

# CMT Review & Sign-off of Service Plan

Required Consultations ('X' for all that apply)

Required Consultations (must be completed before CMT submission)		
Area	Date of Review	Any Issues / Comments/Concerns from Consultee/areas of shared objectives
Planning, Development & Regeneration		Shared objectives: New Build programme, Growth and Infrastructure
Housing		
ICT & People		
Finance		
Legal & Democratic Services		
Environmental, Resident & Regulatory Services		Shared Objectives: ASB and Enforcement activities
Finance, Commercial Assets & Property Development, Revenues Benefits and Fraud, Procurement & Compliance		Shared Objectives: Garage strategy & Investment planning



# HousingHousing

## Service Plan

Period of the Plan	2019/20
<b>Services: Housing</b>	<ul style="list-style-type: none"><li>• Strategic Housing</li><li>• Property &amp; Place</li><li>• Tenants &amp; Leaseholders</li><li>• Housing Development</li></ul>

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# Strategic Priorities

## Council Strategic Priorities & Service Objectives

Priorities	Service objectives (outcome focused)	Barriers to overcome
<b>Ensuring economic growth and prosperity</b>	<p>Where possible work with local based suppliers to deliver works to the Housing Service contained within the TAM 5 year benchmarking review</p> <p>Branching Out Initiative to support tenants back into work to reduce dependence of benefits</p>	<p>OJEU procurement regulations need to ensure fair treatment of suppliers from all areas within the EU and care taken not to introduce any bias.</p> <p>Often circumstances behind work options are complex and input from external agencies is required to support positive outcomes</p>
<b>Affordable Housing</b>	<p>Essentially the focus of the whole service is aimed at improving the quality and availability of affordable homes with a specific focus on those in greatest housing need.</p> <p>Whole service Supported housing Project to assess the ongoing viability and use of the sheltered units in line with the allocations policy, feedback from open days, demand, supply, external funding, specialist use,, layout, size of units, desirability and net present value in order to consider possible re-designation or re-provision.</p>	<p>Requirement to obtain demographic data externally to supplement the internal sources of demand and supply data. Consideration of the impact of external support funding or grants</p> <p>Conclude the review of the new Strategic Tenancy Strategy in line with the Localism Act and gain formal approval prior to implementation.</p>

	<p>Strategic Tenancy Strategy to obtain formal approval and implement</p> <p>Continue to work with partner agencies, HCC and other districts to target intervention in the approach to street homeless maximising the benefits of the grant funding</p> <p>Undertake the 5 year benchmarking review of the Total Asset Management Contract in line with the contract provisions to ensure the contract remains fit for purpose and is delivering the strategic and operational objectives</p> <p>Improve the scope and range of services available through frameworks to provide resilience in the event of contractor collapse and to enable market testing of various works elements</p> <p>Work with Strategic Planning and Development Control on the Local Plan to maximise opportunities for social housing development and delivery on larger sites.</p>	<p>Increasing numbers of street homeless and complex cases at presentation, with limited support from Community Mental Health teams or Adult care services</p> <p>SWOT analysis undertaken and delivery on a set of key objectives to be resolved in advance of the year 5 review as the decision on the year 4 contract extension has been deferred, subject to satisfactory completion of defined objectives.</p> <p>Ongoing high levels of demand across the sector for all compliance related functions especially fire safety engineers, fire risk assessors, and specialist contractors who are able to complete works. Also issues with material testing have created problems with the specification of internal fire doors.</p>
<p><b>A clean, safe &amp; enjoyable environment</b></p>	<p>Compliance &amp; Health &amp; Safety cross cutting project to embed the approach to safety</p>	<p>Changes in testing of materials and increased legislative requirements are ongoing and will require an agile approach to</p>

	<p>within the housing portfolio in respect of the physical assets and the occupiers.</p> <p>Window cleaning and cleaning service to continue to review of the delivery model and market test window cleaning options for the service.</p> <p>Conclude the amendments to the corporate approach ASB case management obtain approval and embed within the service.</p> <p>Analysis of pre-tenancy engagement and during the early stages of tenancy, to assess effectiveness in sustaining tenancies.</p>	<p>ensure that any actions undertaken are appropriate.</p> <p>Improved systems and data in order to effectively manage the compliance are essential.</p> <p>Some changes to the delivery model already implemented, but additional monitoring required to maintain quality. Align frequency of cleans with service charges apportionment method.</p> <p>Involvement of external agencies, including the police, CMHT, voluntary sector and Herts mediation service therefore important to maintain and develop strong working relationships</p> <p>Limited data currently available. Ongoing action.</p>
<p><b>Delivering an efficient and modern council</b></p>	<p>Tender the contract to procure new management arrangements for the Elms</p> <p>Increase the use of evidence led decision-making and support the service to embed improvement recommendations.</p>	<p>Consideration of the impact on voluntary sector partners in respect of a potential change in provider and any impact on the strategic objectives</p>

	<p>Civica, Inform and Orchard to be used to improve reporting on key areas of service. Use of new customer portals to reduce telephone demand to be promoted</p> <p>Review approach to Leaseholder management and service charges, including incorporating recommendations from the work stream review. Consult and implement charging structure arrangements for 19/20 and produce a policy to clarify approach</p> <p>Trial suitable Off Site &amp; Modern Methods of Construction and continue to work with neighbouring districts and registered providers to ensure any economies of scale and knowledge sharing are realised.</p>	<p>Review the fitness for purpose of the various systems in use and the need for training to use the information effectively.</p> <p>Work with Corporate Transformation team to ensure projects are delivered in line with any corporate ICT development work.</p> <p>Leasehold work stream review findings presented to the engaged leaseholders and action agreed.</p>
<p><b>Building strong and vibrant communities</b></p>	<p>Extend the scope of the PRS Service, in line with Fitness for Human Habitation Act legislation and the Private Rented Housing Strategy</p>	

## Service Objectives into Action

### All service areas

<b>Service Objectives:</b>					
<b>Review of Supported housing provision to determine future use, investment and re-development options.</b>					
<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>Quarter 1 Update</b>
<ul style="list-style-type: none"> <li>Analyse the information obtained at the Open Days and system data on demand and supply for each scheme including any preferences for either category of sheltered property.</li> </ul>	<ul style="list-style-type: none"> <li>July 2019</li> </ul>	<ul style="list-style-type: none"> <li>Supported Housing Team Leader</li> </ul>	<ul style="list-style-type: none"> <li>Impact unknown until review concluded and options identified</li> </ul>	<ul style="list-style-type: none"> <li>The information will be used to identify any schemes for re-designation, improvement, remodelling and to target investment to meet the demand</li> </ul>	<ul style="list-style-type: none"> <li>Complete</li> <li>Information from open days is used to influence the rating of schemes following FFT report.</li> <li>70 properties will move from sheltered to General needs and 37 re-designated back to sheltered following research completed by the SH team and approved at SH project group in July.</li> </ul>
<ul style="list-style-type: none"> <li>Review of the allocations policy to include financial thresholds for</li> </ul>	<ul style="list-style-type: none"> <li>September 2019</li> </ul>	<ul style="list-style-type: none"> <li>Strategic Housing Group Manager &amp; Housing</li> </ul>	<ul style="list-style-type: none"> <li>Potential for an increase rental income</li> </ul>	<ul style="list-style-type: none"> <li>A reduction in void periods and increased revenue, plus more people</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Holder decision for Allocations Policy amendments has</li> </ul>



