

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, Growth Board Homes and Communities work stream
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	2020/21
Services: Housing	<ul style="list-style-type: none">• Strategic Housing• Property & Place• Tenants & Leaseholders• Housing Development

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Strategic Priorities

Council Strategic Priorities & Service Objectives

Priorities	Service objectives (outcome focused)	Barriers to overcome
Ensuring economic growth and prosperity	<p>Encourage all suppliers to employ locally based labour and where possible use local suppliers to reduce CO2 impact from transportation.</p> <p>Branching Out Initiative to support tenants back into work to reduce dependence of benefits</p>	<p>Long term contracts in place so need to work with main contractors to engage with local sub-contractors where possible and employ locally based staff.</p> <p>Often circumstances behind work options are complex and the impact of C19 may reduce employment opportunities. Input from external agencies is required to support positive outcomes, so pro-active engagement required.</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>Explore all opportunities to accelerate or increase the provision of good quality homes at social rent.</p> <p>Supported housing Project, continuation of the work started in 2019-20. Options appraisal for</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>Attendance at the Homes and Communities Growth Board meetings and working with planning to assess any sites appropriate for accelerated delivery.</p>

	<p>those schemes that are identified as requiring some form of intervention.</p> <p>Post COVID actions to address the homeless that have been provided with TA and continue to work with partner agencies, police, probation, HCC and other districts to target intervention.</p> <p>Ensure the implementation of the new Key Strategic Indicators are embedded in the delivery of the TAM contract and operational objectives delivered in line with the KPI's</p> <p>Improve the scope and range of services available through frameworks to provide resilience in the event of contractor collapse and to ensure specialist services are delivered especially in areas of compliance.</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>Need to assess impact on residents in those schemes and any need for temporary or permanent decants.</p> <p>Lack of clear guidance from MHCLG for individuals with complex needs or no recourse to public funds. Increasing numbers of homeless presentations resulting from COVID 19, hospital discharges, prisoner release and domestic abuse. Capacity issues for external agencies including probation, Community Mental Health teams or Adult care services</p> <p>Post COVID recovery likely to impact the delivery of some of the strategic objectives.</p> <p>Review of priorities will be ongoing throughout the year.</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>
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		Local Plan yet to be adopted
A clean, safe & enjoyable environment	<p>Compliance & Health & Safety 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>Review the ASB and Enforcement services to tenants following restructure and corporate ASB moving into Housing</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>Must align with aims of the Community Safety Partnership and rely on wider changes across the council</p>
Delivering an efficient and modern council	Review options for the contract to procure new management arrangements for the Elms	Consideration of the impact on voluntary sector partners in respect of a potential change in provider and any impact on the

	<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>strategic objectives</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>Transfer all existing Flexible tenants (1450 as of 01.04.2020) onto a secure tenancy agreement</p>	

Service Objectives into Action

All service areas

Service Objectives:					
<ul style="list-style-type: none"> Options appraisal for Supported housing provision including risk management of works in schemes 					
Key Actions	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?	Quarter Updates
Overlay the health data with the existing information on the Cat 2 schemes to further inform interventions	<ul style="list-style-type: none"> December 2020 	<ul style="list-style-type: none"> Supported Housing Team Leader 	<ul style="list-style-type: none"> Nil 	<ul style="list-style-type: none"> The information will be used to supplement the existing data on the scheme appraisals 	<ul style="list-style-type: none"> Shielded individuals identified for additional support and intervention
Market and publicise the moving to a smaller home and benefits of the sheltered schemes	<ul style="list-style-type: none"> October 2020 	<ul style="list-style-type: none"> Housing Needs Team Leader & Housing representatives 	<ul style="list-style-type: none"> Potential for an increase rental income to be generated 	<ul style="list-style-type: none"> A reduction in void periods and increased revenue, plus more people moving to a smaller more suitable property for their housing need 	<ul style="list-style-type: none"> This is in progress at the moment. Will be utilising the information held on the Housing Register those over 60 to encourage moving to sheltered housing and any assistance needed. SH adverts will be reviewed and updated to improve quality in Q4. Social media campaign to follow

					once applicants have been contacted – first quarter 21/22.
Develop options for the schemes which have been identified for interventions, including a business case	<ul style="list-style-type: none"> February 2021 	<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 and agreed option 	<ul style="list-style-type: none"> Investment targeted to improve viability or as alternative uses 	<ul style="list-style-type: none"> PID issued for comment to commence a feasibility project
Identify appropriate sites for a new sheltered scheme and consider viability to progress	<ul style="list-style-type: none"> February 2021 	<ul style="list-style-type: none"> Group Manager Tenants and Leaseholders, Group Manager Development, Team Leader Supported Housing 	<ul style="list-style-type: none"> Investment will be profiled to align with available budgets and agreed option 	<ul style="list-style-type: none"> Demand will be met 	<ul style="list-style-type: none"> PID issued for comment to commence a feasibility project

Service Objectives: 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 Update
Implementation of the re-engineered empty homes process	<ul style="list-style-type: none"> April 2021 	<ul style="list-style-type: none"> Group Manager Property and Place & Housing Needs Team 	<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"> Ongoing, Covid has had a massive impact on the progress of this objective. Void halted during the 1st lockdown. As a

