

Appendix 1

Joint Housing Solutions Service Pilot

Review & Evaluation Report – May 2016

1. Purpose of Report

This report aims to provide a position statement and progress update in relation to the joint Housing Solutions Service pilot with Torfaen County Borough Council, which commenced on 2nd March 2015. The report is written only from a Monmouthshire County Council perspective. It aims to provide:

- A broad overview of the current situation
- An overview of progress and improvements or not, and particularly to draw out the benefits to the Council and communities.
- Current and on-going issues, particularly those that may impact on the Council and the Monmouthshire community

2. Conclusions & Recommendations

The key conclusion of this evaluation are:

- A joint service is now in operation. A lot of work has been needed to get to this stage, more than initially anticipated. The service meets the requirements of the Housing (Wales) Act 2014
- The joint service has not detracted or been detrimental to the Council's budget position. The Housing & Communities 15/16 outturn came well within budget and the associated budget mandate target was achieved. Some elements of the joint service development contributed to the positive 15/16 budget outturn.
- Cost reductions can be attributed to the service, but those directly relating to joint working are limited. Most savings or income generated weren't reliant on the partnership to be achieved
- It is considered that performance management arrangements have deteriorated since the start of the joint service and do not meet the robust and systematic performance management arrangements required of the Council. A key issue is the Council's intimate understanding of the service needs to be improved.
- Procedural alignment/streamlining continues to be an on-going process and further work is still necessary
- A positive step has been the ability to buy into the TCBC IT system. There are, however, still further works necessary needed to realise the full benefits of the system and although have fallen in the first year, it is known that costs will spike this year, but are likely to settle at a level above the pre-joint service position.
- It is considered one single team for the whole service would work more effectively than separate teams (Housing Solutions and Private Sector Housing Service) from the perspective of an applicant accessing the service and their subsequent journey.

- Differing priorities of both Council's can impact on general service delivery. Monmouthshire only priorities (for example, participation in the Afghan Translator Re-Location programme) dilutes the level of resource available for Torfaen.
- The last year has been a period of significant change for MCC staff (and TCBC staff) in terms of establishing the new service and integrating with a new partner whilst implementing new legislation. This has been a challenging period and further compounded by arising staffing difficulties.
- The learning for staff and the Council has been significant and positive and will be beneficial for the future.
- The pilot has been important in terms of implementing the new Housing (Wales) Act 2014. Both Council's, however, consider that the on-going ability to meet statutory responsibilities aren't necessarily dependent on the existence of the joint service.

The recommendations arising from this evaluation are:

- To consider the proposal to end the pilot and withdraw from elements of the joint Housing Solutions service that are not delivering added value and to agree an exit plan with Torfaen.

3. Methodology

This report has been compiled through MCC and TCBC having jointly completed one to one and joint discussions with managers (MCC & TCBC), individual and joint team meetings (made up of staff from both Councils). MCC also undertook one to ones with individual MCC staff. The focus of these discussions was:

- To undertake a SWOT analysis including identifying achievements
- Assess progress of the new service against the aims of the proposal agreed by Cabinet
- Identify current issues and possible solutions

4. Background

A background and context to the development of the service is summarised in **Appendix 1**.

5. Overview of Agreed Joint Model

The following provides an overview of the agreed aims and structure for the joint service:

- Establish a new customer led, joint Housing Solutions Service for Torfaen and Monmouthshire encompassing housing advice, homeless prevention, homelessness, temporary accommodation and the development of the private rented sector
- Build resilience and capacity within the service to deal with the anticipated increase in demand arising from the pending duty to prevent homelessness in April 2015.
- Stream-line current business processes into one robust system for the service, improving efficiency and effectiveness and providing a consistent service to residents from both Counties
- Build a service with an increased focus on prevention of homelessness

- Develop an available stock of housing accommodation in the private sector to increase housing options in both Counties to meet housing need, to facilitate the discharge of the homelessness duty and the more effective prevention of homelessness.
- For Monmouthshire, the proposal supports the Council's Medium Term Financial Plan

Please see **Appendix 2** for an overview of the service staffing structure.

The previous structures of each authority were reviewed to create the above new structure. On the basis of the agreed structure, the new proposal made a financial salary saving of £13,334 for the Council.

6. Staffing

Since the start of the pilot, maintaining a full complement of staff has been difficult. This has been due to a range of reasons relating to both MCC and TCBC staff.

This is currently impacting financially on the Council due to the need to appoint temporary cover. The current projected additional staffing cost is £6,000.

7. Achievements & Benefits

The following are considered to be achievements and benefits that were achieved on the run up to the creation of the new joint service:

- Joint out of hours arrangement. MCC benefit – annual saving of approx £7,000 pa
- Joint furniture storage via TCBC facility. As a result, the Council has access to storage facilities free of charge.
- Joint Landlord Hub, which is very well attended. Typically around 80 people attend meetings. The majority attending are Torfaen landlords. However, many of those attending don't necessarily provide accommodation to either Council. Ideally there is a need to consider how the Landlord Hub can better meet the needs of both Council's although this isn't considered an immediate priority.
- The Cabinet Mandate target of £15,000 for 14/15 was achieved

The following have been achieved as part of the commencement of the new joint service:

- The £20,000 mandate target for 15/16 was achieved
- Blaenau Gwent County Borough Council from April 2016 has joined the Out of Hours arrangement, which will make a further saving of about £2,000 for MCC.
- Increased resilience through a larger pool of staff, which has helped mitigate against staff turnover and sickness

- MCC currently shares and buys into the TCBC Homeless IT system for case recording and statistical reporting. The access allowed the Council to relinquish the former Homeless database, which was no longer fit for purpose. This reduced the IT costs from approximately £14,000 by £3,500 for 2015/16

However, the Council has been informed that unforeseen one off implementation and licensing costs for 2016/17 will be incurred resulting in additional expenditure of approximately £12,000 (total approximate cost of £23,000). For 17/18 and beyond, subject to confirmation, it's projected that costs will be settle back to £12,000 p.a.

