done?</b>	<b>Update</b>
<ul style="list-style-type: none"> <li>Obtain formal approval for new programme</li> <li>Prepare Briefs</li> <li>Implement delivery within team</li> </ul>	<ul style="list-style-type: none"> <li>Oct 2018</li> </ul>	<ul style="list-style-type: none"> <li>D Barrett</li> </ul>	<ul style="list-style-type: none"> <li>Rental income and HRA</li> </ul>	<ul style="list-style-type: none"> <li>Clear direction for team regarding the next wave of schemes</li> </ul>	Completed with the exception of Garage programme and Randalls Ride, A 6 month delay on appointing new resource has delayed programme.

## Service Improvement Plan

Action	Expected Improvement(s)	Planned Start Date	Lead
<b>Improving Communications &amp; Reducing Contact</b>			
Develop individual communications plans for teams across the service with a key focus on handling crisis communications	Improved approach to managing communications with an aim to streamline involvement and ensure it is focused on key individuals	August 2018	Strategy, Improvement and Engagement Team Leader
Undertake a full review of the sign up process	A full review of essential content at the initial sign up process and link to new corporate system replacing My Housing Account	April 2018	Strategy, Improvement and Engagement Team Leader
Continue to grow digital and online presence, developing a focused social media plan to support and launch 'Our House – Your Home'		July 2018	Policy, Projects and Engagement Lead Officer
Undertake a full review of website content so more tenants can self-serve	Increased number of tenants in sheltered housing able to access the website and report repairs	April 2018	Strategy, Improvement and Engagement Team Leader/ Policy, Projects and Engagement Lead Officer

<b>Reducing Demand</b>			
Analysis patches vs workload across different teams to understand where there are high levels of demand and the reasoning e.g. type of property	A better understanding of the types of behaviours, factors that increase demand on the service and where these pressures impact the service	April 2018	Policy, Projects and Improvement Lead Officer
Launch 'Our House – Your Home' and deliver a year of focused themes, each theme seeking to address a different pressure on the service	Tenants and Staff have clear expectations of what the service can / should deliver	July 2018	Tenants and Leaseholder Group Manager/ Policy, Projects and Improvement Lead Officer
<b>Streamlining Key Processes</b>			
<p>Deliver 8 full work stream reviews:</p> <ul style="list-style-type: none"> <li>• Areas of low satisfaction – STAR and other surveys</li> <li>• Service Plan / team plans</li> <li>• Customer complaints</li> <li>• Involvement groups</li> <li>• Areas where technology could be used more effectively</li> <li>• <i>(Not tackling things, we know we can't change)</i></li> </ul> <p>*Areas to be identified by HSMT and HOM</p>	<p>Each workstream review will consist of the following:</p> <ul style="list-style-type: none"> <li>• Audits</li> <li>• Tenant Inspections</li> <li>• Satisfaction surveys</li> <li>• Complaints analysis</li> <li>• Consultation with staff and tenant's / service users (as applicable)</li> <li>• Analysis of spend</li> <li>• Shadowing</li> <li>• KPI analysis and evaluation (including suggestions of alternatives)</li> <li>• Best practice research – what are other organisations doing?</li> <li>• Horizon scanning – any new or upcoming legislation / guidance</li> <li>• Piloting / testing new approaches</li> <li>• Procedure and policy reviews</li> </ul>	May 2018	Strategy, Improvement and Engagement Team Leader/ Policy, Projects and Improvement Lead Officer

	<ul style="list-style-type: none"> <li>Letter reviews / key document reviews</li> </ul> <p>So streamlining is based on a holistic understanding of the service and the impact of any changes. These will then be monitored to see if the changes have achieved the desired effect.</p>		
<b>Data &amp; Evidence</b>			
<p>Ensure the service is maximising data held:</p> <ul style="list-style-type: none"> <li>Building up profiling information on both stock and tenants</li> <li>It is compliant with new GDPR regulations</li> </ul>	Ability to identify trends amongst people living in DBC homes	April 2018	Strategy, Improvement and Engagement Team Leader/ Policy, Projects and Improvement Lead Officer
Profiling of those wards within the borough containing housing stock, to include wider socio-economic impact and demand on service e.g. repairs, arrears	Officers across the service will have an awareness of issues within their patches rather than individual homes so the service can target interventions to reduce demand	April 2018	Policy, Projects and Improvement Lead Officer
Benchmarking and information returns e.g. LAHS, P1E	Compare our performance against peers and identify opportunities for service improvement	April 2018	Quality, Insight and Improvement Officer