					<p>result a number of properties are within the void process and engagement with Osborne/contractors to progress at the earliest opportunity. Ongoing work from GM from P&P leading an audit in relation to key to Key time, further opportunity to identify areas of improvement. AD is also leading a project group following on from consultation.</p>
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Service Objectives: Climate Change					
Key Actions	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?	Quarter Update
<ul style="list-style-type: none"> Obtain baseline modelling for the existing stock and identify suitable interventions 	<ul style="list-style-type: none"> May 2020 	<ul style="list-style-type: none"> Team Leader M&E and Compliance and Group Manger Property and Place 	<ul style="list-style-type: none"> Dependent upon ability to obtain grant funding 	<ul style="list-style-type: none"> Improved data quality 	<ul style="list-style-type: none"> Progress has been made with the EST scenario modelling exercise. The funded Social Housing Technical

					Assistance Pilot will provide another layer of data. In addition we are undertaking a health check of AssetPro to determine suitability/quality of existing data
<ul style="list-style-type: none"> • Ensure all new build properties are designed to maximise thermal efficiency and reduce the impact on CO production 	<ul style="list-style-type: none"> • Ongoing 	<ul style="list-style-type: none"> • Group Manager Development 	<ul style="list-style-type: none"> • Included in budgets 	<ul style="list-style-type: none"> • Move towards carbon zero homes 	<ul style="list-style-type: none"> • New schemes are reviewed to assess what measures can be implemented.
<ul style="list-style-type: none"> • Model various investment scenario's to maximise the reduction in CO production 	<ul style="list-style-type: none"> • September 2020 	<ul style="list-style-type: none"> • Group Manager Property and Place 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • The Energy Savings Trust have captured all data to produce scenario models that will identify the areas for investment
<ul style="list-style-type: none"> • Evaluate the use of smart meters or intelligent controls with a tenant focus group 	<ul style="list-style-type: none"> • October 2020 	<ul style="list-style-type: none"> • Team Leader M&E and Compliance 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Exploration of intelligent controls has progressed with more products entering the

					market. An AICO product that links in with existing smoke alarms is of particular interest and a presentation to DBC is taking place on 12/02/21. Would suggest an options appraisal before presenting to a focus group
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Service Objectives:					
<ul style="list-style-type: none"> Compliance and Health and Safety Project to address Building Safety Bill and Building regulation updates 					
Key Actions	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?	Quarter Update
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	<ul style="list-style-type: none"> October 2020 	<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 which to manage H&S within the stock and liaise with the Fire Service on matters such as Personal emergency 	<ul style="list-style-type: none"> System suitability is under constant assessment. Geometra provides a robust fire safety system and we are now migrating electrical safety on to the same system. Work continues to assess asbestos data and whether this can

				evacuation plans where appropriate.	be captured in AssetPro – possible RPA exercise identified. Exercise to assess options for stock condition surveys has commenced
Review of requirements in Building Safety Bill and establish appropriate roles and experience within the service	<ul style="list-style-type: none"> September 2020 	<ul style="list-style-type: none"> Group Manager property and Place and Team Leader Compliance 	<ul style="list-style-type: none"> In year growth bid may be required, dependent upon level of skills, experience and competency of staff within the team 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Monitoring the industry and central government updates in advance of the bill. Building Safety Manager to be recruited following growth bid
Ongoing training for all staff within the service to maintain a good level of knowledge and understanding of the responsibilities in respect of H&S	<ul style="list-style-type: none"> Ongoing 	<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"> A new training matrix has been developed that captures all qualifications held within the service. This allows the GM and TL's to undertake gap analysis and identify potential areas of weakness

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 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"> August 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"> Completed – strategy has been published and communications plan developed.

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 Update
<ul style="list-style-type: none"> Finalise contract arrangements for the Elms following engagement with HCC and PHCOG 	<ul style="list-style-type: none"> September 2020 	<ul style="list-style-type: none"> Strategic Housing Group Manager & Independent Review & Project 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"> Q3 – report and executive summary submitted to new DBC CEO, to review overall position in respect of a new 2 year concessionary contract,

					by direct award.
<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 2021 	<ul style="list-style-type: none"> Strategic Housing Group Manager & Independent Review & Project 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 quarterly core group monitoring and monthly operational meetings. Transition to new contract will be supported by service.

Service Objectives: Development of a targeted action plan using BRE intelligence to improve standards in PRS and explore bring empty homes back into use					
Key Actions	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?	Quarter Update
<ul style="list-style-type: none"> Analysis of data from BRE and develop the action plan to address the key areas for intervention 	<ul style="list-style-type: none"> August 2020 	<ul style="list-style-type: none"> Team Leader PRS 	<ul style="list-style-type: none"> Included with the base budgets for the year 	<ul style="list-style-type: none"> Increased activity to identify and licence properties and ongoing enforcement activities 	<ul style="list-style-type: none"> Completed - Analysis of BRE data on unlicensed HMO, using this data we have then completed risk assessed data to produce a risk assessment action plan to tackle and enforce against these.
<ul style="list-style-type: none"> Communication with the PRS landlords to raise awareness of the requirements and opportunities for support from the team 	<ul style="list-style-type: none"> July 2020 	<ul style="list-style-type: none"> Lead Officer PRS & SIE Team 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Increased awareness amongst landlords and RP's of the requirements and support available 	<ul style="list-style-type: none"> Ongoing – Through the team plan communications have been published on a number of areas, factsheets updated on the website. Advice and information on the teams remit given via quarterly newsletters

