

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



Housing

Service Plan

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


Table of Contents

CMT Review & Sign-off of Service Plan	1
Table of Contents.....	3
Strategic Priorities.....	4
Council Strategic Priorities & Service Objectives	4
Service Objectives into Action	8
All service areas	8
All service areas	10
Group 1 - Strategic Housing.....	12
Group 2 - Property & Place	18
Group 3 – Tenants & Leaseholders	23
Group 4 – Housing Development	28
Service Improvement Plan.....	31
Funding	45
Current Budgets - Gen Fund & HRA	45
Gen Fund Housing	45
HRA Summary	47
Workforce Planning Report.....	50
Group 1 – Strategic Housing	50
Group 2 – Property & Place	51
Group 3 – Tenants & Leaseholders	52
Group 4 – Housing Development	53

Strategic Priorities

Council Strategic Priorities & Service Objectives

Priorities	Service objectives (outcome focused)	Barriers to overcome
Ensuring economic growth and prosperity	<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>
Affordable Housing	<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>Increasing numbers of street homeless and complex cases at presentation, with limited support from Community Mental Health teams or Adult care services</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>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>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>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>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>A clean, safe & enjoyable environment</p>	<p>Compliance & Health & Safety cross cutting project to embed the approach to safety 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>Changes in testing of materials and increased legislative requirements are ongoing and will require an agile approach to 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>Delivering an efficient and modern council</p>	<p>Tender the contract to procure new management arrangements for the Elms</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>Increase the use of evidence led decision-making and support the service to embed improvement recommendations.</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 & 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>Building strong and vibrant communities</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>	<p>Ongoing engagement with external support from the Fire Service and private sector landlords and registered providers, has been beneficial in progressing improvement works without the need for formal enforcement action.</p>

Service Objectives into Action

All service areas

Service Objectives:					
<ul style="list-style-type: none"> Review of Supported housing provision to determine future use, investment and re-development options. 					
Key Actions	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?	Quarter 2 Update
<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> July 2019 	<ul style="list-style-type: none"> Supported Housing Team Leader 	<ul style="list-style-type: none"> Impact unknown until review concluded and options identified 	<ul style="list-style-type: none"> The information will be used to identify any schemes for re-designation, improvement, remodelling and to target investment to meet the demand 	<ul style="list-style-type: none"> Service wide report from Orchard has been provided and data is currently being analysed. This is being cross referenced with Civica to identify themes. Regular discussion with stakeholders is being undertaken to gain a qualitative view. Communications plan has been developed with SIE team to promote the service effectively
<ul style="list-style-type: none"> Review of the allocations policy to include financial thresholds for 	<ul style="list-style-type: none"> September 2019 	<ul style="list-style-type: none"> Strategic Housing Group Manager & Housing 	<ul style="list-style-type: none"> Potential for an increase rental income 	<ul style="list-style-type: none"> A reduction in void periods and increased revenue, plus more people 	<ul style="list-style-type: none"> Pre-tenancy project has started, project plan has been developed and tasks

<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 & Independent Reviewing Officer)</p>	<p>to be generated</p>	<p>moving to a smaller more suitable property for their housing need</p>	<p>assigned, project plan includes Allocations Policy amendments signed off by Portfolio Holder. Capital Growth bid has been submitted for Civica system upgrade. Project to be managed alongside Empty Homes Work Stream Review.</p> <ul style="list-style-type: none"> • In principal amendment to capital saving cap has been agreed at £250k. • Rent levels across the service are being analysed.
<ul style="list-style-type: none"> • Conclude the assessment of the Cat 2 sheltered schemes and develop options to improve the use and fitness for purpose of the schemes 	<ul style="list-style-type: none"> • June 2019 	<ul style="list-style-type: none"> • Group Manager Property & Place, Group Manager Development, Team Leader Supported Housing 	<ul style="list-style-type: none"> • Investment will be profiled to align with available budgets 	<ul style="list-style-type: none"> • Investment targeted on those schemes with highest viability. 	<ul style="list-style-type: none"> • NB – cross team project – Next steps with Supported housing, Graduate to work on project • Reports from FFT are being reviewed to include local knowledge of schemes. Reports provide a good base level to interrogate further.

					<ul style="list-style-type: none"> • Findings will be presented in November 2019.
<ul style="list-style-type: none"> • Assess the viability of a new sheltered scheme on the Leverstock Green site 	<ul style="list-style-type: none"> • May 2019 	<ul style="list-style-type: none"> • Team Leader supported Housing, Group Manager Development 	<ul style="list-style-type: none"> • Viability will be assessed based on development budgets 	<ul style="list-style-type: none"> • New build unit numbers may increase on the site, dependant on the outcome of the viability assessment. 	<ul style="list-style-type: none"> • Discussions regarding development with HCC are continuing to identify development / redevelopment opportunities. • Research being undertaken to identify need within specific locations. • Concluded preliminary work and agreed site more suitable for general needs housing.

All service areas

Service Objectives:					
<ul style="list-style-type: none"> Compliance and Health and Safety Project -. Overall risk management approach towards the allocation, use and decommissioning or disposal of housing stock 					
Key Actions	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?	Quarter 2 Update
Review of allocations policy to include considerations around the appropriateness of accommodation for tenants with vulnerabilities	<ul style="list-style-type: none"> September 2019 	<ul style="list-style-type: none"> Pre-tenancy Team Leader Strategic Housing& Housing representatives (Homelessness, Supported Housing, Tenancy Sustainment & Tenancy) 	<ul style="list-style-type: none"> No impact identified 	<ul style="list-style-type: none"> A risk-based approach will be undertaken to consider the appropriateness of allocations. 	<ul style="list-style-type: none"> Being led by Independent Reviewing & Project Officer. Pre-tenancy project has started, project plan has been developed and tasks assigned, project plan includes Allocations Policy amendments signed off by Portfolio Holder. Capital Growth bid has been submitted for Civica system upgrade. Project to be managed alongside Empty Homes Work Stream Review. Meeting to be held in November to discuss information sharing about vulnerable and complex needs clients.
<ul style="list-style-type: none"> Stock Condition information and compliance data reconciliation, 	<ul style="list-style-type: none"> September 2019 	<ul style="list-style-type: none"> Team Leader Compliance 	<ul style="list-style-type: none"> Costs contained within existing budgets 	<ul style="list-style-type: none"> Improved awareness and access to information upon 	<ul style="list-style-type: none"> An Initial meeting with one suitable Software provider had taken place, further to be confirmed.