<p>capital savings, consideration of the option for a 10% increase above target rent and the incentives to move to a smaller home.</p>		<p>representatives (Supported Housing, Tenancy &amp; Independent Reviewing Officer)</p>	<p>to be generated</p>	<p>moving to a smaller more suitable property for their housing need</p>	<p>been completed. Final call in period for decision is 16 August 2019. Pre-tenancy work stream review has been scheduled for commencement in September 2019.</p> <ul style="list-style-type: none"> <li>• An incentive will be introduced for moving into sheltered housing through the revised 'Support to Move scheme'</li> <li>• The Rent and Service Charges policy has been updated &amp; currently waiting for approval and includes the 10% tolerance</li> <li>• Discussions taking place on capital savings threshold</li> </ul>
<ul style="list-style-type: none"> <li>• Conclude the assessment of the Cat 2 sheltered schemes and develop options to improve the use and fitness for purpose of the schemes</li> </ul>	<ul style="list-style-type: none"> <li>• June 2019</li> </ul>	<ul style="list-style-type: none"> <li>• Group Manager Property &amp; Place, Group Manager Development, Team Leader Supported Housing</li> </ul>	<ul style="list-style-type: none"> <li>• Investment will be profiled to align with available budgets</li> </ul>	<ul style="list-style-type: none"> <li>• Investment targeted on those schemes with highest viability.</li> </ul>	<ul style="list-style-type: none"> <li>• Assessment of sheltered schemes received from consultants. Further analysis and data review being undertaken to refine findings further.</li> <li>• Report provided by FFT to Project group in July 19. Additional</li> </ul>

					information required to ensure categories are accurate
<ul style="list-style-type: none"> <li>Assess the viability of a new sheltered scheme on the Leverstock Green site</li> </ul>	<ul style="list-style-type: none"> <li>May 2019</li> </ul>	<ul style="list-style-type: none"> <li>Team Leader supported Housing, Group Manager Development</li> </ul>	<ul style="list-style-type: none"> <li>Viability will be assessed based on development budgets</li> </ul>	<ul style="list-style-type: none"> <li>New build unit numbers may increase on the site, dependant on the outcome of the viability assessment.</li> </ul>	<ul style="list-style-type: none"> <li>This will be completed following assessment of existing schemes in partnership with Dacorum Supported Housing Board</li> </ul>

## All service areas

<b>Service Objectives:</b>					
<ul style="list-style-type: none"> <li><b>Compliance and Health and Safety Project</b> -. Overall risk management approach towards the allocation, use and decommissioning or disposal of housing stock</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>Quarter 1 Update</b>
Review of allocations policy to include considerations around the appropriateness of accommodation for tenants with vulnerabilities	<ul style="list-style-type: none"> <li>September 2019</li> </ul>	<ul style="list-style-type: none"> <li>Pre-tenancy Team Leader Strategic Housing&amp; Housing representatives (Homelessness, Supported Housing, Tenancy Sustainment &amp; Tenancy)</li> </ul>	<ul style="list-style-type: none"> <li>No impact identified</li> </ul>	<ul style="list-style-type: none"> <li>A risk-based approach will be undertaken to consider the appropriateness of allocations.</li> </ul>	<ul style="list-style-type: none"> <li>Pre tenancy work stream review programmed for commencement in September 2019. Allocations Policy PH decision pending call in end 16 August 2019. Moving to a Smaller Home report due to for discussion at HSMT 12 August 2019.</li> </ul>

<ul style="list-style-type: none"> <li>• Stock Condition information and compliance data reconciliation, including surveys for communal areas, to be migrated onto appropriate system to enable improved accessibility of information to all staff</li> </ul>	<ul style="list-style-type: none"> <li>• September 2019</li> </ul>	<ul style="list-style-type: none"> <li>• Team Leader Compliance</li> </ul>	<ul style="list-style-type: none"> <li>• Costs contained within existing budgets</li> </ul>	<ul style="list-style-type: none"> <li>• Improved awareness and access to information upon which to manage H&amp;S within the stock and liaise with the Fire Service on matters such as Personal emergency evacuation plans where appropriate.</li> </ul>	<ul style="list-style-type: none"> <li>• Suitable system options being investigated as part of new normal review, including proof of concept project.</li> </ul>
<ul style="list-style-type: none"> <li>• Enhance training for all staff within the service to improve understanding of their responsibilities in respect of H&amp;S</li> </ul>	<ul style="list-style-type: none"> <li>• July 2019</li> </ul>	<ul style="list-style-type: none"> <li>• Team Leader Compliance</li> </ul>	<ul style="list-style-type: none"> <li>• Training budget allocated</li> </ul>	<ul style="list-style-type: none"> <li>• Staff understanding of their role and the management of risks in relation to the housing service</li> </ul>	<ul style="list-style-type: none"> <li>• Asbestos awareness training completed.</li> <li>• New training packages now on DBC system being reviewed to determine if further or additional training required for key staff</li> </ul>
<ul style="list-style-type: none"> <li>• Assess all new build developments for construction risks, ongoing maintenance and liaise with housing management to understand any design elements</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>• Team Leader Development, Team Leaders for planned works, Team Leader for repairs and Team Leader Tenants and Leaseholders</li> </ul>	<ul style="list-style-type: none"> <li>• No additional impact</li> </ul>	<ul style="list-style-type: none"> <li>• Collaboration on future designs will improve the ongoing management of tenancies once occupied.</li> </ul>	<ul style="list-style-type: none"> <li>• Housing Development Design Guide and Employers Requirements have been reviewed and updated by the Housing Development Team and are currently being reviewed by Property and Place</li> </ul>

to avoid, reduce ASB or neighbour disputes on higher density sites.					
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## All service areas

<b>Service Objectives:</b>					
<b>HRA Empty homes Project to reduce key to key times and improve rental income</b>					
<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>Quarter 1 Update</b>
<ul style="list-style-type: none"> <li>Review of the end-to end process to reduce the key to key timescale</li> </ul>	<ul style="list-style-type: none"> <li>June 2019</li> </ul>	<ul style="list-style-type: none"> <li>Group Manager Property and Place &amp; Pre Tenancy Team Leader Strategic Housing</li> </ul>	<ul style="list-style-type: none"> <li>Reduction in void rent loss – minimal impact on MTFS</li> </ul>	<ul style="list-style-type: none"> <li>Reduction in key to key times</li> </ul>	<ul style="list-style-type: none"> <li>Key to key KPI's have been split to provide greater transparency over reporting. Monthly meetings with P&amp;P GM/Team Leaders to agree commentary for KPI reporting. Pre-Tenancy work stream review to commence in September 2019.</li> <li>Project delayed to coincide with proposed changes in P&amp;P structure and changes to TAM contract delivery with OPSL</li> </ul>
<ul style="list-style-type: none"> <li>Ensure benchmarking data is consistent with reporting methodologies</li> </ul>	<ul style="list-style-type: none"> <li>April 2019</li> </ul>	<ul style="list-style-type: none"> <li>Team Leader SIE</li> </ul>	<ul style="list-style-type: none"> <li>No impact</li> </ul>	<ul style="list-style-type: none"> <li>Consistent reporting structure</li> </ul>	<ul style="list-style-type: none"> <li>Biennial survey includes core Housemark STAR questions to enable benchmarking with organisations via Housemark. The survey</li> </ul>

adopted in other organisations					will be conducted with tenants in the 4 <sup>th</sup> quarter.
<ul style="list-style-type: none"> <li>Adapted properties – review of how best to use previously adapted properties and improve the process for allocation</li> </ul>	<ul style="list-style-type: none"> <li>August 2019</li> </ul>	<ul style="list-style-type: none"> <li>Team Leaders Planned Works and Strategic Housing</li> </ul>	<ul style="list-style-type: none"> <li>No impact</li> </ul>	<ul style="list-style-type: none"> <li>Improved use of adapted stock and more streamlined process for allocating</li> </ul>	<ul style="list-style-type: none"> <li>Key to key KPI's have been split to provide greater transparency over reporting. Monthly meetings with P&amp;P GM/Team Leaders to agree commentary for KPI reporting. Pre-Tenancy work stream review to commence in September 2019.</li> </ul>
<ul style="list-style-type: none"> <li>Analysis of rechargeable works and properties returned in poor condition to inform decisions around cyclical tenancy management visits</li> </ul>	<ul style="list-style-type: none"> <li>March 2020</li> </ul>	<ul style="list-style-type: none"> <li>Lead Officer Empty Homes</li> </ul>	<ul style="list-style-type: none"> <li>No impact</li> </ul>	<ul style="list-style-type: none"> <li>Reduction in properties returned in very poor condition – improved times and opportunity to provide additional support to vulnerable tenants</li> </ul>	<ul style="list-style-type: none"> <li>Analysis work ongoing to inform policy and procedure changes</li> </ul>