<ul style="list-style-type: none"> Recruitment of Empty Homes Lead to scope and deliver project 	<ul style="list-style-type: none"> June 2020 	<ul style="list-style-type: none"> Team Leader PRS 	<ul style="list-style-type: none"> Included in budget – 1 year fixed term post 	<ul style="list-style-type: none"> Assessment of empty homes and the potential for use as affordable housing in the PRS 	<ul style="list-style-type: none"> Completed in September 2020 due to C-19 and delays in recruitment.
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Service Objectives: Review of current engagement activities in line with Green Paper – service priorities to maximise resident involvement and support collation of effective KPI/Housemark data					
Key Actions	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?	Quarter Update
<ul style="list-style-type: none"> Consultation with residents and STAR survey results 	<ul style="list-style-type: none"> June 2020 	<ul style="list-style-type: none"> SIE Team Leader 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Overview of survey results and identification of key areas, enabling more detailed analysis 	<ul style="list-style-type: none"> Completed results presented to TLC
<ul style="list-style-type: none"> Review of the current engagement structures and methods especially the impact of COVID restrictions 	<ul style="list-style-type: none"> July 2020 	<ul style="list-style-type: none"> SIE Team Leader 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> More robust engagement structures to support current service needs 	<ul style="list-style-type: none"> Age UK delivered a Covid secure social event at one of the sheltered schemes whilst in Tier 4 which was well received by residents On Line events have been organised to engage with tenants and leaseholders and the TLC meetings have been conducted over Zoom.

<ul style="list-style-type: none"> Determine if KPI's are relevant and sufficiently customer focused 	<ul style="list-style-type: none"> Sept 2020 	<ul style="list-style-type: none"> SIE Team Leader 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Increased clarity on customer satisfaction to support review and improvements to service delivery. 	<ul style="list-style-type: none"> Ongoing review and discussions with tenants and leaseholders and await further detail on the Customer Charter approach that will be required by the Regulator for Social Housing in line with the Social Housing White Paper
<ul style="list-style-type: none"> Ensure appropriate engagement of residents in line with the new Building Safety Bill 	<ul style="list-style-type: none"> March 2021 	<ul style="list-style-type: none"> SIE Team Leader 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Engagement more effectively geared to support service challenge and ensure Tenants Voice is heard. 	<ul style="list-style-type: none"> Paper on building Safety Bill produced and circulated to members of the Horizon scanning workgroup
<ul style="list-style-type: none"> Review historic Housemark submissions and consolidate with other data returns to ensure more effective reporting/benchmarking 	<ul style="list-style-type: none"> May 2020 	<ul style="list-style-type: none"> SIE Team Leader 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Ability to more effectively benchmark service delivery against other providers and inform service needs/improvements 	<ul style="list-style-type: none"> Review of cost base undertaken with Housemark and tailored feedback session scheduled for Q4
<ul style="list-style-type: none"> Greater use of market intelligence and horizon scanning to inform service delivery 	<ul style="list-style-type: none"> September 2020 	<ul style="list-style-type: none"> SIE Team Leader 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Proactive response to market intelligence 	<ul style="list-style-type: none"> Horizon scanning group established and first meeting scheduled for Q4
<ul style="list-style-type: none"> Commence in depth consultation with tenants on Tenancy Agreement 	<ul style="list-style-type: none"> August 2020 	<ul style="list-style-type: none"> Tenancy Team Leader 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Ability to identify appropriate amendments to the tenancy agreement 	<ul style="list-style-type: none"> Due to the limitations on the ability to run consultation events that are inclusive for those without access

					to the internet, this has been postponed to 2021-22. Options on the proposed revisions to the tenancy agreement are still being explored.
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Service Objectives: Full review of Allocations Policy :					
Key Actions	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?	Quarter Update
<ul style="list-style-type: none"> Implementation of system upgrade 	<ul style="list-style-type: none"> October 2020 	<ul style="list-style-type: none"> Independent Review & Project Officer 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Great system efficiency and improved customer service 	<ul style="list-style-type: none"> Ongoing. Upgrade installed, testing being finalised at present and further testing due to technical issues arising. Go Live during Q4.
<ul style="list-style-type: none"> Pre-tenancy project implement improvements 	<ul style="list-style-type: none"> October 2020 	<ul style="list-style-type: none"> Independent Review & Project Officer & Housing Needs Lead Officer 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> More robust management of risk and assessment of applicants needs 	<ul style="list-style-type: none"> Elements of this project have been halted due to covid restrictions (e.g. pre tenancy inspections). Civica upgrade is in final stages of completion and interface to be finalised in Q4. Additional pre-tenancy actions to be progressed once upgrade is completed to support the development of the new Allocations Policy

<ul style="list-style-type: none"> Customer engagement and communications project 	<ul style="list-style-type: none"> January 2021 	<ul style="list-style-type: none"> Housing Needs Team Leader 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Increased awareness of the Housing Allocations Policy and better management of expectations 	<p>(currently in progress).</p> <ul style="list-style-type: none"> The allocations policy is in full review. Have met with TLC & members to discuss proposed changes in Q3. Full consultation will start Q4 for all applicants and prospective applicants/stakeholders. The proposed changes will have a positive impact on DBCs Housing Register. Implementation of the new policy is scheduled for Q3 of 2021
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Service Objectives: Revision of Tenancy Strategy; due to flexible tenancy change					
Key Actions	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?	Quarter Update
<ul style="list-style-type: none"> Engage with RP's to implement a charging structure for administration of the advertising and choice based lettings functions 	<ul style="list-style-type: none"> October 2020 	<ul style="list-style-type: none"> Team Leader Housing Needs 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> More effective management of RP's advertisement and allocations, providing greater efficiency and improved customer service 	<ul style="list-style-type: none"> In progress, meetings commenced with RPs in Q3 to notify of intention to introduce charging. Further meetings with remaining RP's in Q4. Charges have been calculated with GM and the finance team, submitted as income generation from October