<b>Systems and Assets</b>			
De-commissioning of Genesis	Identification of an alternative software system or potential for using a new Orchard module to improve the functionality and efficiency through a more intuitive use of software packages.	March 2018	Supported Housing Team Leader
Pro-master has replaced Pimms to hold asset management data – continued roll out to use system to its full potential	Orchard-hosted system will allow the wider service and third parties as well as tenants to access information on assets  Officers across the service will have accurate asset information available through the Orchard System.	March 2018	Assets and Business Improvement Team Leader
Consultation on and continued rollout of New Orchard  This needs to be treated as a project within all teams using Orchard -	Utilising functions such as text messaging, the customer portal and improved functionality	April 2017  March 2019	Assets and Business Improvement Team Leader
<b>Staff</b>			
Maintain internal communications e.g. team site, horizon scanning and webinars	All officers can maintain their understanding of the wider housing service both locally and nationally		Policy, Projects and Engagement Lead Officer
Provide feedback on the outputs from the Housing Update event in follow up sessions	Enable staff to understand the work that has been undertaken by the management team and Embed relevant proposals from Housing Service Update		Assistant Director

## **KPIs**

The following section outlines the Key Performance Indicators (KPI) and Risks that the service will use to manage the service.

### **Group 1 – Strategic Housing**

<b>Service Objective</b>	<b>Corporate Priority</b>	<b>Measure Name</b>	<b>Targets</b>			<b>Associated Operational Risk</b>
			<b>Month</b>	<b>Quarter</b>	<b>Year</b>	
Full Review of PRS Service, Implementation of New Regulations & development of a Private Rented Housing Strategy	A clean safe and enjoyable environment	SH 34 Total Number of HMO's with a licence  <b>Number only – no target</b>	N/A	N/A	N/A	Operation of rogue landlords within the Borough. Reputational and operational risks associated with lack of monitoring and enforcement action.
Homelessness Reduction Act 2017 – implementation of the new procedure to manage and monitor the number of applications through to conclusion	Providing food quality affordable homes, in particular for those most in need	SH 38 Number of main duty applications SH 39 Number of cases where prevention has been successful  <b>Number only - no target</b>	N/A	N/A		Increase in the number of homeless applications and associated reputational risk

## Group 2 Property and Place

Service Objective	Corporate Priority	Measure Name	Targets			Associated Operational Risk
			Month	Quarter	Year	
Implement and embed the new Health and Safety Plans and Fire Strategy to ensure the safety of residents in Council owned properties.	A clean, safe and enjoyable environment	PP01 Percentage of dwellings with a valid Gas safety certificate Legionella Risk compliance PI to be established on Rocket	100%	100%	100%	Potential health and safety Risk to the occupiers of the properties and those in surrounding locations

## Group 3 Tenants and Leaseholders

Service Objective	Corporate Priority	Measure Name	Targets			Associated Operational Risk
			Month	Quarter	Year	
Implementation of measures to reduce the impact of Universal Credit upon the rental income to the HRA.	Ensuring economic growth and prosperity (in the form of a viable HRA business plan and inward investment in new and existing homes	TL 02 Rent collected as a percentage of rent owed (excluding arrears brought forward)	99%	99%	99%	Increase in the rental arrears level and need to revise the bad debt provision in the Business Plan. Reduction in the revenue to invest in existing and new homes.

## Group 4 Housing Development

Service Objective	Corporate Priority	Measure Name	Targets			Associated Operational Risk
			Month	Quarter	Year	
Mobilise new programme of development of social housing sites following formal approval from Cabinet on	Providing good quality Affordable Homes, in particular for those most in need.	Ongoing delivery of the pipeline of New Build developments in-line with the prescribed programme PI to be set up on Rocket	100%	100%	100%	Impact on the Business Plan, 1-4-1 receipts and the future provision of Affordable Housing in the Borough. Associated pressures on existing stock and reputational risk of failure to deliver.