## Strategic Housing

Group Manager: Natasha Beresford

Service Objective: Development of a Private Rented Housing Strategy and respond to legislative changes					
Key Actions	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?	Quarter 1 Update
<ul style="list-style-type: none"> <li>Develop a strategy that outlines the approach and management of the Private Sector Housing in the Borough</li> </ul>	<ul style="list-style-type: none"> <li>January 2020</li> </ul>	<ul style="list-style-type: none"> <li>Strategic Housing Group Manager and Private Rented Sector Team Leader , plus input from ASB, Community Safety, Property &amp; Place and Planning/Building control</li> </ul>	<ul style="list-style-type: none"> <li>Team Leader post created to manage the service and ensure strategy delivered.</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>Pending stock condition survey to be undertaken in Q3.</li> </ul>
<ul style="list-style-type: none"> <li>Fitness for Human Habitation Act – training and develop appropriate processes to deal with cases in the PRS</li> </ul>	<ul style="list-style-type: none"> <li>August 2019</li> </ul>	<ul style="list-style-type: none"> <li>Strategic Housing Group Manager and Private Rented Sector Team Leader</li> </ul>	<ul style="list-style-type: none"> <li>May increase enforcement activity and fines</li> </ul>	<ul style="list-style-type: none"> <li>Improved understanding the impact of the legislative requirements and delivery of appropriate enforcement actions</li> </ul>	<ul style="list-style-type: none"> <li>Private Sector Toolkit to support all work strands are in final stages of approval and completion.</li> <li>New PRS Enforcement panel approved at Cabinet July 2019.</li> </ul>
<ul style="list-style-type: none"> <li>Continue to work to identify HMO's,</li> </ul>	<ul style="list-style-type: none"> <li>April 2020</li> </ul>	<ul style="list-style-type: none"> <li>Private Sector Team Leader</li> </ul>	<ul style="list-style-type: none"> <li>Potential for increased</li> </ul>	<ul style="list-style-type: none"> <li>Increased awareness of the</li> </ul>	<ul style="list-style-type: none"> <li>Increased communication and awareness</li> </ul>

<p>using internal information sharing protocols and raising public awareness</p>			<p>licence revenue</p>	<p>location of licenced and unlicensed HMO's within the Borough</p>	<ul style="list-style-type: none"> <li>• Identification of unauthorised HMO's has increased and no of licensed properties also increased.</li> <li>• New HMO policy approved at Cabinet July 2019.</li> <li>• Increase income as a result of HMO licensing.</li> <li>• New Website page developed to meet new licensing structure.</li> </ul>
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**Service Objectives:**

Strategic Tenancy 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>Quarter 1 Update</b>
<ul style="list-style-type: none"><li>• Consolidate and conclude the Strategic Tenancy Strategy following engagement with registered providers</li></ul>	<ul style="list-style-type: none"><li>• August 2019</li></ul>	<ul style="list-style-type: none"><li>• Independent Reviewing Officer</li></ul>	<ul style="list-style-type: none"><li>• The purpose of this policy is to streamline services for all residents of the Borough and has the potential to generate income from advertising and management revenue.</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>• Strategy approved at Cabinet July 2019.</li></ul>

<b>Service Objectives:</b>					
Procure new Elms management contract					
<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>Quarter 1 Update</b>
<ul style="list-style-type: none"> <li>Present options appraisal to members and undertake the procurement project in conjunction with legal and procurement colleagues</li> </ul>	<ul style="list-style-type: none"> <li>July 2019</li> </ul>	<ul style="list-style-type: none"> <li>Strategic Housing Group Manager &amp; Independent Reviewing Officer</li> </ul>	<ul style="list-style-type: none"> <li>The impact will be dependent upon the successful service provider</li> </ul>	<ul style="list-style-type: none"> <li>Clearly defined roles and responsibilities for the management of the asset and operational management of the hostel</li> </ul>	<ul style="list-style-type: none"> <li>Agreed August 2019, new 1 year contract to be granted from April 2020, to enable further in-depth appraisal to be completed.</li> </ul>
<ul style="list-style-type: none"> <li>Support the transfer arrangements, if appropriate and monitor the transition and ongoing performance</li> </ul>	<ul style="list-style-type: none"> <li>April 2020</li> </ul>	<ul style="list-style-type: none"> <li>Strategic Housing Group Manager &amp; Independent Reviewing Officer</li> </ul>	<ul style="list-style-type: none"> <li>No impact</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing monitoring of the performance and management of the arrangement</li> </ul>	<ul style="list-style-type: none"> <li>Agreed August 2019, new 1 year contract to be granted from April 2020, to enable further in-depth appraisal to be completed.</li> </ul>

**Service Objectives:**

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

Key Actions	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?	Quarter 1 Update
<ul style="list-style-type: none"> <li>Follow up actions arising from the work stream reviews to be completed</li> </ul>	<ul style="list-style-type: none"> <li>October 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>Included in the budget</li> </ul>	<ul style="list-style-type: none"> <li>Improvements will be aligned with the outputs identified in the work stream reviews</li> </ul>	<ul style="list-style-type: none"> <li>Leasehold work stream review actions were approved by TLC in July and an action plan is being taken forward by Group Manager Property &amp; Place</li> <li>Pre-tenancy work stream review will be taking place in Q3-Q4.</li> </ul>
<ul style="list-style-type: none"> <li>Increase the amount of correct information held by the service on tenants and leaseholders</li> </ul>	<ul style="list-style-type: none"> <li>March 2020</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>No impact</li> </ul>	<ul style="list-style-type: none"> <li>The purpose of this exercise is to improve the housing services ability to profile how tenants use the service. Additionally, improved ways of maintaining contact information will support the service to communicate with tenants.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing.</li> </ul>
<ul style="list-style-type: none"> <li>Utilise the audit programme to</li> </ul>	<ul style="list-style-type: none"> <li>March 2020</li> </ul>	<ul style="list-style-type: none"> <li>Strategy Improvement</li> </ul>	<ul style="list-style-type: none"> <li>No Impact</li> </ul>	<ul style="list-style-type: none"> <li>Using the internal audit</li> </ul>	<ul style="list-style-type: none"> <li>In addition to the in depth work stream</li> </ul>

highlight recommendations		and Engagement Team Leader, Policy, Projects and Improvement Lead Officer		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.	reviews. Spotlight audits are being introduced Q3 to enable trouble shooting on specific services within a service area.
<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>No Impact</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>Actions against the previous biennial STAR survey are being tracked and recorded in a housing wide action plan.</li> </ul>

<b>Service Objectives:</b>					
Implementation of Homelessness Reduction Act and Rough Sleeper Initiative					
<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>Quarter 1 Update</b>
<ul style="list-style-type: none"> <li>Agree the delivery mechanism with St Albans and the role and scope of any outreach</li> </ul>	<ul style="list-style-type: none"> <li>June 2019</li> </ul>	<ul style="list-style-type: none"> <li>Homeless Prevention &amp; Assessment Team Leader Group Manager</li> </ul>	<ul style="list-style-type: none"> <li>Ensure effective management of existing resources and grant funding</li> </ul>	<ul style="list-style-type: none"> <li>Joint working with St Albans and increased resource to address street homeless</li> </ul>	<ul style="list-style-type: none"> <li>Portfolio Holder decision pending call in 16 August 2019, final decision approval</li> <li>Rough Sleeper count undertake July 2019 to support initiative.</li> </ul>

		Strategic Housing, Independent Reviewing Officer and(input from Procurement in relation to OJEU process)			<ul style="list-style-type: none"> <li>• SLA developed and pending approval August 2019 with Hightown. Recruitment for staff pending.</li> </ul>
<ul style="list-style-type: none"> <li>• Carry out a financial assessment to determine the impact of the Homeless Reduction Act on the service</li> </ul>	<ul style="list-style-type: none"> <li>• October 2019</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic Housing Group Manager &amp; Homeless Prevention &amp; Assessment Team Leader</li> </ul>	<ul style="list-style-type: none"> <li>• Effective management of resources and grant funding and to inform budget setting</li> </ul>	<ul style="list-style-type: none"> <li>• Appropriate planning for service and ensuring service demands are met.</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing as part of budget setting process and considering future resourcing requirements.</li> </ul>