					2021.
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Service Objectives: Homelessness					
Key Actions	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?	Quarter Update
<ul style="list-style-type: none"> Re-contracting provision: The Elms 	<ul style="list-style-type: none"> December 2020 	<ul style="list-style-type: none"> Group Manager Strategic Housing 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Improved contract terms and management of the council's asset. 	<ul style="list-style-type: none"> Tender process not undertaken for contract. Report with executive summary submitted to DBC chief executive for review and consideration of direct award of Concessionary contract.
<ul style="list-style-type: none"> Delivery of 10 Housing First Placements linking funding to SLA 	<ul style="list-style-type: none"> March 2021 	<ul style="list-style-type: none"> Independent Review & Project Officer 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Improved housing pathway for rough sleepers and those with complex needs 	<ul style="list-style-type: none"> 9 placements made, delays due to Covid. Further placements pending in Q4 once suitable properties identified. RSI 4 funding to be awarded in Q1 21/22
<ul style="list-style-type: none"> Launch of 2020-24 Homeless and Rough sleeping strategy 	<ul style="list-style-type: none"> August 2020 	Homeless Prevention Team Leader	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Clear direction on the strategic approach to preventing homelessness and rough 	<ul style="list-style-type: none"> Strategy completed, approved at Cabinet and launched in Q2. Communications plan developed and provided to Corporate

<ul style="list-style-type: none"> • Introduction of homeless prevention offer to increase access to PRS and introduction of targets for officer performance challenge 	<ul style="list-style-type: none"> • October 2020 	<ul style="list-style-type: none"> • Homeless Prevention Team Leader 	<ul style="list-style-type: none"> • 	<p>sleeping</p> <ul style="list-style-type: none"> • Reduced demand for temporary accommodation and social housing 	<p>Communications.</p> <ul style="list-style-type: none"> • Ongoing placements made into PRS to prevent homelessness, where possible. Developments in this area have been impacted by Covid 19 and development of a PRS offer and support to landlords, has not progressed due to capacity with legal teams to support review of key documents. Submission of bid for leasing of 36 units via NSAP rejected in Q3 by MHCLG. Officer targets introduced to increase levels of prevention into PRS< despite Covid Officers have been successful in preventing homelessness for 34 households in last Quarter.
<ul style="list-style-type: none"> • Multi-agency engagement to deliver improved pathways and outcomes for dual diagnosis and complex needs customers 	<ul style="list-style-type: none"> • October 2020 	<ul style="list-style-type: none"> • Independent Review & Project Officer 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • More effective pathways, inter agency working and improved local support for those with complex needs 	<ul style="list-style-type: none"> • Ongoing – this has been affected by the Covid pandemic as the introduction of several working groups across the district in response to this have taken this work forward for the time being.

Property & Place
Group Manager: Jason Grace

Service Objectives: Ensure the implementation of the new Key Strategic Indicators are embedded in the delivery of the TAM contract and operational objectives delivered in line with the KPI's					
Key Actions	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?	Quarter Update
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"> April 2020 	<ul style="list-style-type: none"> Group Manager Property and Place 	<ul style="list-style-type: none"> Included within the growth bids for 2020-21 	<ul style="list-style-type: none"> Improved understanding of roles and responsibilities and reduction in duplication. 	<ul style="list-style-type: none"> Completed but the priorities in respect of service delivery have been impacted by the pandemic
Work with Osborne to agree the priorities, post COVID remobilisation and impact on any performance targets	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Group Manager Property and Place & Team Leader contracts 	<ul style="list-style-type: none"> Impact of COVID relief will need to be factored into the in-year budget 	<ul style="list-style-type: none"> Agreed objectives and weighting of the Key Strategic Indicators 	<ul style="list-style-type: none"> Liason with Osbornes and the Unions has been ongoing to determine the scope of work that was delivered in Q3 under the Tier 4 restrictions

Service Objectives: Housing Repairs Service					
Key Actions	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?	Quarter Update
<ul style="list-style-type: none"> Reduce cost of repair 	<ul style="list-style-type: none"> Ongoing throughout the year 	<ul style="list-style-type: none"> Group Manager Property and Place and Team Leader Contracts 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Average cost of a repair is being tracked and reduced slightly with the move to urgent only repairs, but increased once the backlog of repairs were reintroduced and all day to day repairs remobilised

Service Objectives: Planned Works programme					
Key Actions	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?	Quarter Update
<ul style="list-style-type: none"> More control plus 5 year plan 	<ul style="list-style-type: none"> Dec 2020 	<ul style="list-style-type: none"> JG/OPSL 	<ul style="list-style-type: none"> Contained within business plan budgets 	<ul style="list-style-type: none"> Improved data capture and alignment of programmed work 	<ul style="list-style-type: none"> Health Check of Asset Pro database commissioned and commenced in Q3 to identify the current data quality, and systems limitations of Asset Pro. Report will be produced in Q4 with any actions or recommendations

<ul style="list-style-type: none"> Section 20 process audit 	<ul style="list-style-type: none"> Jan 2021 	<ul style="list-style-type: none"> JG 	<ul style="list-style-type: none"> Service charges recovery and bad debt provision could be impacted if process not adhered to 	<ul style="list-style-type: none"> Improved detail of cost build up and allocation of service charges 	<ul style="list-style-type: none"> implemented thereafter. Section 20 audit information gathered in Q3 for the work to be undertaken in Q4
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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 Update
<ul style="list-style-type: none"> Window cleaning service market test to establish delivery model 	<ul style="list-style-type: none"> September 2020 	<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"> Cleaning service has been subject to a number of changes in Q3 including the introduction of fogging machines to assist with the control of infection, so this action has been deferred to Q4
<ul style="list-style-type: none"> Ensure there are adequate resource levels to manage the additional units created through the development programme. 	<ul style="list-style-type: none"> October 2020 	<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 development cycle so that necessary provision for cleaning can be 	<ul style="list-style-type: none"> Review of the management and supervision costs for the new blocks has been undertaken on a cost recovery basis through service charges, so this will be reviewed in Q4 and determine if additional resources are required.