## Risk Register 2018 - 2019

Housing Landlord - Fiona Williamson					
HL_F01 Failure to closely monitor operational and financial factors affecting the delivery of the HRA Business Plan					
Category: Financial	Corporate Priority:		Risk Owner: Fiona Williamson	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	
Delivery of the Business Plan would not be achieved if income and financial control is not closely managed		<p>Regular and then formal end of year review of Business Plan in partnership with Finance. Any policy changes or government 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><b>Sign Off Complete</b></p> <p>On-going management of risks that could impact the Business Plan will continue to be reviewed, and with the support of Horizon scanning activities, any new risks identified will have appropriate interventions put in place to mitigate.</p> <p>Review of the Business Plan undertaken to assess the borrowing headroom</p>					

HL_F02 Failure to closely monitor operational and financial factors relating to the delivery of the Council's Homelessness Service					
<b>Category:</b> Financial	<b>Corporate Priority:</b> Affordable Housing		<b>Risk Owner:</b> Fiona Williamson	<b>Portfolio Holder:</b> Margaret Patricia Griffiths	<b>Tolerance:</b> Treating
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
3 Likely	4 Severe	12 Red	2 Unlikely	4 Severe	8 Amber
Consequences		Current Controls		Assurance	
DBC Could be open to legal challenge if the service is not fit for purpose due to lack of resources for this statutory service. Health & Safety risks for clients if not provided with TA and left to sleep rough. Increase in homeless presentations would have severe impact on budget.		Monthly financial monitoring with Group Manager and accountant, team leader monitors weekly B & B spend, and monthly reporting of stats including numbers of cases seeking Housing Advice and presentations as homeless.			
Sign Off and Comments					
<p><b>Sign Off Complete</b></p> <p>The transition to the provisions of the Homelessness Reduction Act 2017, have been successfully commenced. There is ongoing monitoring of the impact in the changes in respect of the additional administration required for each case to develop a personal Housing plan and the extended duration for engagement. The potential for appeal action and “recycling” of applicants is being closely monitored.</p>					

<b>Failure of the Total Asset Management Contractor to deliver the five strategic objectives</b>					
<b>Category:</b> Financial	<b>Corporate Priority:</b> Affordable Housing		<b>Risk Owner:</b> Fiona Williamson	<b>Portfolio Holder:</b> Margaret Patricia Griffiths	<b>Tolerance:</b> Treating
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
3 Likely	4 Severe	12 Red	2 Unlikely	4 Severe	8 Amber
Consequences		Current Controls		Assurance	
Inability of the contractor to secure contract extensions and associated costs of managing the collation and interrogation of repairs data and stock condition information. Reputational issues in respect of the anticipated benefits to stakeholders not being realised. Operational consequences if the gas servicing and installation contract secures contract extensions due to the co-location of the operational teams. Additional costs and time to procure a new contract.		Regular contract review through a matrix of operational, financial and strategic core group meetings, with early warning mechanisms and agreed actions to address any areas of poor performance. Monthly monitoring of key performance indicators to identify any trends which could impact upon the achievement of the key strategic indicators.		Strategic Core Group Minutes Key Performance Indicators On-going scrutiny by the Property and Place surveyors	
Sign Off and Comments					
<p><b>Sign Off Complete</b></p> <p>Agreement of new PI's have been signed off at Strategic Core Group and performance will continue to be monitored on a monthly basis. The Cost model and external audits enable ongoing scrutiny of these aspects of the contract and the contractor's ability to perform in line with the KPI's and five Strategic Indicators.</p> <p>A review of the cost base is underway to provide the baseline for the benchmarking review that will take part towards the end of the 5<sup>th</sup> year of service delivery.</p>					