## Property & Place

Group Manager: Alan Mortimer

<b>Service Objectives:</b>					
Complete the 5-Year benchmarking review of the Total Asset Management Contract with Osborne 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>Quarter 1 Update</b>
<ul style="list-style-type: none"> <li>Undertake the five year benchmarking review of the whole contract including the financial model and rates</li> </ul>	<ul style="list-style-type: none"> <li>June 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 are 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 including the option of implementing a simplified cost mechanism for leaseholder recharge on Section 20 works</li> </ul>	<ul style="list-style-type: none"> <li>Review completed</li> <li>Presented to Scrutiny and Cabinet</li> <li>Contract revisions being developed and agreed prior to legal amendments</li> </ul>
<ul style="list-style-type: none"> <li>Undertake a SWOT analysis of the key deliverables to assess if these still align with Corporate objectives</li> </ul>	<ul style="list-style-type: none"> <li>June 2019</li> </ul>	<ul style="list-style-type: none"> <li>Group Manager Property and Place</li> </ul>	<ul style="list-style-type: none"> <li>No impact</li> </ul>	<ul style="list-style-type: none"> <li>Focused investment in areas to align with Corporate objectives and priorities – possible removal or reduction of</li> </ul>	<ul style="list-style-type: none"> <li>Undertaken as part of benchmarking review – completed</li> <li>Presented to Scrutiny and Cabinet</li> <li>Comments and observations being incorporated into discussions and</li> </ul>

				some TAM activities undertaken by Osborne	proposed contract amendments <ul style="list-style-type: none"> <li>Climate change agenda item to be assimilated into changes</li> </ul>
<ul style="list-style-type: none"> <li>Realign structure of Property and Place to maximise the contract management of Osborne and all contractors working on behalf of the Council – include skills analysis and retention of qualified staff</li> </ul>	<ul style="list-style-type: none"> <li>September 2019</li> </ul>	<ul style="list-style-type: none"> <li>Group Manager Property and Place</li> </ul>	<ul style="list-style-type: none"> <li>No Impact</li> </ul>	<ul style="list-style-type: none"> <li>Improved understanding of roles and responsibilities and reduction in duplication.</li> </ul>	<ul style="list-style-type: none"> <li>Realignment proposal drawn up</li> <li>Informal restructure implemented and in progress based on above</li> <li>Further refinements being developed ahead of formal restructure consultation in late September/early October</li> </ul>

<b>Service Objectives:</b>					
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>Quarter 1 Update</b>
<ul style="list-style-type: none"> <li>Training to all areas of the service to increase overall knowledge and awareness of</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing but to ensure recording of training is undertaken</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>Contained within budget</li> </ul>	<ul style="list-style-type: none"> <li>Improved management and knowledge of the Health and Safety risks</li> </ul>	<ul style="list-style-type: none"> <li>New HR system and on-line training records are live, so H&amp;S training records can be included once fully commissioned.</li> </ul>

the procedures that are required under the Fire Strategy, Legionella strategy and Asbestos Management Plan	on the new HR management system				
<ul style="list-style-type: none"> <li>Ensure all Health and Safety documentation relating to tenants are provided in the sign up packs or available through links to the website.</li> </ul>	<ul style="list-style-type: none"> <li>November 2019</li> </ul>	<ul style="list-style-type: none"> <li>Team Leader Compliance and M&amp;E contracts/ Lead officer SIE</li> </ul>	<ul style="list-style-type: none"> <li>Contained within budget</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</li> </ul>	<ul style="list-style-type: none"> <li>Working though the sign up packs to incorporate new documents relating to key H&amp;S messages.</li> </ul>
<ul style="list-style-type: none"> <li>Consolidate all H&amp;S information onto the management systems to enable better management information reporting.</li> </ul>	<ul style="list-style-type: none"> <li>January 2020</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>Contained within budget</li> </ul>	<ul style="list-style-type: none"> <li>Improved Management Information reporting</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing, but systems review being undertaken to consider options.</li> </ul>



**Service Objectives:**

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

Key Actions	By When	Who is Responsible for Delivery	Impact on MTFs	What will be different once this is done?	Quarter 1 Update
<ul style="list-style-type: none"> <li>Identify suitable contractors that are able to satisfy the pre-qualification criteria for DBC and establish an approved list so that procurement can be undertaken in a timely manner.</li> </ul>	<ul style="list-style-type: none"> <li>June 2019</li> </ul>	<ul style="list-style-type: none"> <li>Group Manager Property and Place &amp; 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 of contractor failure or collapse.</li> </ul>	<ul style="list-style-type: none"> <li>Completed</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>June 2019</li> </ul>	<ul style="list-style-type: none"> <li>Team Leader Contracts and Team Leader Compliance and M&amp;E</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>Approval obtained for specialist and additional projects in compliance areas</li> <li>Frameworks call off approved and initial projects instructed</li> <li>Can be extended to further projects/awards if required</li> </ul>

**Service Objectives:**

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

Key Actions	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?	Quarter 1 Update
<ul style="list-style-type: none"> <li>Window cleaning service market test to establish delivery model</li> </ul>	<ul style="list-style-type: none"> <li>September 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>Dependent upon outcome of market test the window cleaning will improve</li> </ul>	<ul style="list-style-type: none"> <li>Window cleaning project in progress</li> <li>Feedback to date very positive</li> </ul>
<ul style="list-style-type: none"> <li>Provide detailed information to model the impact on service charges to the tenants and leaseholders.</li> </ul>	<ul style="list-style-type: none"> <li>July 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 costs associated with delivering the service so that the service charges can reflect the actual costs</li> </ul>	<ul style="list-style-type: none"> <li>Completed for cleaning and electric lighting</li> <li>These now both de-pooled</li> <li>Electric billing costs now based on accurate data from meter reads/Npower show a 113% increase and cleaning a 48% increase in actual costs eligible for recovery</li> </ul>
<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>October 2019</li> </ul>	<ul style="list-style-type: none"> <li>Team Leader Assets</li> </ul>	<ul style="list-style-type: none"> <li>Minimal any impact to be included within budget</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>ongoing liaison with the development team. No new units in Q1</li> </ul>

## Group 3 – Tenants & Leaseholders

Group Manager: Layna Warden

<b>Service Objectives:</b>					
Conclude the development of the Corporate ASB policy and case management					
<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>Quarter 1 Update</b>
<ul style="list-style-type: none"> <li>Complete the actions identified to provide a joined up service model for the management of ASB across all tenures</li> </ul>	<ul style="list-style-type: none"> <li>September 2019</li> </ul>	<ul style="list-style-type: none"> <li>Group Manager Tenants and Leaseholders Team Leader</li> </ul>	No Impact	<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>The ASB policy is being presented at Cabinet in September.</li> <li>Proposal for Tenancy Officers to use CPNs to be taken to CMT 3<sup>rd</sup> September.</li> </ul>
<ul style="list-style-type: none"> <li>All procedures, templates and guidance will be reviewed and updated and rolled out</li> </ul>	<ul style="list-style-type: none"> <li>October 2019</li> </ul>	<ul style="list-style-type: none"> <li>Tenants and Leaseholders Team Leader</li> </ul>	No Impact	<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>Procedure building has started with the SIE team and looking at creating a tool kit to support officers with low level cases</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>October 2019</li> </ul>	<ul style="list-style-type: none"> <li>Tenants and Leaseholders Team Leader</li> </ul>	No Impact	<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>Training set for 3<sup>rd</sup> October between ASB team, T&amp;L and EH</li> </ul>
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<b>Service Objectives:</b>					
Orchard Health Check to determine best use of the system to be integrate across all variety of teams					
<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>Quarter 1 Update</b>
<ul style="list-style-type: none"> <li>Data cleansing (Red Olive) to be costed for undertaken</li> </ul>	<ul style="list-style-type: none"> <li>June 2018</li> </ul>	<ul style="list-style-type: none"> <li>Group Manager Tenancy and Leasehold</li> </ul>	<ul style="list-style-type: none"> <li>No Impact</li> </ul>	<ul style="list-style-type: none"> <li>More accurate information on the Housing Management system</li> </ul>	<ul style="list-style-type: none"> <li>New Orchard contract manager has been appointed and initial conversation take place.</li> </ul>

to make sure the system has accurate information					
<ul style="list-style-type: none"> <li>Commission Income Analytics to identify a more targeted approach to rent income and roll out training to the income team</li> </ul>	<ul style="list-style-type: none"> <li>December 2019</li> </ul>	<ul style="list-style-type: none"> <li>Income Team Leader</li> </ul>	<ul style="list-style-type: none"> <li>Already included in the budget</li> </ul>	<ul style="list-style-type: none"> <li>Ability to target income collection and reduce the time taken interrogating records.</li> </ul>	<ul style="list-style-type: none"> <li>PO has been raised and initial contact made with project manager. Conference call between Housing and Orchard representatives to take place on 15<sup>th</sup> August and time scale for roll out drawn up.</li> </ul>
<ul style="list-style-type: none"> <li>Review of current modules and those in development to migrate as many staff onto Orchard Classic</li> </ul>	<ul style="list-style-type: none"> <li>June 2019</li> </ul>	<ul style="list-style-type: none"> <li>Group Manager Tenancy and Leasehold</li> </ul>	<ul style="list-style-type: none"> <li>Already included in the budget</li> </ul>	<ul style="list-style-type: none"> <li>Improved resilience and functionality of the system</li> </ul>	<ul style="list-style-type: none"> <li>Meeting taken place between senior managers and Orchard representatives. With Rent and Income Team Leader starting in July, project meeting will now continue.</li> </ul>