				addressed.	
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Group 3 – Tenants & Leaseholders

Group Manager: Layna Warden

Service Objectives: Proactive Housing Management					
Key Actions	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?	Quarter Update
<ul style="list-style-type: none"> Finalise Hoarding & self-neglect protocol and procedures 	<ul style="list-style-type: none"> December 2020 	<ul style="list-style-type: none"> Team Leader Tenancy Sustainment, Team Leader Tenancy and Leasehold 	<ul style="list-style-type: none"> Spending on repairs for poor condition homes will be reduced 	<ul style="list-style-type: none"> Staff will be more confident in how to address and support tenants who hoard 	<ul style="list-style-type: none"> Procedures have been drafted and reviewed by Team Leaders ready for final approval. County wide protocol will tie in with the Community Safety Action Group (CSAG) for partners to adopt and sign up
<ul style="list-style-type: none"> Transfer all existing flexible tenants onto a secure tenancy agreement 	<ul style="list-style-type: none"> April 2021 	<ul style="list-style-type: none"> Team Leader Tenancy and Leasehold 	<ul style="list-style-type: none"> n/a 	<ul style="list-style-type: none"> All DBC tenants will have the same secure tenancy agreement offering stability and security 	<ul style="list-style-type: none"> Where tenants naturally end their 5 years they are receiving a new secure tenancy. Due to Covid restrictions no additional contact to sign a new tenancy have been made.
<ul style="list-style-type: none"> Launch Tenancy health checks committing to visit every tenant at 	<ul style="list-style-type: none"> November 2020 	<ul style="list-style-type: none"> Team Leader Tenancy and Leasehold 	<ul style="list-style-type: none"> Initial increase in repair requests but longer term reduction in void costs 	<ul style="list-style-type: none"> All tenants will be aware of the aims and purposes of the visits and first 1000 completed 	<ul style="list-style-type: none"> Delayed until April 2021 due to Covid restrictions

least once every 5 years					
<ul style="list-style-type: none"> Review Enforcement and ASB service 	<ul style="list-style-type: none"> February 2021 	<ul style="list-style-type: none"> Group Manager and Team Leader Tenancy and Leasehold 	<ul style="list-style-type: none"> Additional post funded by previous recharge to ASB team 	<ul style="list-style-type: none"> Early intervention for ASB cases preventing escalation and providing reassurance for tenants 	<ul style="list-style-type: none"> Review completed. Actions identified from spotlight review and new Lead has been recruited and starts in March when final actions will be completed

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 Update
<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"> September 2020 	<ul style="list-style-type: none"> Group Manager Tenancy and Leasehold and Rent and Income Team Leader 	<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"> All housing staff migrated to Orchard Classic. Upgrade to latest release completed and Orchard are current monitoring frequency and pages used so to identify best way to move to new web-based Orchard modules.
<ul style="list-style-type: none"> Identify reports and information from Inform to help understand and shape services 	<ul style="list-style-type: none"> September 2020 	<ul style="list-style-type: none"> Tenancy Sustainment Team Leader and Supported Housing Team Leader 	<ul style="list-style-type: none"> n/a 	<ul style="list-style-type: none"> We will have better information about the services we provide and the needs of our tenants 	<ul style="list-style-type: none"> Completed. Report provided to HSMT highlighting the information obtained about Supported Housing and Sustainment Team

<ul style="list-style-type: none"> Investigate integration between Orchard, InForm and Civica linking with New Normal 	<ul style="list-style-type: none"> December 2020 	<ul style="list-style-type: none"> Group Manager Tenants and Leaseholders 	<ul style="list-style-type: none"> n/a 	<ul style="list-style-type: none"> This will inform progress with New Normal and understanding an effective CRM for Housing services 	<ul style="list-style-type: none"> Integration between Civica and Orchard in progress.
<ul style="list-style-type: none"> Review effectiveness of Income Analytics 	<ul style="list-style-type: none"> March 2021 	<ul style="list-style-type: none"> Group Manager Tenants and Leaseholders and Rent and Income Team Leader 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Confidence that system is providing value for money 	<ul style="list-style-type: none"> 6 month review completed and report taken to HSMT. Meeting held with staff and Orchard to make slight improvements and further review will be completed in April.

Service Objectives:					
<ul style="list-style-type: none"> Reduce impact of unemployment and reduced income 					
Key Actions	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?	Quarter Update
<ul style="list-style-type: none"> Develop effective support for under 25s 	<ul style="list-style-type: none"> November 2020 	<ul style="list-style-type: none"> Tenancy Sustainment Team Leader 	<ul style="list-style-type: none"> No Impact – from existing post 	<ul style="list-style-type: none"> Improved sustainment of tenancies especially for those younger tenants or care leavers reducing eviction costs 	<ul style="list-style-type: none"> Completed. Officer in post and starting to already provide extra support to this age group