<b>HL_I03 Failure to adopt a service specific best practice approach to Health and Safety (Housing Landlord)</b>					
<b>Category:</b> Infrastructure	<b>Corporate Priority:</b> Safe and Clean Environment		<b>Risk Owner:</b> Fiona Williamson	<b>Portfolio Holder:</b> Margaret Patricia Griffiths	<b>Tolerance:</b> Treating
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
3 Likely	4 Severe	12 Red	2 Unlikely	4 Severe	8 Amber
Consequences		Current Controls		Assurance	
Death or injury to staff; residents or contractors' staff; reputation; litigation and charges of corporate manslaughter.		Service specific H & S procedures applied to sheltered housing service covering service users and staff eg. fire safety and lone working; clear landings policy and procedures; estate inspections schedule. Corporate H&S policy under review. Ongoing training for staff in key areas. Increased resourcing to provide support and enhanced monitoring and administration of health and safety information. Directorate Health & Safety Committee Quarterly at DMT Standing Items on Team Meeting Agendas Quarterly Housing Fire Safety Group attended by Fire Service		All Risk Assessments / Notes of meetings available for review	
Sign Off and Comments					
The Fire Safety Strategy has been developed and is going through the approvals process prior to being adopted. Embedding of the new Asbestos and Legionella management plans has been ongoing and training provided to new members of staff.					



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

<b>Category:</b> Reputational	<b>Corporate Priority:</b> Affordable Housing	<b>Risk Owner:</b> Fiona Williamson	<b>Portfolio Holder:</b> Margaret Patricia Griffiths	<b>Tolerance:</b> Treating	
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
3 Likely	4 Severe	12 Red	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		Supported Housing Operational Procedures. Partnership working with other agencies. Effect use of Genesis – sheltered housing IT system. This allows for more robust record keeping and management of visits and support plans Line management structure within supported housing including performance management structure (1:1s and appraisals).		Supported Housing Officer Procedures	
Sign Off and Comments					
The system for recording contact with residents in sheltered schemes Genesis, has enabled better record keeping but this system is going to be replaced as there are more effective solutions available on the market that will interface into the Housing Management System, Orchard. Options for a replacement system are being investigated to provide an enhanced recording tool for the supported Housing Officers. Ongoing engagement with residents in the supported housing schemes is pro-active in the management of vulnerable cases. Safeguarding lead is now employed by the Council who is working closely with the Group Manager and Supported Housing Team Leader.					

<b>HL_R03 Failure to Deliver the Council's New Build Programme</b>					
<b>Category:</b> Reputational	<b>Corporate Priority:</b> Affordable Housing		<b>Risk Owner:</b> Fiona Williamson	<b>Portfolio Holder:</b> Margaret Patricia Griffiths	<b>Tolerance:</b> Treating
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
2 Unlikely	4 Severe	8 Amber	1 Very Unlikely	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.  1-4-1 meetings to assess the progress of expenditure against grant commitments  This allows full debate on key issues and involves legal, finance, procurement at the early stages of any discussions		All Schemes have project worksheets updated fortnightly	
Sign Off and Comments					
The current schemes are being closely managed and monitored, with external support being provided by external consultants who are undertaking the design and overseeing the construction. Any delays are being captured in the project plans so that these can be reported and the business plan can be adjusted.					

## Housing – Fiona Williamson

### Risk name: Failure to identify and manage Private sector Landlords and Houses in Multiple Occupation

<b>Category:</b> Reputational	<b>Corporate Priority:</b> Safe and Clean Environment	<b>Risk Owner:</b> Fiona Williamson	<b>Portfolio Holder:</b> Margaret Patricia Griffiths	<b>Tolerance:</b> Treating	
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
3 Likely	4 Severe	12 Red	2 Unlikely	4 Severe	8 Amber
Consequences		Current Controls		Assurance	
Private sector tenants living in poor conditions that could be prejudicial to their health. Statutory function so reputational and financial risks for the Council.		Additional resources have been employed to assist with the anticipated increase in workload following changes to the legislation. Training for all staff in HHSRS and fire safety has been undertaken. New procedures have been developed to align with the changes in legislation Volumes will be monitored to assess the level of demand upon the service.		-	
Sign Off and Comments					
Ongoing review of the demand for licensing and options to identify unlicensed HMO's The team are undergoing further training to enable them to provide the appropriate advice and enforcement activities to ensure the Borough has a supply of good quality private rented accommodation to provide a mixed tenure offering to the residents. Preparatory work and communications to private sector landlords has been delivered, in preparation for the change in legislation on the 1 <sup>st</sup> October 2018					