including surveys for communal areas, to be migrated onto appropriate system to enable improved accessibility of information to all staff				which to manage H&S within the stock and liaise with the Fire Service on matters such as Personal emergency evacuation plans where appropriate.	Early indications are promising , will be cost dependant Additionally, Proof of concept project scheduled to commence for Empty homes and mobile working taking place and their outcomes will influence this project
<ul style="list-style-type: none"> Enhance training for all staff within the service to improve understanding of their responsibilities in respect of H&S 	<ul style="list-style-type: none"> July 2019 	<ul style="list-style-type: none"> Team Leader Compliance 	<ul style="list-style-type: none"> Training budget allocated 	<ul style="list-style-type: none"> Staff understanding of their role and the management of risks in relation to the housing service 	<ul style="list-style-type: none"> Further compliance training being lined up for delivery including Fire Risk Awareness Electrical safety & Inspections Both extended to wider DBC compliance areas to ensure group wide consistent knowledge and approach
<ul style="list-style-type: none"> Assess all new build developments for construction risks, ongoing maintenance and liaise with housing management to understand any design elements to avoid, reduce 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Team Leader Development, Team Leaders for planned works, Team Leader for repairs and Team Leader Tenants and Leaseholders 	<ul style="list-style-type: none"> No additional impact 	<ul style="list-style-type: none"> Collaboration on future designs will improve the ongoing management of tenancies once occupied. 	<ul style="list-style-type: none"> 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 Housing Development Design Guide and Employers Requirements

<p>ASB or neighbour disputes on higher density sites.</p>					<p>have been reviewed and updated by the Housing Development Team and are reviewed by Property and Place</p> <ul style="list-style-type: none"> • Project Workshop meetings held by Dev. Team with input from relevant departments • Regular progress meetings on existing schemes on site adding to cross exchange of information and lessons learned • Members of the T&L group have attended all gearing up meeting and new checklist being introduced to ensure consistency for all sites
---	--	--	--	--	--

All service areas

Service Objectives: <ul style="list-style-type: none"> HRA Empty homes Project to reduce key to key times and improve rental income 					
Key Actions	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?	Quarter 2 Update
<ul style="list-style-type: none"> Review of the end-to end process to reduce the key to key timescale 	<ul style="list-style-type: none"> June 2019 	<ul style="list-style-type: none"> Group Manager Property and Place & Pre Tenancy Team Leader Strategic Housing 	<ul style="list-style-type: none"> Reduction in void rent loss – minimal impact on MTFS 	<ul style="list-style-type: none"> Reduction in key to key times 	<ul style="list-style-type: none"> Empty Homes work stream review has commenced, key staff members to also attend the New Normal project meetings linked to this work stream. Review of service performance being undertaken by Team Leaders in Property & Place/Housing Needs. Monthly meetings with P&P GM/Team Leaders to agree commentary for KPI reporting in progress Pre-Tenancy work stream review to commence in September 2019. Project delayed to coincide with proof of concept project set to start in December and subsequent changes to contract delivery

<ul style="list-style-type: none"> • Ensure benchmarking data is consistent with reporting methodologies adopted in other organisations 	<ul style="list-style-type: none"> • April 2019 	<ul style="list-style-type: none"> • Team Leader SIE 	<ul style="list-style-type: none"> • No impact 	<ul style="list-style-type: none"> • Consistent reporting structure 	<ul style="list-style-type: none"> • Finalising review of Housemark benchmarking data. Engaging with Osborne in relation to collation of their satisfaction data. Awaiting information from corporate complaints to assist in reviewing the Housing Service complaints data. Now ensuring that the service is collating equality and diversity data on key projects. Focus from SIE team leader on structured reporting and recording of data to inform service delivery and decisions made. • A&A projects now starting to incorporate empty homes to streamline process and delivery and reduce project durations • Further changes possible after outcome of Empty homes proof of concept project
<ul style="list-style-type: none"> • Adapted properties – review of how best to use previously 	<ul style="list-style-type: none"> • August 2019 	<ul style="list-style-type: none"> • Team Leaders Planned Works and Strategic Housing 	<ul style="list-style-type: none"> • No impact 	<ul style="list-style-type: none"> • Improved use of adapted stock and more streamlined process for allocating 	<ul style="list-style-type: none"> • Further review of the aids and adaptations scoring matrix to be undertaken. • A&A decision matrix being applied , and resulting in

adapted properties and improve the process for allocation					more homes being suggested for transfer to suitable homes rather than adaptation of unsuitable property
<ul style="list-style-type: none"> Analysis of rechargeable works and properties returned in poor condition to inform decisions around cyclical tenancy management visits 	<ul style="list-style-type: none"> March 2020 	<ul style="list-style-type: none"> Lead Officer Empty Homes 	<ul style="list-style-type: none"> No impact 	<ul style="list-style-type: none"> Reduction in properties returned in very poor condition – improved times and opportunity to provide additional support to vulnerable tenants 	<ul style="list-style-type: none"> Analysis work ongoing to inform policy and procedure changes Further changes possible after outcome of Empty homes proof of concept project