				and rent arrears	
<ul style="list-style-type: none"> Implement effective performance management for income collection 	<ul style="list-style-type: none"> March 2020 	<ul style="list-style-type: none"> Rent and Income Team Leader 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Reduction in evictions, bad debt and rent arrears 	<ul style="list-style-type: none"> Completed. Despite Covid implications on a large number of tenants arrears only 0.5% higher than this time last year showing the improvement from better performance management
<ul style="list-style-type: none"> Develop partnerships and processes to effectively support those moving on and off of Universal credit 	<ul style="list-style-type: none"> March 2021 	<ul style="list-style-type: none"> Rent and Income Team Leader 	<ul style="list-style-type: none"> Achieved savings set out in 2019/20 and expected in 20/21 	<ul style="list-style-type: none"> Reduction in arrears for those on UC 	<ul style="list-style-type: none"> In progress. UC officer working very well and will be made permanent at the end of the fixed term to continue to support tenants.
<ul style="list-style-type: none"> Review Support charge to ensure covers needs of Supported Housing Service 	<ul style="list-style-type: none"> March 2021 	<ul style="list-style-type: none"> Supported Housing Team Leader 	<ul style="list-style-type: none"> Will ensure cost recovery 	<ul style="list-style-type: none"> The service charge will reflect the cost to run the service and match similar neighbouring providers 	<ul style="list-style-type: none"> Initial work completed and identified increase to charge would be required. Due to changes to service from Covid any increase will be delayed until April 2022.

Group 4 – Housing Development

Group Manager: David Barrett

Service Objectives: Explore Funding Options to increase Affordable Housing delivery					
Funding					
Key Actions	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?	Quarter Update
<ul style="list-style-type: none"> Obtain Investor Partner status to enable grant applications for future funding 	<ul style="list-style-type: none"> July 2020 	<ul style="list-style-type: none"> Group Manager Development 	<ul style="list-style-type: none"> No impact – opportunity to secure funding to supplement the new build programme 	<ul style="list-style-type: none"> Opportunity for securing grant if the scheme is extended 	Meeting with Homes England to be set up
<ul style="list-style-type: none"> Work with finance to assess and refinancing options to increase new build programme 	<ul style="list-style-type: none"> August 2020 	<ul style="list-style-type: none"> Group Manager Development 	<ul style="list-style-type: none"> This will need to be assessed once the detail is know 	<ul style="list-style-type: none"> Potential to increase new build programme 	Ongoing
<ul style="list-style-type: none"> Work with the Herts Growth Board to identify opportunities for accelerated delivery and funding options 	<ul style="list-style-type: none"> May 2020 	<ul style="list-style-type: none"> Group Manager Development 	<ul style="list-style-type: none"> Will need to modelled in the Business Plan 	<ul style="list-style-type: none"> Potential to accelerate delivery of new build programme 	Ongoing

Service Objectives: Off Site Manufacturing Delivery

Key Actions	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?	Quarter Update
<ul style="list-style-type: none"> Identify the most appropriate manufacturers for use on the sites identified for the use of OSM 	<ul style="list-style-type: none"> August 2020 	<ul style="list-style-type: none"> Group Manager Development 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Completed
<ul style="list-style-type: none"> Ensure the chosen manufacturers supply chain is resilient following the impact of COVID 19 	<ul style="list-style-type: none"> August 2020 	<ul style="list-style-type: none"> Group Manager Development 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Ongoing
<ul style="list-style-type: none"> Continue to support the consortium to determine if economies of scale can be achieved 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Group Manager Development 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Ongoing

Service Objectives: Building Regulation revisions and Building Safety Bill					
Key Actions	By When	Who is Responsible for	Impact on MTFS	What will be different once	Quarter Update

		Delivery		this is done?	
<ul style="list-style-type: none"> Monitor the updated requirements for compliance and design implications 	<ul style="list-style-type: none"> September 2020 	<ul style="list-style-type: none"> Group Managers Development & Property and Place 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	Ongoing
<ul style="list-style-type: none"> Additional training to all staff in respect of changes and requirements for competency 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Group Managers Development & Property and Place 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Ongoing

Service Objectives: Project Management Handbook					
Key Actions	By When	Who is Responsible for Delivery	Impact on MTFS	What will be different once this is done?	Quarter Update
<ul style="list-style-type: none"> Conclude the development of the Project Management Handbook, incorporating changes to reflect the Building Safety Bill and other statutory changes 	<ul style="list-style-type: none"> April 2021 	<ul style="list-style-type: none"> Group Manager Development 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	Ongoing

Service Improvement Plan

Action	Expected Improvement(s)	Planned Start Date	Lead
Review, update and consolidate policies and procedures			
on-line and telephone contact.			Team Leader
Continue to grow digital and online presence, developing a focused social media plan to support updates to tenants and leaseholders	Improved efficiency and use of all media to contact, communicate and engage with tenants and leaseholders	April 2020	Policy, Projects and Engagement Lead Officer
Continue to 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 2020	Strategy, Improvement and Engagement Team Leader/ Policy, Projects and Engagement Lead Officer

Identify all Policies that are currently used by the Housing Service and review impact of pandemic to revise as necessary	All Policies and procedures updated and stored on team site, any actions from strategies updated	July 2020	Strategy, Improvement and Engagement Team Leader/ Group Managers
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	July 2020	Group Manager Tenants and Leaseholders and Group Manager Property and Place
Sheltered accommodation Prioritise recommendations from the review and determine viability of interventions	Develop medium to long-term strategy for the sheltered accommodation and the changing needs of the over 0's demographic	July 2020	Team Leader Supported Housing
Garages stock survey and investment strategy to be completed in conjunction with finance and estates teams 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	August 2020	Garage Officer
Benchmarking and information returns e.g. Housemark LAHS, P1E	Compare our performance against peers and identify opportunities for service	April 2020	Quality, Insight and

including Coronavirus impact monitoring through Housemark	improvement		Improvement Officer
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Risk Register 2020 - 21