# Funding

## Current Budgets - Gen Fund & HRA

### Gen Fund Housing

HOUSING GENERAL FUND NET EXPENDITURE BUDGET DETAIL 2018/19				
	Original 2017/2018 £	Budget 2018/2019 £	Variance 2017/18 - 2018/19 £ %	
<b>Housing Landlord</b>				
Housing Standards/DFG's	(20,290)	23,781	44,071	217%
Garages	(1,661,069)	(1,983,507)	(322,438)	(19%)
Supporting People	7,500	7,500	0	0%
Homelessness	287,620	353,052	65,432	23%
Housing Advice	283,500	316,433	32,933	12%
Housing Strategy	326,750	497,081	170,331	33%
<b>Net Expenditure: Housing Landlord</b>	<b>(775,989)</b>	<b>(785,660)</b>	<b>(9,671)</b>	<b>(9%)</b>

### HRA Summary

HOUSING REVENUE ACCOUNT BUDGET SUMMARY 2018/19		
	2017/18 17/18 LA Budget £000	2018/19 2018/19 Budget £000
<b>Income</b>		
Dwelling Rents	(53,299)	(53,044)
Non-Dwelling Rents	(82)	(102)
Tenant Service Charges	(1,628)	(1,512)
Leaseholder Charges	(487)	(487)
Interest and Investment Income	(206)	(390)
Contributions to Expenditure	(655)	(535)
<b>Total Income</b>	<b>(56,357)</b>	<b>(56,070)</b>
<b>Expenditure</b>		
Repairs and Maintenance	11,771	12,113
Revenue Contribution to Capital	8,993	7,285
Supervision & Management	11,756	12,043
Corporate and Democratic Core	240	301
Rent, Rates, Taxes & Other Charges	14	34
Provision for Bad Debts	300	700
Interest Payable	11,643	11,594
Depreciation	11,640	12,000
<b>Total Expenditure</b>	<b>56,357</b>	<b>56,070</b>
<b>HRA Deficit / (Surplus)</b>	<b>0</b>	<b>0</b>
<b>Housing Revenue Account Balance:</b>		
Opening Balance at 1 April	(2,893)	(2,893)
Deficit / (Surplus) for the year	0	0
<b>Closing Balance at 31 March</b>	<b>(2,893)</b>	<b>(2,893)</b>
<b>Earmarked Reserves:</b>		
Opening Balance at 1 April	(18,100)	(18,100)
Contributions to Earmarked Reserves	3,998	3,998
<b>Closing Balance at 31 March</b>	<b>(14,102)</b>	<b>(14,102)</b>

## **Medium Term Financial Planning & Savings Targets**

Housing has budget areas within both the General Fund (GF) and the Housing Revenue Account (HRA) which is a ring fenced account relating to Income and Expenditure on the Housing Stock and tenants and Leaseholders.

When setting budgets and savings targets medium term considerations are made, specifically in terms of income assumptions from the garage stock. 2017/18 saw significant increases in the charges as part of a two-year strategy to bring in line with similar storage options. This year there is another significant increase and consideration must be made regarding year 19/20 for a suitable strategy.

In the Homelessness area of the service, new additional funding of approximately £400k per year has been allocated to implement and adhere to new regulations within the Homeless Reduction Act. This funding is not confirmed post 2019/20.

The HRA Business Plan covers a 30 year period so the impact of decisions and assumptions made now are clearly visible for the purposes of strategic planning of investment.

### **Savings Target and Scope**

#### **General Fund**

Garage income – increase £350k +£70k inflation  
Garage Investment – Increase £50k  
Garage Officer (Growth Bid) - £40k

**Net increase in revenue target - £330k**

### **Housing Revenue Account Business Plan – Significant Changes**

1% Rent Reduction approx. (£500k)

Bad Debt Provision Increase – Universal Credit - (£300k)