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 2 Update
<ul style="list-style-type: none"> Develop a strategy that outlines the approach and management of the Private Sector Housing in the Borough 	<ul style="list-style-type: none"> January 2020 	<ul style="list-style-type: none"> Strategic Housing Group Manager and Private Rented Sector Team Leader , plus input from ASB, Community Safety, Property & Place and Planning/Building control 	<ul style="list-style-type: none"> Team Leader post created to manage the service and ensure strategy delivered. 	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Strategy to be informed by outcomes of the stock condition survey, Portfolio Holder decision submitted to approve start of stock modelling. Stock modelling scoping document submitted to John Worts to review data sharing agreement.
<ul style="list-style-type: none"> Fitness for Human Habitation Act – training and develop appropriate processes to deal with cases in the PRS 	<ul style="list-style-type: none"> August 2019 	<ul style="list-style-type: none"> Strategic Housing Group Manager and Private Rented Sector Team Leader 	<ul style="list-style-type: none"> May increase enforcement activity and fines 	<ul style="list-style-type: none"> Improved understanding the impact of the legislative requirements and delivery of appropriate enforcement actions 	<ul style="list-style-type: none"> Complete. Training and seminars completed and ongoing across the service to ensure staff are up to date. Enforcement Policy amended in July 2019 to reflect legislative change.
<ul style="list-style-type: none"> Continue to work to identify HMO's, using internal 	<ul style="list-style-type: none"> April 2020 	<ul style="list-style-type: none"> Private Sector Team Leader 	<ul style="list-style-type: none"> Potential for increased 	<ul style="list-style-type: none"> Increased awareness of the location of 	<ul style="list-style-type: none"> Ongoing work across the service to ensure HMO's are effectively licensed,

information sharing protocols and raising public awareness			licence revenue	licenced and unlicensed HMO's within the Borough	completion of stock modelling will provide increase data of potential HMO's across the borough. Income collection for HMO licensing is on track.
--	--	--	-----------------	--	--

Service Objectives: Strategic Tenancy Strategy					
Key Actions	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?	Quarter 2 Update
<ul style="list-style-type: none"> Consolidate and conclude the Strategic Tenancy Strategy following engagement with registered providers 	<ul style="list-style-type: none"> August 2019 	<ul style="list-style-type: none"> Independent Reviewing Officer 	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> A consistent approach across all housing providers in the area will be encouraged 	<ul style="list-style-type: none"> Completed and approved at Cabinet. Housing Needs Team Leader, continuing ongoing day to day engagement and monitoring of SLA in line with strategy.

Service Objectives: Procure new Elms management contract					
Key Actions	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?	Quarter 2 Update
<ul style="list-style-type: none"> Present options appraisal to members and undertake the procurement project in conjunction with legal and procurement colleagues 	<ul style="list-style-type: none"> July 2019 	<ul style="list-style-type: none"> Strategic Housing Group Manager & Independent Reviewing Officer 	<ul style="list-style-type: none"> The impact will be dependent upon the successful service provider 	<ul style="list-style-type: none"> Clearly defined roles and responsibilities for the management of the asset and operational management of the hostel 	<ul style="list-style-type: none"> HOSC report to members October 2019 outlining approach to re-tender of the Elms Contract. Project being led by Oli Jackson, Supported Housing Team Leader. New 1 year contract in preparation to be issued to DENS from April 2019. RE-tender to take place after soft market testing and PIN from August 2020.
<ul style="list-style-type: none"> Support the transfer arrangements, if appropriate and monitor the transition and ongoing performance 	<ul style="list-style-type: none"> April 2020 	<ul style="list-style-type: none"> Strategic Housing Group Manager & Independent Reviewing Officer 	<ul style="list-style-type: none"> No impact 	<ul style="list-style-type: none"> Ongoing monitoring of the performance and management of the arrangement 	<ul style="list-style-type: none"> Ongoing performance monitoring of contract undertaken on a quarterly basis through Core Group, no contract issues. New 1 year contract to be issued from April 2020 until 2021, re-tender from August 2020.

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 2 Update
<ul style="list-style-type: none"> Follow up actions arising from the work stream reviews to be completed 	<ul style="list-style-type: none"> October 2019 	<ul style="list-style-type: none"> Strategy Improvement and Engagement Team Leader, Policy, Projects and Improvement Lead Officer 	<ul style="list-style-type: none"> Included in the budget 	<ul style="list-style-type: none"> Improvements will be aligned with the outputs identified in the work stream reviews 	<ul style="list-style-type: none"> New Work Stream Review model presented to HSMT October 2019 to enable more effective monitoring and tracking of WSR outcomes and actions. Monitoring of pending actions undertaken by Lead and managed across Housing Team Leaders, delays escalated to HSMT.
<ul style="list-style-type: none"> Increase the amount of correct information held by the service on tenants and leaseholders 	<ul style="list-style-type: none"> March 2020 	<ul style="list-style-type: none"> Strategy Improvement and Engagement Team Leader, Policy, Projects and Improvement Lead Officer 	<ul style="list-style-type: none"> No impact 	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> The Biennial Tenant Satisfaction Survey taking place in quarter 4 will check and collect data on Tenants to increase the amount of information the service holds.

<ul style="list-style-type: none"> Utilise the audit programme to highlight recommendations 	<ul style="list-style-type: none"> March 2020 	<ul style="list-style-type: none"> Strategy Improvement and Engagement Team Leader, Policy, Projects and Improvement Lead Officer 	<ul style="list-style-type: none"> No Impact 	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Internal audits have been reviewed and will be rolled out as Spotlight audits in Quarter 4. These audits will work alongside the WSR process, and enable focussed and concise audits on service areas
<ul style="list-style-type: none"> Support the service to embed STAR Survey findings 	<ul style="list-style-type: none"> March 2019 	<ul style="list-style-type: none"> Strategy Improvement and Engagement Team Leader, Policy, Projects and Improvement Lead Officer 	<ul style="list-style-type: none"> No Impact 	<ul style="list-style-type: none"> This will be used to form the basis of satisfaction 	<ul style="list-style-type: none"> Biennial Tenant Satisfaction Survey will be completed in Q4, it will include the core STAR questions to enable benchmarking. Outcomes of the survey will feed into the Spotlight audit and WSR programme.