<b>Service Objectives:</b>					
Review approach to service charges, implement arrangements for 19/20 and produce a policy to clarify approach					
<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>Quarter 1 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>September 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>New Income TL started middle on July so contact and research will begin over coming weeks</li> </ul>
<ul style="list-style-type: none"> <li>Work with finance to finalise the apportionment of any service charges that can be charged back to leaseholders to ensure there is a</li> </ul>	<ul style="list-style-type: none"> <li>September 2019</li> </ul>	<ul style="list-style-type: none"> <li>Group Manager Tenants and Leaseholders and Group Manager Property and Place</li> </ul>	Possible increase in leaseholder service charge recovery	<ul style="list-style-type: none"> <li>Consistent approach which can be automated to capture costs as far as possible.</li> </ul>	<ul style="list-style-type: none"> <li>Leasehold Officers are working with Finance to identify additional charges.</li> <li>Changes already put in place to effectively collect all charges from Leaseholders is projected to increase income by £50,000 this financial year</li> </ul>

consistent approach across all tenures					
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<b>Service Objectives:</b>					
<ul style="list-style-type: none"> <li>To develop a Pro-active offer to young and more vulnerable tenants and support those on Universal Credit</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>Quarter 1 Update</b>
<ul style="list-style-type: none"> <li>Develop and implement a project to support those who are under 25, focussing on outcomes and regular evaluation</li> </ul>	<ul style="list-style-type: none"> <li>September 2019</li> </ul>	<ul style="list-style-type: none"> <li>Team Leader Tenancy Sustainment</li> </ul>	No Impact	<ul style="list-style-type: none"> <li>Improved sustainment of tenancies especially for those younger tenants or care leavers reducing eviction costs and rent arrears</li> </ul>	<ul style="list-style-type: none"> <li>Interim report has been presented to HOM and gathered additional ideas about how to engage with young people to inform the project</li> <li>Further analysis of survey responses will be completed this month then final report prepared for HSMT</li> </ul>
<ul style="list-style-type: none"> <li>Streamline Pre-tenancy processes and improve information provided to new tenants</li> </ul>	<ul style="list-style-type: none"> <li>December 2019</li> </ul>	<ul style="list-style-type: none"> <li>Group Manager Tenants and Leaseholders, Team Leader Tenancy Sustainment and Team Leader Pre-tenancy</li> </ul>	Minimal through lower void rates	<ul style="list-style-type: none"> <li>High-risk applicants will be better prepared for tenancies and improve chances of the tenancies being sustained.</li> </ul>	<ul style="list-style-type: none"> <li>Pre-tenancy work stream to be started shortly</li> </ul>

<ul style="list-style-type: none"> <li>Improve the offer for Introductory tenants to tailor our services based on needs</li> </ul>	<ul style="list-style-type: none"> <li>October 2019</li> </ul>	<ul style="list-style-type: none"> <li>Group Manager Tenants and Leaseholders</li> </ul>	No Impact	<ul style="list-style-type: none"> <li>Improved information and training sessions tailored to High risk groups</li> </ul>	<ul style="list-style-type: none"> <li>New 8 month IT visit introduced between tenancy and Income to ensure that fraud and support can be identified before flexible tenancy offered.</li> </ul>
<ul style="list-style-type: none"> <li>Ensure impact of UC is minimised</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>Income officer for UC</li> </ul>	Sustained income rates	<ul style="list-style-type: none"> <li>New service to support the role out of UC</li> </ul>	<ul style="list-style-type: none"> <li>UC Officer focussing on those in Kylna court &amp; built positive relationships with CA and DWP.</li> <li>Rent arrears for those on UC dropped slightly this month showing improved engagement with these tenants.</li> </ul>

**Service Objectives:**

Analysis of early stages of tenancy and review approach to sustainment

Key Actions	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?	Quarter 1 Update
<ul style="list-style-type: none"> <li>Complete review of reasons for tenancy failure following</li> </ul>	<ul style="list-style-type: none"> <li>October 2019</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 reasons for tenancy failures</li> </ul>	<ul style="list-style-type: none"> <li>This has been delayed slightly due to leave and Lead Officer moving to another service</li> </ul>



work stream review outputs					
<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>December 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>This will follow the Pre-tenancy workstream review.</li> </ul>

## Group 4 – Housing Development

**Group Manager: David Barrett**

<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>Quarter 1 Update</b>
<ul style="list-style-type: none"> <li>Visit suppliers</li> <li>Consider some level of adoption possible site identification</li> <li>Consortium approach for delivery if small scale trial option preferred</li> </ul>	<ul style="list-style-type: none"> <li>September 2019</li> </ul>	<ul style="list-style-type: none"> <li>Development Team Leader</li> </ul>	<ul style="list-style-type: none"> <li>Costs contained within budget</li> </ul>	<ul style="list-style-type: none"> <li>Potential to enhance delivery of new homes</li> </ul>	<ul style="list-style-type: none"> <li>Workshops held with 2 selected consortium partners.</li> <li>Site provisionally identified to receive MMC.</li> <li>Investigations commenced around approach to procurement.</li> </ul>

<b>Service Objectives:</b>					
Review and rewrite current Housing Development Strategy to align with the Business Plan					
<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>Quarter 1 Update</b>
<ul style="list-style-type: none"> <li>Model delivery numbers</li> </ul>	<ul style="list-style-type: none"> <li>August 2019</li> </ul>	<ul style="list-style-type: none"> <li>Group Manager Development</li> </ul>	<ul style="list-style-type: none"> <li>Changes to delivery programme</li> </ul>	<ul style="list-style-type: none"> <li>A refresh of our Strategy for the</li> </ul>	Business Plan updated and awaiting approval.

<p>through the Business Plan tool to assess financial viability</p> <ul style="list-style-type: none"> <li>• Consult and agree with AD and PH</li> <li>• Obtain approval for new programme and rewrite strategy to align with revised programme</li> </ul>			will be contained within budget	delivery of new homes	
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<b>Service Objectives:</b>					
Mobilise revised New Build 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>Quarter 1 Update</b>
<ul style="list-style-type: none"> <li>• Obtain formal approval for new build programme</li> <li>• Prepare Briefs</li> </ul>	<ul style="list-style-type: none"> <li>• September 2019</li> </ul>	<ul style="list-style-type: none"> <li>• Group Manager Development</li> </ul>	<ul style="list-style-type: none"> <li>• Increased rental income and HRA</li> </ul>	<ul style="list-style-type: none"> <li>• Clear direction for team regarding the next tranche of schemes</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing and seeking tenders for professional services.</li> </ul>

• Implement delivery within team					
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## Service Improvement Plan

Action	Expected Improvement(s)	Planned Start Date	Lead
<b>Improving Communications &amp; Reducing Contact</b>			
Internally promote the work of the SIE team to co-ordinate communications and use of Team Site for staff update	Improved approach to managing communications with an aim to streamline involvement and ensure it is focused	May 2019	Strategy, Improvement and Engagement Team Leader
Continue to grow digital and online presence, developing a focused social media plan to support updates to tenants and leaseholders	Improved use of all media to improve communication	April 2019	Policy, Projects and Engagement Lead Officer
Undertake a full review of website content to make sure it is up to date and relevant and develop further opportunities for self-serve (garages and rents)	Reduction in administration and improved options for self-serve	April 2019	Strategy, Improvement and Engagement Team Leader/ Policy, Projects and Engagement Lead Officer



Action	Expected Improvement(s)	Planned Start Date	Lead
<b>Review, update and consolidate policies and procedures</b>			
Identify all Policies that are currently used by the Housing Service	All Policies and procedures updated and stored on team site, any actions from strategies updated	May 2019	Strategy, Improvement and Engagement Team Leader/ Policy, Projects and Improvement Lead Officer
<b>Data &amp; Evidence</b>			
Data cleansing of Orchard and collation of stock information to ensure the service is maximising data held: <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>	Improve management information on the use of the stock and the impact of flexible tenancies and the roll out of Universal Credit	June 2019	Group Manager Tenants and Leaseholders and Group Manager Property and Place
Sheltered accommodation supply and demand, analysis of feedback from Open Day events and bidding history on the various schemes.	Detail to be assessed for developing a medium to long-term strategy for the sheltered accommodation and the changing needs of the over 0's demographic	May 2019	Team Leader Supported Housing
Garages supply and demand data from Civica to assess the optimum number of garages the Council should retain for revenue income.	Investment will be targeted and decommissioning sites for alternative use or disposal	June 2019	Garage Officer