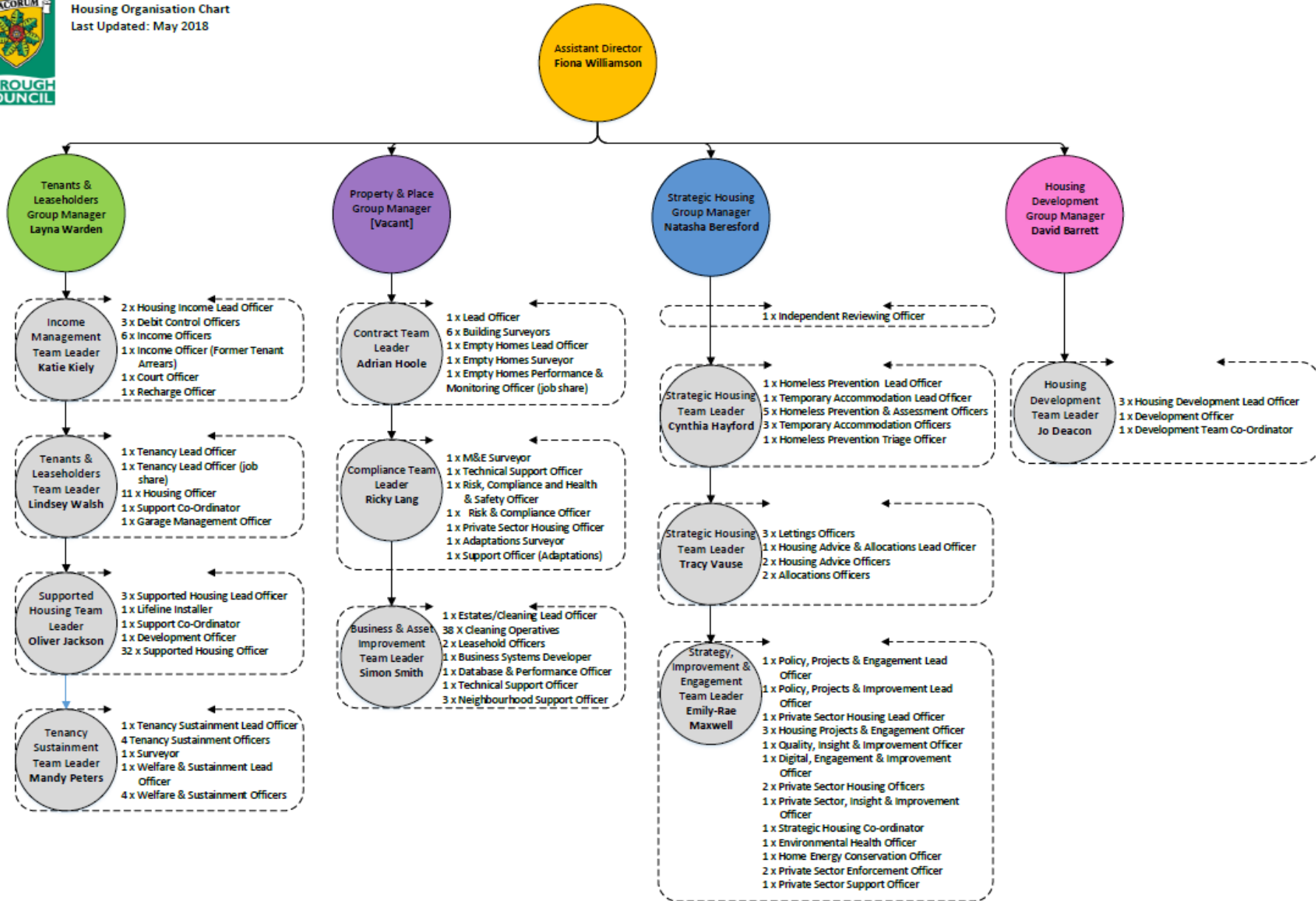
Disposal of Non Traditional Housing Stock - £750k

Termination of arrangement to collect water charges (£200k)