Service Objectives:					
Implementation of Homelessness Reduction Act and Rough Sleeper Initiative					
Key Actions	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?	Quarter 2 Update
<ul style="list-style-type: none"> Agree the delivery mechanism with St Albans and the 	<ul style="list-style-type: none"> June 2019 	<ul style="list-style-type: none"> Homeless Prevention & Assessment Team Leader 	<ul style="list-style-type: none"> Ensure effective management of existing 	<ul style="list-style-type: none"> Joint working with St Albans and increased resource to 	<ul style="list-style-type: none"> Portfolio Holder decision completed and call in process ended. Recruitment for new posts with Hightown

role and scope of any outreach		Group Manager Strategic Housing, Independent Reviewing Officer and(input from Procurement in relation to OJEU process)	resources and grant funding	address street homeless	Housing being finalised, 1 outreach worker now in post.
<ul style="list-style-type: none"> Carry out a financial assessment to determine the impact of the Homeless Reduction Act on the service 	<ul style="list-style-type: none"> October 2019 	<ul style="list-style-type: none"> Strategic Housing Group Manager & Homeless Prevention & Assessment Team Leader 	<ul style="list-style-type: none"> Effective management of resources and grant funding and to inform budget setting 	<ul style="list-style-type: none"> Appropriate planning for service and ensuring service demands are met. 	<ul style="list-style-type: none"> Report to be presented to HSMT 4/11/2019.

Property & Place

Group Manager: Alan Mortimer

Service Objectives:					
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					
Key Actions	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?	Quarter 2 Update
<ul style="list-style-type: none"> Undertake the five year benchmarking review of the whole contract including the financial model and rates 	<ul style="list-style-type: none"> June 2019 	<ul style="list-style-type: none"> Group Manager Property and Place 	<ul style="list-style-type: none"> Minimal as the improvement programmes are tailored to match the available budget. 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Review completed Presented to Scrutiny and Cabinet Due for presentation to Cabinet in November Contract revisions being developed and agreed prior to legal amendments
<ul style="list-style-type: none"> Undertake a SWOT analysis of the key deliverables to assess if these still align with Corporate objectives 	<ul style="list-style-type: none"> June 2019 	<ul style="list-style-type: none"> Group Manager Property and Place 	<ul style="list-style-type: none"> No impact 	<ul style="list-style-type: none"> Focused investment in areas to align with Corporate objectives and priorities – possible removal or reduction of some TAM activities 	<ul style="list-style-type: none"> Undertaken as part of benchmarking review – completed Presented to Scrutiny and Cabinet Comments and observations being incorporated into discussions and proposed contract amendments

				undertaken by Osborne	<ul style="list-style-type: none"> Climate change agenda item to be assimilated into changes
<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> September 2019 	<ul style="list-style-type: none"> Group Manager Property and Place 	<ul style="list-style-type: none"> No Impact 	<ul style="list-style-type: none"> Improved understanding of roles and responsibilities and reduction in duplication. 	<ul style="list-style-type: none"> Informal restructure implemented and in operation, working well Final revision proposal developed ahead of formal restructure consultation Formal consultation implementation delayed, Currently awaiting outcome of structure changes/growth bid proposal for 2020/21 Depending on outcome as to whether further structure changes and delivery model required

Service Objectives:					
Embed the new Compliance & Health & Safety Strategies & Management Plans within the service					
Key Actions	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?	Quarter 2 Update
<ul style="list-style-type: none"> Training to all areas of the service to increase overall knowledge and awareness of the procedures that are required 	<ul style="list-style-type: none"> Ongoing but to ensure recording of training is undertaken on the new HR 	<ul style="list-style-type: none"> Team Leader Compliance and M&E contracts 	<ul style="list-style-type: none"> Contained within budget 	<ul style="list-style-type: none"> Improved management and knowledge of the Health and Safety risks 	<ul style="list-style-type: none"> New HR system and on-line training records are live, so H&S training records can be included once fully commissioned

<p>under the Fire Strategy, Legionella strategy and Asbestos Management Plan</p>	<p>management system</p>				
<ul style="list-style-type: none"> • Ensure all Health and Safety documentation relating to tenants are provided in the sign up packs or available through links to the website. 	<ul style="list-style-type: none"> • November 2019 	<ul style="list-style-type: none"> • Team Leader Compliance and M&E contracts/ Lead officer SIE 	<ul style="list-style-type: none"> • Contained within budget 	<ul style="list-style-type: none"> • Increased awareness of individual and corporate responsibilities in relation to the management of H&S 	<ul style="list-style-type: none"> • New HR system and on-line training records are live, so H&S training records can be included once fully commissioned • Further compliance training being lined up for delivery including • Fire Risk Awareness • Electrical safety & Inspections • Both extended to wider DBC compliance areas to ensure group wide consistent knowledge and approach
<ul style="list-style-type: none"> • Consolidate all H&S information onto the management systems to enable better management information reporting. 	<ul style="list-style-type: none"> • January 2020 	<ul style="list-style-type: none"> • Team Leader Compliance and M&E contracts 	<ul style="list-style-type: none"> • Contained within budget 	<ul style="list-style-type: none"> • Improved Management Information reporting 	<p>An Initial meeting with one suitable Software provider had taken place, further to be confirmed. Early indications are promising , will be cost dependant</p> <ul style="list-style-type: none"> • System proposals to be presented to DBC H&S FLAG meeting to consider if suitable for

					<p>needs of organisation as a whole to improve record keeping & consistency</p> <ul style="list-style-type: none">• Additionally, Proof of concept project scheduled to commence for Empty homes and mobile working taking place and their outcomes will influence this project
--	--	--	--	--	---