Benchmarking and information returns e.g. Housemark LAHS, P1E	Compare our performance against peers and identify opportunities for service improvement	April 2019	Quality, Insight and Improvement Officer
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**Improvement Plan**

Action	Expected Improvement(s)	Planned Start Date	Lead
<b>Improving Communications &amp; Reducing Contact</b>			
Internally promote the work of the SIE team to co-ordinate communications and use of Team Site for staff update	Improved approach to managing communications with an aim to streamline involvement and ensure it is focused	May 2019	Strategy, Improvement and Engagement Team Leader
Continue to grow digital and online presence, developing a focused social media plan to support updates to tenants and leaseholders	Improved use of all media to improve communication	April 2019	Policy, Projects and Engagement Lead Officer
Undertake a full review of website content to make sure it is up to date and relevant and develop further opportunities for self-serve (garages and rents)	Reduction in administration and improved options for self-serve	April 2019	Strategy, Improvement and Engagement Team Leader/ Policy, Projects and Engagement Lead Officer





Action	Expected Improvement(s)	Planned Start Date	Lead
<b>Review, update and consolidate policies and procedures</b>			
Identify all Policies that are currently used by the Housing Service	All Policies and procedures updated and stored on team site, any actions from strategies updated	May 2019	Strategy, Improvement and Engagement Team Leader/ Policy, Projects and Improvement Lead Officer

<b>Data &amp; Evidence</b>			
<p>Data cleansing of Orchard and collation of stock information to 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>	<p>Improve management information on the use of the stock and the impact of flexible tenancies and the roll out of Universal Credit</p>	<p>June 2019</p>	<p>Group Manager Tenants and Leaseholders and Group Manager Property and Place</p>
<p>Sheltered accommodation supply and demand, analysis of feedback from Open Day events and bidding history on the various schemes.</p>	<p>Detail to be assessed for developing a medium to long-term strategy for the sheltered accommodation and the changing needs of the over 0's demographic</p>	<p>May 2019</p>	<p>Team Leader Supported Housing</p>
<p>Garages supply and demand data from Civica to assess the optimum number of garages the Council should retain for revenue income.</p>	<p>Investment will be targeted and decommissioning sites for alternative use or disposal</p>	<p>June 2019</p>	<p>Garage Officer</p>
<p>Benchmarking and information returns e.g. Housemark LAHS, P1E</p>	<p>Compare our performance against peers and identify opportunities for service improvement</p>	<p>April 2019</p>	<p>Quality, Insight and Improvement Officer</p>

Action	Expected Improvement(s)	Planned Start Date	Lead
<b>Systems and Assets</b>			
De-commissioning of Genesis and commissioning of new system Inform	A range of devices can be used to input the information and a fully mobile solution, which caches information when there is no internet available when working in the field.	March 2019	Supported Housing Team Leader
Pro-master migration of all historic data and commissioning to maximise the functionality of the system	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 2019	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 2019	Assets and Business Improvement Team Leader and Group Manager Tenants and Leaseholders

## Risk Register 2019 – 2020

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: Affordable Housing		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.</p> <p>Business Plan updated to reflect statutory changes and service priorities Any policy changes or government announcements that may impact the plan or its assumptions are quickly analysed and reflected into the Business Plan This enables for long term financial viability to always be visible and if there are foreseen issues in certain years programmes can be altered as needed or issues taken to mitigate</p>		<p>HRA Business Plan in development in conjunction with finance</p> <p>Sign off by Cabinet</p>	
Sign Off and Comments					
Revisions to the Business plan have been undertaken for presentation to Cabinet in September					

HL_I03 Failure to adopt a service specific best practice approach to Health and Safety (Housing Landlord)					
<b>Category:</b> Infrastructure	<b>Corporate Priority:</b> Safe and Clean Environment		<b>Risk Owner:</b> 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 Ensuring that the service has appropriately qualified staff (though this is itself a risk as the Council finds it difficult to recruit surveyors on pay grounds)		All Risk Assessments / Notes of meetings available for review	
Sign Off and Comments					
Ongoing work to manage risks and migrate data onto assess and compliance software systems Q2 and Q3 audits of Asbestos and Legionella management plans are programmed					

## 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> Natasha Beresford	<b>Portfolio Holder:</b> Margaret Patricia Griffiths	<b>Tolerance:</b> Treating	
<b>Inherent Probability</b>	<b>Inherent Impact</b>	<b>Inherent Risk Score</b>	<b>Residual Probability</b>	<b>Residual Impact</b>	<b>Residual Risk Score</b>
3 Likely	4 Severe	12 Red	2 Unlikely	4 Severe	8 Amber
<b>Consequences</b>		<b>Current Controls</b>		<b>Assurance</b>	
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.		-	
<b>Sign Off and Comments</b>					
Increased activity to assess potential HMO's ongoing, awareness raised with staff and members, to report potential HMO's.					

<b>HL_F02 Failure to closely monitor operational and financial factors relating to the delivery of the Council's Homelessness Service</b>					
<b>Category:</b> Financial	<b>Corporate Priority:</b> Affordable Housing		<b>Risk Owner:</b> Natasha Beresford	<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	
<p>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 &amp; Safety risks for clients if not provided with TA and left to sleep rough. Increase in homeless presentations would have severe impact on budget.</p> <p>Reputational risk from street homeless and no second night out policy</p>		<p>Monthly financial monitoring with Group Manager and accountant, team leader monitors TA spend, and monthly reporting of stats including numbers of cases seeking Housing Advice and presentations as homeless.</p> <p>Use of grant funding to supplement the team with additional resources to process presentations through the various stages of the Homeless process</p> <p>Working closely with other agencies and the Homeless Forum</p>			
Sign Off and Comments					
Successfully secured Rough Sleeper Grant funding and working with St Albans and Hightown to deliver outreach workers					



Failure of the Total Asset Management Contractor to deliver the five strategic objectives and agreement on the year 5 benchmarking					
Category:	Corporate Priority:		Risk Owner:	Portfolio Holder:	Tolerance:
Financial	Affordable Housing		Alan Mortimer	Margaret Patricia Griffiths	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.		<p>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.</p> <p>Monthly monitoring of key performance indicators to identify any trends which could impact upon the achievement of the key strategic indicators.</p> <p>SWOT analysis and benchmarking underway in preparation for the year 5 anniversary review</p>		Strategic Core Group Minutes Key Performance Indicators On-going scrutiny by the Property and Place surveyors	
Sign Off and Comments					
Year 5 Benchmarking review underway and ongoing management of costs and quality through regular operational and Strategic meetings. Initial report to July Cabinet, with final report in November					

**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> Layna Warden	<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		<p>Supported Housing Operational Procedures.</p> <p>Partnership working with other agencies.</p> <p>Ongoing programme of training for supported housing staff</p> <p>Sheltered housing IT system replaced with Inform to enable more robust record keeping and management of visits and support plans</p> <p>Line management structure within supported housing including performance management structure (1:1s and appraisals).</p>		Supported Housing Officer Procedures	
Sign Off and Comments					
Review of the Supported Housing Assets underway, to assess the suitability of the assets for current and future use.					

<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> David Barrett	<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 and Corporate priorities		Monthly Financial meetings to monitor budgets, Fortnightly AD update, monthly project group, team concentrating solely on development and new post of Senior Project Manager created 1-4-1 meetings to assess the progress of expenditure against grant commitments Identified pipeline of sites to supplement those already progressing, so that any that do not progress to completion can be replaced.		All Schemes have project worksheets updated fortnightly	
Sign Off and Comments					
Ongoing monitoring of progress to assess delivery underway. Any projects that are identified as having risks of delays or do not progress are reviewed and a pipeline of alternative sites retained to provide resilience.					