# Current Structure - Housing



Housing Organisation Chart  
Last Updated: May 2018



# **Workforce Planning Report**

## **Group 1 – Strategic Housing**

<b>Staff turnover and risk</b>	
<b>Recruitment</b> <ul style="list-style-type: none"> <li>• Are there any skills that may prove difficult to recruit?</li> <li>• How are you making these roles more attractive?</li> </ul>	<p>Recruitment to technical roles across the council such as Surveyors and Environmental Health Officers is challenging, often leading to recruitment via temporary agencies, which is costly. SH have had regard to this in relation to the introduction of new Private Sector Enforcement roles and have sought to develop a job role that is effective to meet statutory requirements and support the single point of failure in 1 FTE EHO, the introduction of this role will enable the service to develop staff further within this area and upskill to the level of existing EHO.</p>
<b>Skills development</b> <ul style="list-style-type: none"> <li>• What new skills do you need to deliver service objectives?</li> <li>• Could we develop these in-house?</li> <li>• How are you transferring or developing specialist skills?</li> </ul>	<p>Pre Tenancy Team will be undertaking cross training of staff within the team, as this has been identified as an area of risk with the high turnover of staff within the team. Additional skills and knowledge requirement to meet statutory demands of Private Sector management have been identified and a training plan has been put in place.</p>
<b>Single Points of Failure</b> <ul style="list-style-type: none"> <li>• Are there any single points of failure?</li> <li>• How are you dealing with them?</li> </ul>	<p>As mentioned in point 1, EHO is single point of failure and development of the new PRS Enforcement Officer posts and upskilling will mitigate against risk.</p> <p>Strategic Housing Co-ordinator post, vital role within the service gaps in this post can have a significant service impact. Working with other GM's to ensure consistency in management of these co-ordinators across to include cross training and awareness of different work areas.</p>
<b>Leadership</b> <ul style="list-style-type: none"> <li>• How are you developing leadership in the team?</li> </ul>	<p>A number of new Lead Officer posts have been introduced within Strategic Housing. Key team and service plan objectives create the opportunity for Officers and Lead Officers to become involved in leading projects. Additionally new managers across housing have been supported to access ILM training.</p>

## Group 2 – Property & Place

<b>Staff turnover and risk</b>	
<b>Recruitment</b> <ul style="list-style-type: none"> <li>• Are there any skills that may prove difficult to recruit?</li> <li>• How are you making these roles more attractive?</li> </ul>	<p>All technical roles continue to be difficult to recruit. Health and Safety qualifications are commanding a premium in the marketplace.</p> <p>Consideration is being given to what options are available to make the roles more attractive.</p>
<b>Skills development</b> <ul style="list-style-type: none"> <li>• What new skills do you need to deliver service objectives?</li> <li>• Could we develop these in-house?</li> <li>• How are you transferring or developing specialist skills?</li> </ul>	<p>Quantity Surveying, Risk management, Fire Risk assessments, Legionella management.</p> <p>Yes with additional training or qualifications</p> <p>Mentoring of staff and a number are undertaking degrees in Construction.</p> <p>Also have established a trainee empty homes surveyor role which will be covered by apprenticeship training levy.</p>
<b>Single Points of Failure</b> <ul style="list-style-type: none"> <li>• Are there any single points of failure?</li> <li>• How are you dealing with them?</li> </ul>	<p>Database officer, Fire Risk Assessor, legionella surveyor.</p> <p>Additional staff are working with the Promaster software and further training will be undertaken to establish some super users of the system.</p> <p>External consultancy support is being used to increase capacity with Fire Risk assessments</p>
<b>Leadership</b> <ul style="list-style-type: none"> <li>• How are you developing leadership in the team?</li> </ul>	<p>Invited participation at Team Leaders meetings, mentoring and coaching techniques used to assist Team Leaders to develop.</p> <p>External and internal management training and qualifications.</p>