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 2 Update
<ul style="list-style-type: none">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.	<ul style="list-style-type: none">June 2019	<ul style="list-style-type: none">Group Manager Property and Place & Team Leader Contracts	<ul style="list-style-type: none">Minimal	<ul style="list-style-type: none">It will provide the opportunity for alternative contractors to be used in the event of contractor failure or collapse.	<ul style="list-style-type: none">Completed in Qtr. 1
<ul style="list-style-type: none">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.	<ul style="list-style-type: none">June 2019	<ul style="list-style-type: none">Team Leader Contracts and Team Leader Compliance and M&E	<ul style="list-style-type: none">Minimal	<ul style="list-style-type: none">Additional resilience will be established and it will enable work to be market tested periodically to ensure value for money is being achieved.	<ul style="list-style-type: none">Completed in Qtr. 1Approval obtained for specialist and additional projects in compliance areasFrameworks call off approved and initial projects instructedCan be extended to further projects/awards if required

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 2 Update
<ul style="list-style-type: none"> Window cleaning service market test to establish delivery model 	<ul style="list-style-type: none"> September 2019 	<ul style="list-style-type: none"> Team Leader Assets 	<ul style="list-style-type: none"> None 	<ul style="list-style-type: none"> Dependent upon outcome of market test the window cleaning will improve 	<ul style="list-style-type: none"> Window cleaning project in progress Feedback to date very positive Services Piloting extended to trial gutter clearances and external building fabric & panel systems cleaning Additional scope proving successful
<ul style="list-style-type: none"> Provide detailed information to model the impact on service charges to the tenants and leaseholders. 	<ul style="list-style-type: none"> July 2019 	<ul style="list-style-type: none"> Team Leader Assets 	<ul style="list-style-type: none"> None 	<ul style="list-style-type: none"> More accurate identification of costs associated with delivering the service so that the service charges can reflect the actual costs 	<ul style="list-style-type: none"> Completed for cleaning and electric lighting in Qtr. 1 These now both de-pooled 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 Further survey scoped to capture all other services that are chargeable
<ul style="list-style-type: none"> Ensure there are adequate resource levels to manage the additional units 	<ul style="list-style-type: none"> October 2019 	<ul style="list-style-type: none"> Team Leader Assets 	<ul style="list-style-type: none"> Minimal any impact to be included within budget 	<ul style="list-style-type: none"> New blocks would be identified earlier in the 	<ul style="list-style-type: none"> Ongoing liaison with the development team. Successful handover of

created through the development programme.				development cycle so that necessary provision for cleaning can be addressed.	Swingate lane scheme in Qtr. 2
--	--	--	--	--	--------------------------------

Group 3 – Tenants & Leaseholders

Group Manager: Layna Warden

Service Objectives:					
Conclude the development of the Corporate ASB policy and case management					
Key Actions	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?	Quarter 2 Update
<ul style="list-style-type: none"> Complete the actions identified to provide a joined up service model for the management of ASB across all tenures 	<ul style="list-style-type: none"> December 2019 	<ul style="list-style-type: none"> Group Manager Tenants and Leaseholders Team Leader 	No Impact	<ul style="list-style-type: none"> Tenants will have contributed to our understanding of the effectiveness of case management. We know which areas to focus on to improve our approach 	<ul style="list-style-type: none"> Good process from all teams on action plan with few final areas to be completed by end of November 2019
<ul style="list-style-type: none"> All procedures, templates and guidance will be reviewed and updated and rolled out 	<ul style="list-style-type: none"> December 2019 	<ul style="list-style-type: none"> Tenants and Leaseholders Team Leader 	No Impact	<ul style="list-style-type: none"> Documents will support our approach and give detailed guidance for Officers and tenants 	<ul style="list-style-type: none"> Policy completed and rolled out. Training session for Housing Officers booked for mid-November and procedures to be finalised following learning from session.

<ul style="list-style-type: none"> Organise training for officers on new process 	<ul style="list-style-type: none"> November 2019 	<ul style="list-style-type: none"> Tenants and Leaseholders Team Leader 	No Impact	<ul style="list-style-type: none"> Officers will be confident on how to address ASB and able to support victims. 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. 	<ul style="list-style-type: none"> Booked in for mid-November
---	---	--	-----------	---	--

Service Objectives:					
Orchard Health Check to determine best use of the system to be integrate across all variety of teams					
Key Actions	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?	Quarter 2 Update
<ul style="list-style-type: none"> Data cleansing (Red Olive) to be costed for undertaken 	<ul style="list-style-type: none"> February 2019 	<ul style="list-style-type: none"> Group Manager Tenancy and Leasehold 	<ul style="list-style-type: none"> No Impact 	<ul style="list-style-type: none"> More accurate information on the Housing Management system 	<ul style="list-style-type: none"> Meeting to be arranged with new account manager at Orchard to identify if they can provide data cleansing and understand long

to make sure the system has accurate information					term plans for system upgrades. This will be in conjunction with any New Normal activities.
<ul style="list-style-type: none"> Commission Income Analytics to identify a more targeted approach to rent income and roll out training to the income team 	<ul style="list-style-type: none"> December 2019 	<ul style="list-style-type: none"> Rent and Income Team Leader 	<ul style="list-style-type: none"> Already included in the budget 	<ul style="list-style-type: none"> Ability to target income collection and reduce the time taken interrogating records. 	<ul style="list-style-type: none"> Work ongoing to implement Income Analytics, training days arranged for 18th and 19th November. However, these days are dependent on ICT building the servers to accommodate system. Potential risk for this to be delayed and not mean
<ul style="list-style-type: none"> Review of current modules and those in development to migrate as many staff onto Orchard Classic 	<ul style="list-style-type: none"> June 2019 	<ul style="list-style-type: none"> Group Manager Tenancy and Leasehold 	<ul style="list-style-type: none"> Already included in the budget 	<ul style="list-style-type: none"> Improved resilience and functionality of the system 	<ul style="list-style-type: none"> First tranche rolled out and DBC to be part of second or third. Alan Parry currently gathering details to draw up timescales