## Housing – Fiona Williamson

**Risk name: Failure to recruit and retain appropriately skilled, experienced or professionally qualified members of staff.**

<b>Category:</b> Reputational	<b>Corporate Priority:</b> Modern and efficient Council	<b>Risk Owner:</b> Fiona Williamson	<b>Portfolio Holder:</b> Margaret Patricia Griffiths	<b>Tolerance:</b> Treating	
<b>Inherent Probability</b>	<b>Inherent Impact</b>	<b>Inherent Risk Score</b>	<b>Residual Probability</b>	<b>Residual Impact</b>	<b>Residual Risk Score</b>
3 Likely	4 Severe	12 Red	2 Likely	4 Severe	8 Amber
<b>Consequences</b>		<b>Current Controls</b>		<b>Assurance</b>	
<p>Reliance on external consultants and agency staff and the additional cost implications and pressure if the budgets</p> <p>Risk of incorrect decisions being made by inadequately qualified or trained staff</p> <p>Risk of legal action increase in disrepair claims, Environmental Protection Act claims or personal injury claims.</p> <p>Any issues arising as a result of Statutory functions, risk of prosecution and the associated reputational and financial risks for the Council.</p>		<p>Identified all roles that have difficulties in terms of recruitment and retention by area to supplement the workforce planning review.</p> <p>Corporate project to improve the recruitment approach and graduate programme to supplement in house skills base</p> <p>Ongoing training for all staff in HHSRS and fire safety has been undertaken to supplement the knowledge and improve awareness.</p> <p>Use of Apprenticeship levy to support professional training and qualifications</p>		-	
<b>Sign Off and Comments</b>					
Apprentice posts created to provide pipeline of trained and skilled staff, to supplement skills levels.					

## Housing – Fiona Williamson

**Risk name: Failure to identify and manage Private sector Landlords, Houses in Multiple Occupation and Empty Homes**

<b>Category:</b> Reputational	<b>Corporate Priority:</b> Safe and Clean Environment	<b>Risk Owner:</b> Natasha Beresford	<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. Reduction in projected income from licence fees and enforcement action Statutory function so reputational and financial risks for the Council.		Additional resources 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 and updated to include Fitness for Human Habitation Act requirements. New procedures have been developed to align with the changes in legislation Volumes to be monitored to assess the level of demand upon the service.		-	
Sign Off and Comments					

# Funding

## Current Budgets - Gen Fund & HRA

### Gen Fund Housing

HOUSING & COMMUNITY COMMITTEE GENERAL FUND BUDGET DETAIL 2019/20				
	Original 2018/2019 £	Budgets 2019/2020 £	Variance 2018/19 - 2019/20 £ %	

#### Housing & Community

#### Housing Landlord (Fiona Williamson)

#### Housing Standards - DFG management (Alan Mortimer)

Employees	44,550	45,340	790	2%
Transport	0	0	0	
Income	(33,610)	(34,420)	(810)	(2%)
Recharges	12,841	6,308	(6,533)	(51%)
<b>Net Expenditure: Housing Standards</b>	<b>23,781</b>	<b>17,228</b>	<b>(6,553)</b>	<b>(28%)</b>

#### Garages (Alan Mortimer)

Employees	40,310	40,290	(20)	(0%)
Premises	561,070	573,970	12,900	2%
Supplies & Services	0	0	0	
Capital Charges	753,320	719,300	(34,020)	(5%)
Income	(3,770,650)	(3,770,370)	280	0%
Recharges	432,443	433,569	1,126	0%
<b>Net Expenditure: Garages</b>	<b>(1,983,507)</b>	<b>(2,003,241)</b>	<b>(19,734)</b>	<b>(1%)</b>

#### Supporting People (Alan Mortimer)

Recharges	7,500	7,500	0	0%
<b>Net Expenditure: Supporting People</b>	<b>7,500</b>	<b>7,500</b>	<b>0</b>	<b>0%</b>

#### Homelessness (Natasha Beresford)

Employees	607,780	818,130	210,350	35%
Premises	120,560	106,380	(14,180)	(12%)
Transport	0	0	0	

Supplies & Services	131,300	<b>80,300</b>	<b>(51,000)</b>	<b>(39%)</b>
Capital Charges	86,270	<b>115,000</b>	28,730	33%
Transfer Payments	50,000	<b>50,000</b>	0	0%
Income	<b>(326,870)</b>	<b>(623,330)</b>	<b>(296,460)</b>	<b>(91%)</b>
Grants and Contributions	<b>(438,300)</b>	<b>(625,060)</b>	<b>(186,760)</b>	<b>(43%)</b>
Recharges	122,312	<b>128,590</b>	6,279	5%
<b>Net Expenditure: Homelessness</b>	<b>353,052</b>	<b>50,010</b>	<b>(303,042)</b>	<b>(86%)</b>
<b>Housing Advice (Natasha Beresford)</b>				
Employees	92,010	<b>95,000</b>	2,990	3%
Transport	0	<b>0</b>	0	
Supplies & Services	43,780	<b>44,550</b>	770	2%
Recharges	180,643	<b>195,211</b>	14,567	8%
<b>Net Expenditure: Housing Advice</b>	<b>316,433</b>	<b>334,761</b>	<b>18,327</b>	<b>6%</b>
<b>Housing Strategy (Natasha Beresford)</b>				
Employees	398,960	<b>419,810</b>	20,850	5%
Transport	2,610	<b>2,670</b>	60	2%
Supplies & Services	12,960	<b>62,990</b>	50,030	386%
Transfer Payments	5,000	<b>5,000</b>	0	0%
Income	0	<b>(30,000)</b>	<b>(30,000)</b>	
Recharges	80,091	<b>135,598</b>	55,507	69%
<b>Net Expenditure: Housing Strategy</b>	<b>499,621</b>	<b>596,068</b>	<b>96,447</b>	<b>19%</b>

**Net Expenditure: Housing Landlord** **(783,120)** **(997,674)** **(214,554)** **(27%)**

## HRA Summary

<b>HOUSING REVENUE ACCOUNT BUDGET 2019/20</b>			
<b>£000</b>	<b>Note</b>	<b>Growth / (Savings)</b>	<b>Budget</b>
<b>Income</b>			
Dwelling Rents	1	<b>500</b>	(52,536)
Non-Dwelling Rents		<b>0</b>	(102)
Tenant Service Charges	2	<b>(54)</b>	(1,626)
Leaseholder Charges		<b>0</b>	(487)
Interest and Investment Income	3	<b>(45)</b>	(435)
Contributions to Expenditure	4	<b>(110)</b>	(645)
<b>Total Income</b>		<b>291</b>	<b>(55,831)</b>
<b>Expenditure</b>			
Repairs and Maintenance	5	<b>(35)</b>	12,068
Revenue Contribution to Capital	6	<b>(1,324)</b>	5,480
Supervision & Management	7	<b>354</b>	12,783
Corporate and Democratic Core		<b>0</b>	307
Rent, Rates, Taxes & Other Charges		<b>0</b>	35
Provision for Bad Debts	8	<b>275</b>	975
Interest Payable	9	<b>(36)</b>	11,558
Depreciation	10	<b>475</b>	12,625
<b>Total Expenditure</b>		<b>(291)</b>	<b>55,831</b>
<b>HRA Deficit / (Surplus)</b>			
		<b>0</b>	<b>0</b>
<b>Housing Revenue Account Balance:</b>			
Opening Balance at 1 April			<b>(2,892)</b>
Deficit / (Surplus) for the year			0
<b>Closing Balance at 31 March</b>			<b>(2,892)</b>



## **SUMMARY OF MAJOR MOVEMENTS IN HOUSING REVENUE ACCOUNT BUDGET 2018/19 - 2019/20**

### **Note 1 - Dwelling Rents**

The budget for Dwelling Rents reflects the final year of the 1% reduction in social rents announced by the Government in July 2015. The average dwelling rent is proposed to reduce from £101.22 in 2018/19 to £100.08 in 2019/20.

### **Note 2 - Tenant Service Charges**

There is additional income of £54k on this line due to a grant from Herts County Council that was expected to have ceased. An additional £60k is also expected from service charge recovery on new properties.

### **Note 3 - Interest and Investment Income**

There is an increase to the draft budget for 2019/20 due to increase in interest rates.

### **Note 4 - Contributions to Expenditure**

The budget for Contributions to Expenditure has been increased by £70k to reflect an increase in income from minor capital receipts. In addition there is a budgeted increase of £40k from a new policy of charging leaseholders for alterations work. Income to be generated via a new post shown in Supervision and Management.

### **Note 5 - Repairs & Maintenance**

There is a minor amendment to the budget for Repairs and Maintenance budget through investment in a maintenance officer to address disrepair claims at an early stage, which will lead to savings in repairs costs. Savings to be generated via a new post shown in Supervision and Management.