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					
<p>The Business Plan is being updated to reflect the financial modelling and review of the strategic priorities to ensure the plan remains viable and aligns with the Corporate priorities. The impact of COVID on rental income in year is being assessed and voids loss, due to slower moves into sheltered accommodation due to limited demand. Build costs are being closely monitored to assess any impact from Brexit or material shortages.</p> <p>The impact of a reduction in in-year investment has been modelled within the updated business plan and taking into account the additional resources required for the Building Safety Bill and the climate emergency investment over the forthcoming years.</p>					

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.		<p>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.</p> <p>Increased resourcing to provide support and enhanced monitoring and administration of health and safety information.</p> <p>Directorate Health & Safety Committee Quarterly at DMT</p> <p>Standing Items on Team Meeting Agendas</p> <p>Quarterly Housing Fire Safety Group attended by Fire Service</p> <p>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)</p>		All Risk Assessments / Notes of meetings available for review	
Sign Off and Comments					
<p>Ongoing work to manage risks and migrate data onto assess and compliance software systems</p> <p>Q2 and Q3 audits of Asbestos and Legionella management plans completed and recommendations being implemented – Impact of Building Safety Bill has been reviewed and an action plan developed to ensure the Council is able to comply with the new legislation that will be introduced.</p> <p>Q3 ongoing work to ensure Risk assessed method statements are in place to address Covid 19 related risks.</p>					

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. Consideration of the risks associated with an outbreak of COVID in an HMO setting and the potential for homeless presentations. Backlog of inspections is being worked through to address any enforcement cases. Agency resources employed to address the backlog of inspections					

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>Additional risk due to the impact of COVID-19 resulting in increased presentations and demand for temporary accommodation.</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 Co-lead the Accommodation Cell to address matters related to COVID-19</p>			
Sign Off and Comments					
<p>Successfully secured Rough Sleeper Grant funding and working with St Albans and Hightown to deliver outreach workers Applied for COVID funding for additional costs arising from the increased demand on the homeless service throughout the Coronavirus pandemic. Next Steps Accommodation programme funding secured by Hightown to support the delivery of additional TA in the Borough.</p>					

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	3 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 completed and ongoing management of costs and quality through regular operational and Strategic meetings. . Consider the impact of the Coronavirus pandemic on the ability of Osborne to deliver the strategic indicators. Closely monitoring the performance of the contract at operational and strategic core group meetings.</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		<p>Supported Housing Operational Procedures.</p> <p>Partnership working with other agencies. 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					
<p>Review of the Supported Housing Assets underway, to assess the suitability of the assets for current and future use. Consideration of the impact of COVID on the support needs and how this has been delivered and assessment of flexicare due to reduced capacity by the care provider.</p> <p>Ongoing assessment of the supply and demand for sheltered accommodation and whether this has been impacted by the Pandemic and perception of communal Cat 2 sheltered schemes.</p>					

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					
<p>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. COVID impact has been assessed, both on delivery timescales and rental income.</p> <p>Work underway on 1-4-1 receipts and the options to ensure all are expended within the timescales as some schemes delivered by Housing Associations have been subject to delays or not progressed.</p> <p>Met with Homes England to assess the Affordable Homes next round of grant funding and options for the Council to access funding</p>					

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					
<p>Apprentice posts created to provide pipeline of trained and skilled staff, to supplement skills levels.</p> <p>Mentoring of Tech RICS roles ongoing</p> <p>Assessment of all professional qualifications and knowledge has been collated to review against the competency framework.</p>					

Funding

Current Budgets - Gen Fund & HRA

Gen Fund Housing

HOUSING & COMMUNITY COMMITTEE GENERAL FUND BUDGET DETAIL 2020/21			
	Draft 2020/2021 £	Variance 2019/20 - 2020/21 £ %	

Housing & Community

Housing Landlord (Fiona Williamson)

Housing Standards (Jason Grace)

Employees	50,520	5,180	+11%
Transport	0	0	
Supplies & Services	0	0	
Income	(35,110)	(690)	(2%)
Recharges	10,915	4,583	+72%
Net Expenditure: Housing Standards	26,325	9,073	+52%

Garages (Jason Grace)

Employees	41,840	1,550	+4%
Premises	685,440	111,470	+19%
Supplies & Services	0	0	
Capital Charges	719,300	0	+0%
Income	(3,570,780)	199,590	+5%
Recharges	436,950	3,751	+1%
Net Expenditure: Garages	(1,687,250)	316,361	#REF!

Supporting People (Jason Grace)

Recharges	7,500	0	+0%
Net Expenditure: Supporting People	7,500	0	+0%

Homelessness (Natasha Beresford)

Employees	878,760	60,630	+7%
Premises	109,950	3,570	+3%
Transport	1,000	1,000	
Supplies & Services	65,300	(15,000)	(19%)
Capital Charges	115,000	0	+0%
Transfer Payments	0	(50,000)	(100%)
Income	(950,660)	(327,330)	(53%)
Grants and Contributions	(606,920)	18,140	+3%
Recharges	200,073	71,483	+56%
Net Expenditure: Homelessness	(187,497)	(237,507)	

Housing Advice (Natasha Beresford)

Employees	106,640	11,640	+12%
Transport	0	0	
Supplies & Services	35,230	(9,320)	(21%)
Recharges	177,280	(17,931)	(9%)
Net Expenditure: Housing Advice	319,150	(15,611)	(4%)

Housing Strategy (Natasha Beresford)

Employees	555,320	135,510	+32%
Transport	2,720	50	+2%
Supplies & Services	18,020	(44,970)	(71%)
Transfer Payments	5,000	0	+0%
Income	(30,600)	(600)	(2%)
Recharges	139,331	3,732	+3%
Net Expenditure: Housing Strategy	689,791	93,722	+16%