Service Objectives:					
Review approach to service charges, implement arrangements for 19/20 and produce a policy to clarify approach					
Key Actions	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?	Quarter 2 Update
<ul style="list-style-type: none"> Use best practice from guidance and other organisations to identify appropriate method for calculating service charges across leasehold and tenanted properties 	<ul style="list-style-type: none"> September 2019 	<ul style="list-style-type: none"> Income Team Leader 		<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Work ongoing with Finance to set service charges for 2019/20. Also looking at in-house training to improve confidence in all teams dealing with service charges. All M&E services at new builds are now effectively charged to tenants. Additionally CCTV has been rolled out to all sheltered schemes and are identifying any other charges that can be applied
<ul style="list-style-type: none"> Work with finance to finalise the apportionment of any service charges that can be charged back to leaseholders to ensure there is a 	<ul style="list-style-type: none"> September 2019 	<ul style="list-style-type: none"> Group Manager Tenants and Leaseholders and Group Manager Property and Place 	Possible increase in leaseholder service charge recovery	<ul style="list-style-type: none"> Consistent approach which can be automated to capture costs as far as possible. 	<ul style="list-style-type: none"> Completed. Additional income from Leaseholders has been identified in 2019/20.

consistent approach across all tenures					
--	--	--	--	--	--

Service Objectives:					
<ul style="list-style-type: none"> To develop a Pro-active offer to young and more vulnerable tenants and support those on Universal Credit 					
Key Actions	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?	Quarter 2 Update
<ul style="list-style-type: none"> Develop and implement a project to support those who are under 25, focussing on outcomes and regular evaluation 	<ul style="list-style-type: none"> November 2019 	<ul style="list-style-type: none"> Team Leader Tenancy Sustainment 	No Impact	<ul style="list-style-type: none"> Improved sustainment of tenancies especially for those younger tenants or care leavers reducing eviction costs and rent arrears 	<ul style="list-style-type: none"> First draft of report completed and due to be presented with recommendations over next couple of weeks.
<ul style="list-style-type: none"> Streamline Pre-tenancy processes and improve information provided to new tenants 	<ul style="list-style-type: none"> December 2019 	<ul style="list-style-type: none"> Group Manager Tenants and Leaseholders, Team Leader Tenancy Sustainment and Team Leader Pre-tenancy 	Minimal through lower void rates	<ul style="list-style-type: none"> High-risk applicants will be better prepared for tenancies and improve chances of the tenancies being sustained. 	<ul style="list-style-type: none"> Action plan drawn up following initial working group meeting. Supported Housing pre-tenancy visits to be introduced over coming weeks

<ul style="list-style-type: none"> Improve the offer for Introductory tenants to tailor our services based on needs 	<ul style="list-style-type: none"> October 2019 	<ul style="list-style-type: none"> Group Manager Tenants and Leaseholders 	No Impact	<ul style="list-style-type: none"> Improved information and training sessions tailored to High risk groups 	<ul style="list-style-type: none"> 8 month inspection introduced. Other potential changes to be implemented as part of recommendations from Branching out report
<ul style="list-style-type: none"> Ensure impact of UC is minimised 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Income officer for UC 	Sustained income rates	<ul style="list-style-type: none"> New service to support the role out of UC 	<ul style="list-style-type: none"> UC officer continues to support tenants claiming UC. Regular meetings held with Job Centre to discuss current issues or difficult cases. Will be attending TSI sessions to discuss UC with Housing Applicants. UC officer Monitors emails from Lettings team to ensure any new tenants claiming UC are contacted for early intervention and support

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 2 Update
<ul style="list-style-type: none"> Complete review of reasons for tenancy 	<ul style="list-style-type: none"> March 2020 	<ul style="list-style-type: none"> Tenancy Sustainment Team Leader 		<ul style="list-style-type: none"> Better understanding of reasons for 	<ul style="list-style-type: none"> This has been delayed due to recruitment of the TS Lead Officer and

failure following work stream review outputs				tenancy failures	should be started mid-November
<ul style="list-style-type: none"> Identify and complete an action plan to focus on pre-tenancy activities to improve sustainment of Introductory tenants 	<ul style="list-style-type: none"> December 2019 	<ul style="list-style-type: none"> Tenancy Sustainment Team Leader and Pre Tenancy Team Leader 		<ul style="list-style-type: none"> A greater success in sustainment of introductory tenancies through 	<ul style="list-style-type: none"> Pre-tenancy training session will be mandatory for all new tenants and will have added focus on UC.

Group 4 – Housing Development

Group Manager: David Barrett

Service Objectives:					
<ul style="list-style-type: none"> Investigate Off Site & Modern Methods of Construction 					
Key Actions	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?	Quarter 2 Update
<ul style="list-style-type: none"> Visit suppliers Consider some level of adoption possible site identification Consortium approach for delivery if small scale trial option preferred 	<ul style="list-style-type: none"> September 2019 	<ul style="list-style-type: none"> Development Team Leader 	<ul style="list-style-type: none"> Costs contained within budget 	<ul style="list-style-type: none"> Potential to enhance delivery of new homes 	<ul style="list-style-type: none"> Workshops held with 2 selected consortium partners. Site provisionally identified to receive MMC. Investigations commenced around approach to procurement Tendering for Architects Tracking WCHT Consortium

Service Objectives:					
Review and rewrite current Housing Development Strategy to align with the Business Plan					
Key Actions	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?	Quarter 2 Update
<ul style="list-style-type: none"> Model delivery numbers through the Business Plan tool to assess 	<ul style="list-style-type: none"> August 2019 	<ul style="list-style-type: none"> Group Manager Development 	<ul style="list-style-type: none"> Changes to delivery programme will be contained within budget 	<ul style="list-style-type: none"> A refresh of our Strategy for the delivery of new homes 	<ul style="list-style-type: none"> Business Plan now approved. Oct 19 Meetings scheduled to deliver Strategy by the end of the Year

financial viability <ul style="list-style-type: none"> • Consult and agree with AD and PH • Obtain approval for new programme and rewrite strategy to align with revised programme 					
---	--	--	--	--	--