## Group 3 – Tenants & Leaseholders

<b>Staff turnover and risk</b>	
<b>Recruitment</b> <ul style="list-style-type: none"> <li>• Are there any skills that may prove difficult to recruit?</li> <li>• How are you making these roles more attractive?</li> </ul>	<p>There is a good level of demand in most roles within the Tenants and Leaseholder service. The supported Housing Officers have the highest turnover however salary and roles are currently being reviewed which should make these posts more attractive to maintain existing staff levels and recruitment</p>
<b>Skills development</b> <ul style="list-style-type: none"> <li>• What new skills do you need to deliver service objectives?</li> <li>• Could we develop these in-house?</li> <li>• How are you transferring or developing specialist skills?</li> </ul>	<p>A good knowledge of service charges is needed to be able to deliver a review and implementation of this service objective. This can be gathered from other organisations who have already de-pooled charges along with the leaseholder officers and officers in finance.</p> <p>We will develop these skills and knowledge within the Income team to deliver this objective.</p>
<b>Single Points of Failure</b> <ul style="list-style-type: none"> <li>• Are there any single points of failure?</li> <li>• How are you dealing with them?</li> </ul>	<p>The recharges officer was a single point of failure. We will be amending the job title for all Band 9 Officers in the Income team to be consistent. This will allow us to be more flexible with the needs of the service but also ensure that 2 other officers are able to undertake this function if require.</p> <p>We have also reviewed the JD and PS of the Tenants and Leaseholders Coordinator to remove responsibility for mutual exchanges and moving to a smaller home. We have also aligned this role with other co-ordinators in development and Strategic housing.</p>
<b>Leadership</b> <ul style="list-style-type: none"> <li>• How are you developing leadership in the team?</li> </ul>	<p>All Team Leaders are responsible for creating their team plan and ensuring that they are focusing on the strategic direction of their teams rather than the day to day operations of the service.</p> <p>4 Lead Officers from Tenants and Leaseholders team have recently completed an in-house Introduction to Management Course. This has improved their confidence and knowledge around managing and leading their team.</p>

## Group 4 – Housing Development

<b>Staff turnover and risk</b>	
<b>Recruitment</b> <ul style="list-style-type: none"> <li>• Are there any skills that may prove difficult to recruit?</li> <li>• How are you making these roles more attractive?</li> </ul>	<p>Yes, there is a skills shortage of good quality project managers in housing development.</p> <p>Limited due to salary levels.</p>
<b>Skills development</b> <ul style="list-style-type: none"> <li>• What new skills do you need to deliver service objectives?</li> <li>• Could we develop these in-house?</li> <li>• How are you transferring or developing specialist skills?</li> </ul>	<p>Improved project management skills.</p> <p>Yes, this is our approach</p> <p>Learning and support from our consultant team along with now having a team leader in post</p>
<b>Single Points of Failure</b> <ul style="list-style-type: none"> <li>• Are there any single points of failure?</li> <li>• How are you dealing with them?</li> </ul>	<p>No</p>
<b>Leadership</b> <ul style="list-style-type: none"> <li>• How are you developing leadership in the team?</li> </ul>	<p>A new team leader in post who is undertaking management training. Coaching project management skills plus attending formal training events.</p>



# Housing Audits Work-stream Review Programme

Work-stream	Stage One	Stage Two	Stage Three
<b>Quarter Two (Jul – Sep)</b>			
<b>Compliance</b> <ul style="list-style-type: none"> <li>• Fire Safety</li> <li>• Legionella</li> <li>• Gas Safety</li> <li>• Asbestos</li> </ul>	<p>The initial stage of a work-stream review involves gathering evidence, useful information and insights that can inform changes to the service area being looked at. Activities may include some, or all, of the following:</p> <ul style="list-style-type: none"> <li>• Consultation with Team Leader;</li> <li>• An audit programme in line with ISO 9001:2015;</li> <li>• Best practice research;</li> <li>• Staff focus group(s);</li> <li>• Horizon scanning;</li> <li>• Consultation with service users;</li> <li>• Customer profiling and data analysis; and</li> <li>• Analysis of spend / current KPIs; and</li> <li>• Assessment of any IT systems that are in use.</li> </ul>	<p>The Strategy, Improvement and Engagement Team works with the service area to agree any proposed changes and how they could work in practice. Stage two includes (where applicable):</p> <ul style="list-style-type: none"> <li>• Development and/or review of procedures;</li> <li>• Development and/or review of policies;</li> <li>• Review of key documents, forms or standard letter templates;</li> <li>• Updates to website pages; and</li> <li>• Planning of any ongoing communications e.g. social media messages, campaigns or internal staff communications.</li> </ul>	<p>A full handover to the team is carried out so that all updated documents can begin to be used in line with any updated procedures.</p> <p>Timescales are agreed for an evaluation to take place which will assess the impact of any changes made as a result of the work-stream review.</p>
<b>Aids and Adaptations</b>			
<b>Quarter Three (Oct – Dec)</b>			
<b>Leaseholder Service</b>			
<b>Anti-Social Behaviour</b>			
<b>Quarter Four (Jan – Mar)</b>			
<b>Start of Tenancy / Sign Up Process</b>			
<b>[TBD]</b>			