Net Expenditure: Housing Landlord

(831,982) 166,038 +9%

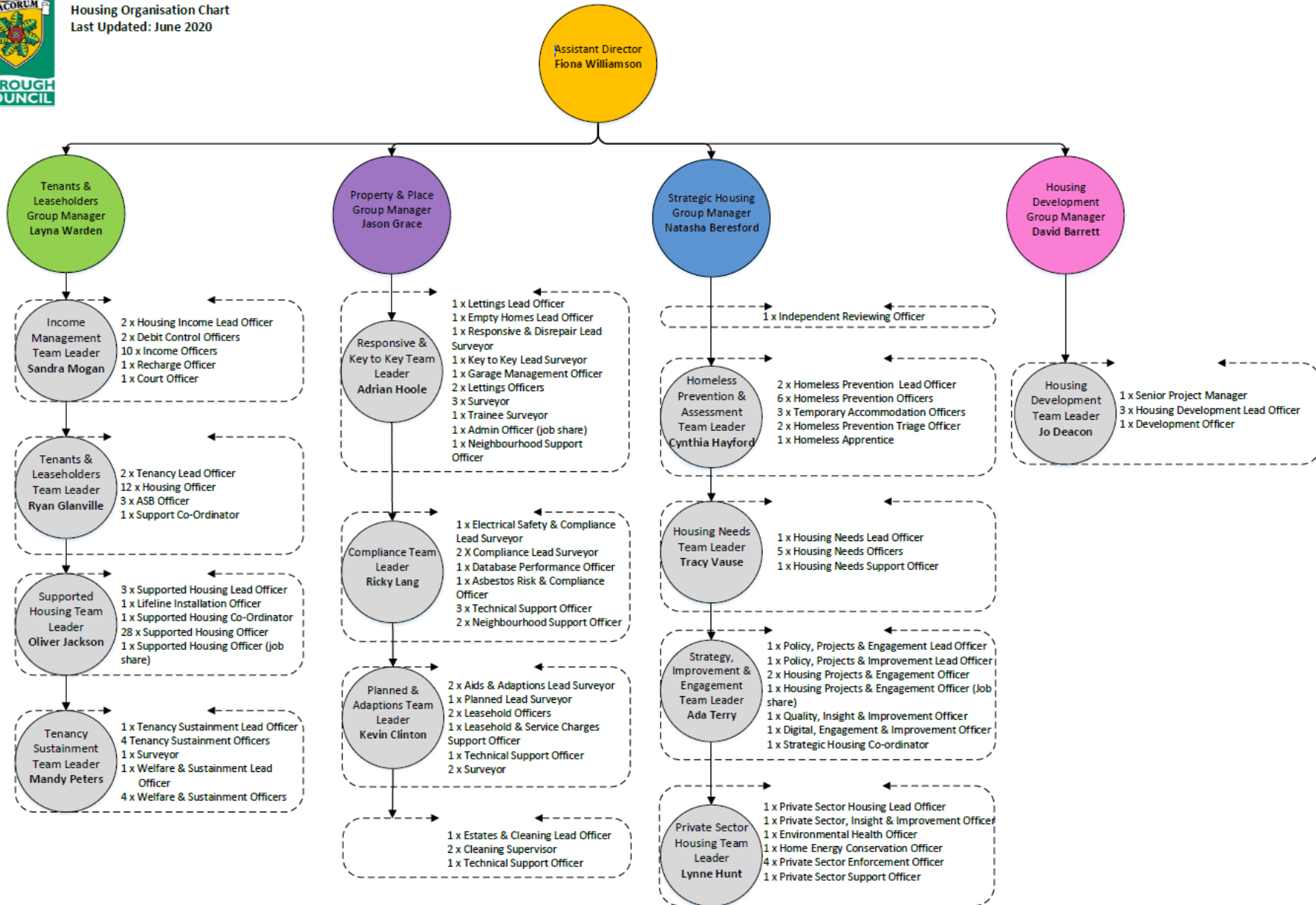
HRA Summary

HOUSING REVENUE ACCOUNT BUDGET SUMMARY 2019/20 & 2020/21			
	Original 2019/20	Growth / (Savings)	Estimate 2020/21
£000			
Income			
Dwelling Rents	(52,536)	(1,899)	(54,435)
Non-Dwelling Rents	(102)	0	(102)
Tenant Service Charges	(1,626)	109	(1,517)
Leaseholder Charges	(487)	(106)	(593)
Interest and Investment Income	(435)	243	(192)
Contributions to Expenditure	(645)	0	(645)
Total Income	(55,831)	(1,653)	(57,484)
Expenditure			
Repairs and Maintenance	12,068	0	12,068
Revenue Contribution to Capital	5,480	375	5,855
Supervision & Management	12,783	1,413	14,196
Corporate and Democratic Core	307	28	335
Rent, Rates, Taxes & Other Charges	35	1	36
Provision for Bad Debts	975	0	975
Interest Payable	11,558	28	11,586
Depreciation	12,625	241	12,866
Total Expenditure	55,831	2,086	57,917
HRA Deficit / (Surplus)	0	433	433
Housing Revenue Account Balance:			
Opening Balance at 1 April	(2,892)		(2,892)
Deficit / (Surplus) for the year	0		0
Closing Balance at 31 March	(2,892)		(2,892)
Earmarked Reserves:			
Opening Balance at 1 April	(18,146)		(18,579)
Contribution from / (to) Pension Reserve		433	433
Closing Balance at 31 March	(18,146)		(18,146)

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Housing Organisation Chart
Last Updated: June 2020



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>Housing Needs Team have undertaken 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 Officer have had a significant impact on the service delivery and performance in empty homes/lettings. The service has now made 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 be 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>