Service Objectives:					
Mobilise revised New Build Programme following formal approval					
Key Actions	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?	Quarter 2 Update
<ul style="list-style-type: none"> • Obtain formal approval for new build programme • Prepare Briefs • Implement delivery within team 	<ul style="list-style-type: none"> • September 2019 	<ul style="list-style-type: none"> • Group Manager Development 	<ul style="list-style-type: none"> • Increased rental income and HRA 	<ul style="list-style-type: none"> • Clear direction for team regarding the next tranche of schemes 	<ul style="list-style-type: none"> • Completed, Schemes are being developed through to Planning.

Service Improvement Plan

Action	Expected Improvement(s)	Planned Start Date	Lead
Improving Communications & Reducing Contact			
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
Review, update and consolidate policies and procedures			
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
Data & Evidence			
Data cleansing of Orchard and collation of stock information to ensure the service is maximising data held: <ul style="list-style-type: none"> • Building up profiling information on both stock and tenants • It is compliant with new GDPR regulations 	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
---	--	------------	--

Service Improvement Plan

Action	Expected Improvement(s)	Planned Start Date	Lead
Improving Communications & Reducing Contact			
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
Review, update and consolidate policies and procedures			
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
Data & Evidence			
Data cleansing of Orchard and collation of stock information to ensure the service is maximising data held: <ul style="list-style-type: none"> • Building up profiling information on both stock and tenants • It is compliant with new GDPR regulations 	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
---	--	------------	--

Action	Expected Improvement(s)	Planned Start Date	Lead
Systems and Assets			
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)					
Category: Infrastructure	Corporate Priority: Safe and Clean Environment		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
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 e.g. 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

Category: Reputational	Corporate Priority: Safe and Clean Environment	Risk Owner: Natasha Beresford	Portfolio Holder: Margaret Patricia Griffiths	Tolerance: 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					
Increased activity to assess potential HMO's ongoing, awareness raised with staff and members, to report potential HMO's.					

HL_F02 Failure to closely monitor operational and financial factors relating to the delivery of the Council's Homelessness Service					
Category: Financial	Corporate Priority: Affordable Housing		Risk Owner: Natasha Beresford	Portfolio Holder: Margaret Patricia Griffiths	Tolerance: 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 & 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: Financial	Corporate Priority: Affordable Housing		Risk Owner: Alan Mortimer	Portfolio Holder: Margaret Patricia Griffiths	Tolerance: 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>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>		<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>		<p>Strategic Core Group Minutes Key Performance Indicators On-going scrutiny by the Property and Place surveyors</p>	
Sign Off and Comments					
<p>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</p>					

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

Category: Reputational	Corporate Priority: Affordable Housing		Risk Owner: Layna Warden	Portfolio Holder: Margaret Patricia Griffiths	Tolerance: Treating
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
3 Likely	4 Severe	12 Red	1 Very Unlikely	4 Severe	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. Ongoing programme of training for supported housing staff Sheltered housing IT system replaced with Inform to enable 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					
Review of the Supported Housing Assets underway, to assess the suitability of the assets for current and future use.					

HL_R03 Failure to Deliver the Council's New Build Programme					
Category: Reputational	Corporate Priority: Affordable Housing		Risk Owner: David Barrett	Portfolio Holder: Margaret Patricia Griffiths	Tolerance: Treating
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
2 Unlikely	4 Severe	8 Amber	1 Very Unlikely	4 Severe	4 Green
Consequences		Current Controls		Assurance	
Reputational and financial impact with public and HCA regarding grant allocations and due to the high profile of the project and Corporate priorities		<p>Monthly Financial meetings to monitor budgets,</p> <p>Fortnightly AD update, monthly project group, team concentrating solely on development and new post of Senior Project Manager created</p> <p>1-4-1 meetings to assess the progress of expenditure against grant commitments</p> <p>Identified pipeline of sites to supplement those already progressing, so that any that do not progress to completion can be replaced.</p>		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.

Category: Reputational	Corporate Priority: Modern and efficient Council		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
3 Likely	4 Severe	12 Red	2 Likely	4 Severe	8 Amber
Consequences		Current Controls		Assurance	
<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>		-	
Sign Off and Comments					
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

Category: Reputational	Corporate Priority: Safe and Clean Environment	Risk Owner: Natasha Beresford	Portfolio Holder: Margaret Patricia Griffiths	Tolerance: 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>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.</p>		<p>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.</p>		-	
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%)
Net Expenditure: Housing Standards	23,781	17,228	(6,553)	(28%)
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%
Net Expenditure: Garages	(1,983,507)	(2,003,241)	(19,734)	(1%)
Supporting People (Alan Mortimer)				
Recharges	7,500	7,500	0	0%
Net Expenditure: Supporting People	7,500	7,500	0	0%
Homelessness (Natasha Beresford)				
Employees	607,780	818,130	210,350	35%
Premises	120,560	106,380	(14,180)	(12%)
Transport	0	0	0	