### **Note 6 - Revenue Contribution to Capital**

The Revenue Contribution to Capital has reduced year on year, as a result of operational activities including reduced income from rents due to government policy and additional costs incurred maintaining the current asset portfolio. The capital programme is fully funded over the next 3 years through utilisation of capital receipts, capital grants and revenue contributions.

### **Note 7 - Supervision and Management**

The draft budget includes the following assumptions:

In line with estimates for the General Fund, salaries budgets include pay inflation of 2.4%. Utilities budgets also include inflation of 5%.

Growth of £75k for a specialist Universal Credit income officer and new income analysis technology to improve efficiency in rent collection.

Growth of 2 posts recovered in increased income and reduced repairs (as above).

Growth of £120k in the new build team to contribute to delivery of the revised capital programme.  
Increased recharge to the HRA from the General Fund to reflect updated share of central costs.

**Note 8 - Provision for Bad Debts**

The provision for bad debts has been increased by £300k in 2018/19 to allow for the part year effect of the implementation of Universal Credit. The new income analysis technology is expected to help reduce arrears and therefore have a positive impact on the level of bad debt.

**Note 9 - Interest Payable**

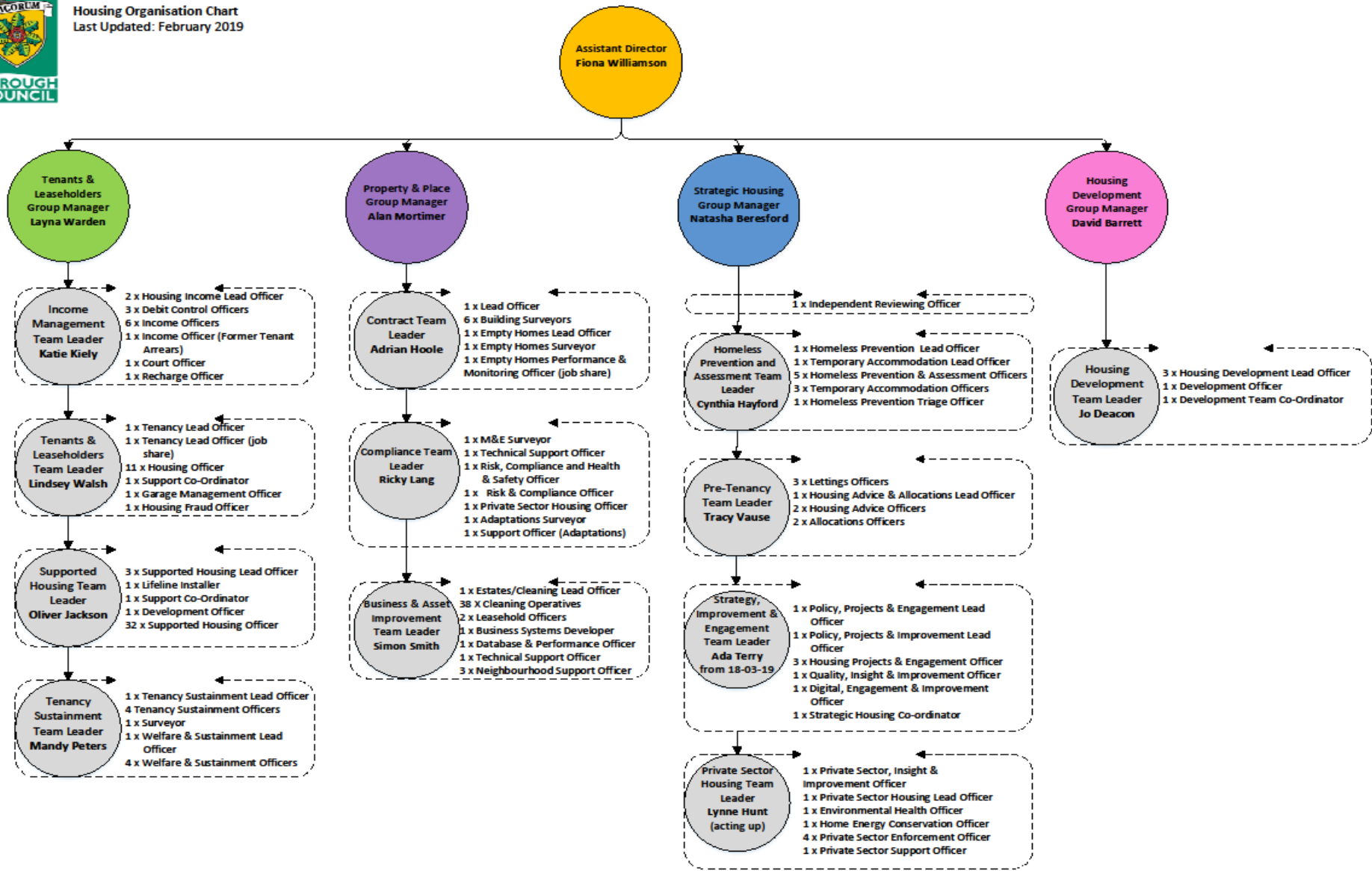
This line reflects the interest payment due on the HRA self-financing loan taken out in 2012.

**Note 10 – Depreciation**

The budgets for depreciation have been increased to reflect an increase in capital assets as a result of the new build programme, combined with inflation in house prices.



**Housing Organisation Chart**  
Last Updated: February 2019





# **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.</p> <p>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.</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.</p> <p>Additional skills and knowledge requirement to meet statutory demands of Private Sector management have been identified and a training plan has been undertaken, with regular refreshers required.</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 the development of the new PRS Enforcement Officer posts has mitigated against this to a point. Given the number of responsibilities, the service has, in order to ensure that the service is tackling all areas of responsibility, a further review of resource is ongoing, to enable the effective tackling of empty homes and enforcement activity.</p> <p>Strategic Housing Co-ordinator post, is 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> <p>In the past year sickness and challenges in recruiting to the role of Housing Needs and Allocations Officer have had a significant impact on the service delivery and performance in empty homes/lettings. The service intends to make these roles generic in function to reduce single points of failure and build in resilience.</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 were introduced within Strategic Housing approximately 18 months ago, due to new burdens. This has enabled these officers to be involved in key team and service plan objectives or lead projects. Additionally there have been several acting up opportunities as a result of other staff challenges, which has provided a development opportunity at Team Leader and Group Manager level. Training has been made available for a number of staff across the service to develop management skills, such as ILMs.</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 construction related and/or technical roles continue to be very difficult to recruit. Post Grenfell Health and Safety and compliance related qualifications are commanding an even greater premium in the marketplace.</p> <p>Consideration has to being given to what options are available to make the roles more attractive to attract and retain the correct candidates</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, compliance related skills including gas, Fire Risk assessments, Legionella , asbestos and M&amp;E.</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>Stock Database officer, Fire Risk Assessor, legionella , asbestos officer, 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>Re-alignment of teams and roles to include cross team support and familiarity with specialist processes</p> <p>External specialist 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>Re-alignment of teams and roles to include cross team support and familiarity with specialist processes</p> <p>External and internal management training , and supporting professional membership qualifications (chartered status)</p>

## Group 3 – Tenants & Leaseholders

<b>Staff turnover and risk</b>	
<p><b>Recruitment</b></p> <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 for most full time roles within the Tenants and Leaseholder service. The levels of sickness and turn over in Housing Officer – Tenancy and Supported Housing Officers are high but mainly due to the numbers and that officers are keen to develop into new roles.</p>
<p><b>Skills development</b></p> <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 implement this service objective. Responsibility, skills and knowledge will be developed within the Income team.</p> <p>Resilience is needed to continue to manage the work load in the Tenancy and Sustainment Teams. This could be achieved through training, regular 121's and employee assistance support.</p>
<p><b>Single Points of Failure</b></p> <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>All single points of failure have been addressed through realignment and reviewing responsibilities.</p>
<p><b>Leadership</b></p> <ul style="list-style-type: none"> <li>• How are you developing leadership in the team?</li> </ul>	<p>A joint team plan for the T&amp;L team will ensure that managers are aware of the strategic direction and how their teams contribute. It will ensure partnerships across the service.</p> <p>A number of Officers have attended the in-house Introduction to Management Course. This will help identify those who can be future managers. Additionally offering the opportunity to offer mentoring and coaching across teams can provide support and develop leadership.</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. Consideration of options of how this can be addressed is underway and use of specialist recruiters to target individuals in the market.</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.</p> <p>Coaching project management skills plus attending formal training events.</p> <p>Ongoing training and attendance at CPD events to supplement skills and knowledge within the team.</p>