HRA Summary

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

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

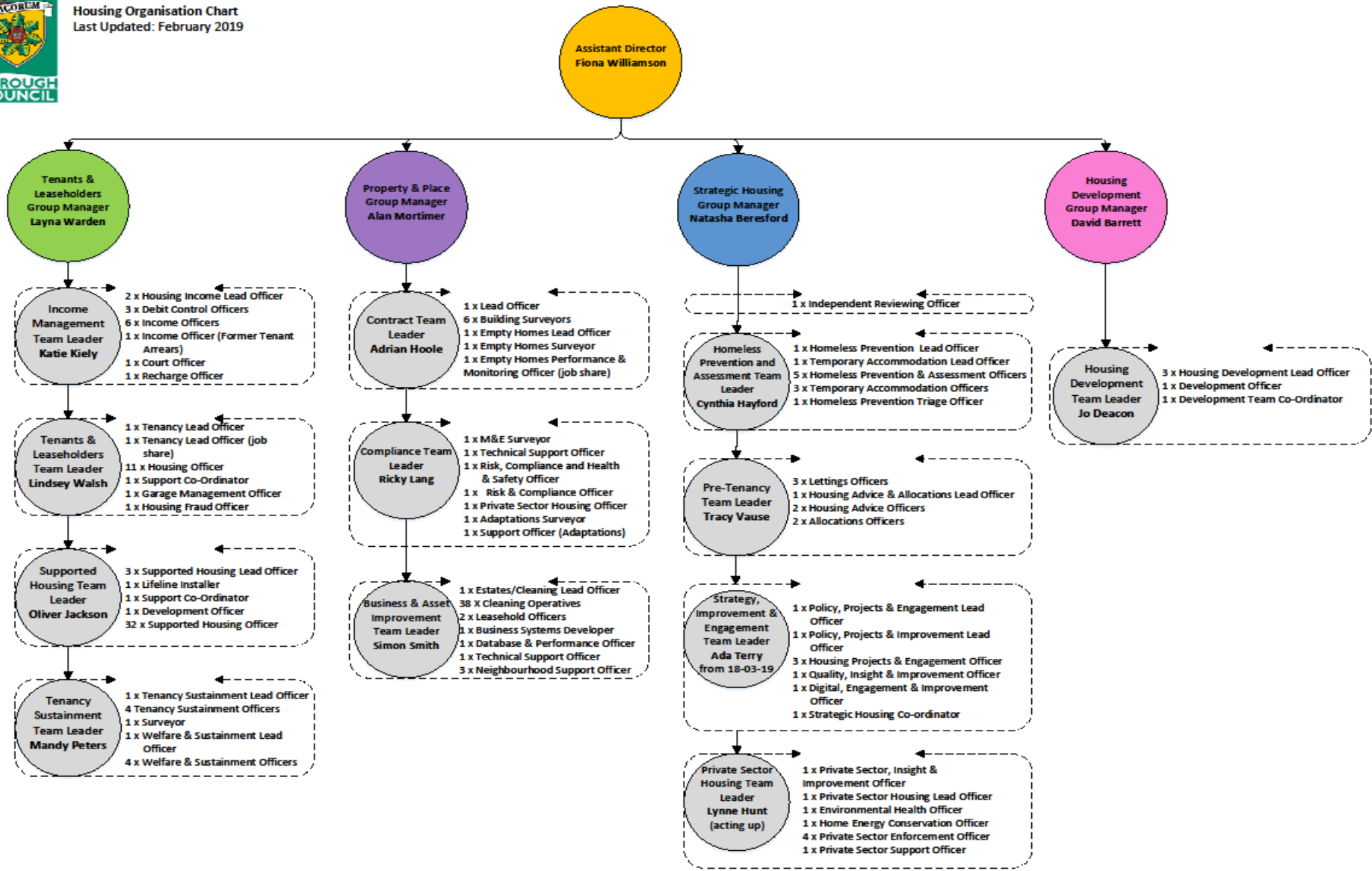
This line reflects the interest payment due on the HRA self-financing loan taken out in 2012.

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

Staff turnover and risk	
Recruitment <ul style="list-style-type: none"> • Are there any skills that may prove difficult to recruit? • How are you making these roles more attractive? 	<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>
Skills development <ul style="list-style-type: none"> • What new skills do you need to deliver service objectives? • Could we develop these in-house? • How are you transferring or developing specialist skills? 	<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>
Single Points of Failure <ul style="list-style-type: none"> • Are there any single points of failure? • How are you dealing with them? 	<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>
Leadership <ul style="list-style-type: none"> • How are you developing leadership in the team? 	<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

Staff turnover and risk	
<p>Recruitment</p> <ul style="list-style-type: none"> • Are there any skills that may prove difficult to recruit? • How are you making these roles more attractive? 	<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>
<p>Skills development</p> <ul style="list-style-type: none"> • What new skills do you need to deliver service objectives? • Could we develop these in-house? • How are you transferring or developing specialist skills? 	<p>Quantity Surveying, Risk management, compliance related skills including gas, Fire Risk assessments, Legionella , asbestos and M&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>
<p>Single Points of Failure</p> <ul style="list-style-type: none"> • Are there any single points of failure? • How are you dealing with them? 	<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>
<p>Leadership</p> <ul style="list-style-type: none"> • How are you developing leadership in the team? 	<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

Staff turnover and risk	
Recruitment <ul style="list-style-type: none"> • Are there any skills that may prove difficult to recruit? • How are you making these roles more attractive? 	<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>
Skills development <ul style="list-style-type: none"> • What new skills do you need to deliver service objectives? • Could we develop these in-house? • How are you transferring or developing specialist skills? 	<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>
Single Points of Failure <ul style="list-style-type: none"> • Are there any single points of failure? • How are you dealing with them? 	<p>All single points of failure have been addressed through realignment and reviewing responsibilities.</p>
Leadership <ul style="list-style-type: none"> • How are you developing leadership in the team? 	<p>A joint team plan for the T&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

Staff turnover and risk	
Recruitment <ul style="list-style-type: none"> • Are there any skills that may prove difficult to recruit? • How are you making these roles more attractive? 	<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>
Skills development <ul style="list-style-type: none"> • What new skills do you need to deliver service objectives? • Could we develop these in-house? • How are you transferring or developing specialist skills? 	<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>
Single Points of Failure <ul style="list-style-type: none"> • Are there any single points of failure? • How are you dealing with them? 	<p>No</p>
Leadership <ul style="list-style-type: none"> • How are you developing leadership in the team? 	<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>