These costs, however, don't include provision of a rent accounting system.

The intention was also to use the TCBC IT system for rent accounting purposes for rents of MCC managed accommodation. This is an outstanding action. It has, therefore, been necessary to continue utilising the original rent system for rents of MCC managed accommodation.

The Council's statistical reporting requirements, as yet, are not fully available. This has impacted upon MCC's performance management arrangements.

- Pooled accommodation. Accommodation in both Counties can be accessed by residents of both Counties, albeit every effort is made to rehouse people in the area of their choice. MCC benefit from access to the TCBC hostel and private leased accommodation, which increases flexibility and helps to mitigate against the use of B & B. TCBC equally benefit from access to MCC accommodation

Headline activity includes the following:

- MCC B & B placements increased to 18, which included one family
- B & B expenditure reduced by approximately 50% to £5,236
- MCC assisted TCBC with the following, which equated to 16.8% of lettings:
 - Melin PLS – 1 TCBC household accommodated (42 lettings in total)
 - Hostel – 4 TCBC households accommodated (21 lettings in total)
 - Shared Housing – 24 households accommodated (109 lettings in total)
- Establishment of telephone duty arrangement and dedicated telephone lines for Private Sector Housing Team (which is being marketed as Landlord Advice/Help Line) in addition to Housing Solutions.

The following are achievements that can be linked with the new service. There is a line of argument that these achievements were not dependent on the joint service to come to fruition.

- Restructure to create the integrated team. The benefit to the Council is an annual saving of approx. £13,000 for 15/16 onwards and supported the project mandate.

- Appointment of a Financial Inclusion Officer. The benefits of such a service were identified through the joint working with TCBC and replicating their good practice to fill an operational MCC gap, particularly at a time of Welfare Reform.

This service has received:

- 107 money advice referrals, 52 of which related to debt
 - 87 referrals were completed and of these 45 of these prevented homelessness
 - 8 cases needed to be referred back to Housing Solutions due to being unable to resolve
- Joint acquisition of Welsh Government grant funding for 15/16 of £296,868 to mitigate against homeless prevention. The MCC element of the funding is:
 - £127,873 (National Grant Funding)
 - £32,462 (Prison Leavers)

Welsh Government made independent allocations to MCC and TCBC, but the allocations have effectively been pooled. The following are examples of how the funding has been utilised for the benefit of Monmouthshire:

- Temporary staffing eg Development Officer (TCBC hosted); Accommodation Assistant and Financial Inclusion Officer (MCC hosted); IT development – update of TCBC Abris system that MCC is now accessing; Prison Link Officer; Landlord incentives; Maintenance and furniture for shared housing; Marketing; Training

Welsh Government have confirmed that MCC (and TCBC) will receive another block of funding for 16/17. The MCC grant allocation is £60,300.

- The Council's Shared Housing Service continues to successfully expand and at 1st April 16 had increased to 55 from 38 units and delivered a surplus income.
- Homeless expenditure for 15/16 is again came within budget and the Cabinet mandate target of £20,000 for 15/16 was achieved.
- Successful participation in the Afghan Translator Re-location programme for MCC. 15 households were re-housed from a 15/16 target of 18. TCBC is not taking part in this project.
- Funded through Welsh Government grant, a Prison Prep Officer has been recently appointed to create a dedicated link and liaison role between the Housing Solutions Service and prison leavers, creating a new service for Monmouthshire. The post, which is hosted by The Wallich, seeks to facilitate early planning for offenders prior to release.

Since November 2015 from ten initial referrals, four prison leavers have been assisted into accommodation.

- Review of working arrangements with the Seren Bond Scheme through the establishment of a Service Level Agreement.
- Participation in the establishment of a regional protocol with the Police to facilitate early planning for prison leavers

The following provides a brief comment in relation to how the service has progressed from a Monmouthshire perspective, against the aims of the proposal (see Section 5) agreed by Cabinet in 2014:

Establish a new customer led joint Housing Solutions Service.....: There is significantly more work needed to be undertaken to achieve this aim. Although customer satisfaction information is collated, this needs to be more embedded. There is specifically a need to better understand the client experience and explore ways for clients to influence service delivery.

Build resilience and capacity within the service.....: It could be argued that resilience has been enhanced through the pooling of staff and accommodation. However, there needs to be a better understanding of whether capacity has been improved or not. The reason for this is there continues to be procedures and systems that haven't been fully aligned and/or streamlined, which impact on the efficiency of delivery. Addressing non-aligned systems is a priority going forward together with how best to manage the current and anticipated caseload demand in the context of existing staff capacity.

Streamline current business procedures into one robust system.....: As above. Nevertheless, a lot of work has been undertaken to streamline procedures.

Build a service with an increased focus on the prevention of homelessness.....: It's reasonable to conclude from the 2015/16 performance activity (See Section 8) that the attempts to increase the focus on homeless prevention has been achieved. Although the 2015/16 performance information can't be directly compared with 2014/15, it suggests the level of actual homelessness in Monmouthshire has declined. The demand for assistance, however, appears to be consistent with recent years.

Develop an available stock of housing accommodation in the private rented sector to increase housing options.....: A portfolio of accommodation exists which is expanding slowly. Since the start of the new service there is a constant number of applicants who are waiting to be re-housed due to the shortfall in accommodation. For 2015/16, both Council's experienced an increase in B & B placements. Engaging with private landlords and encouraging them to work with the service needs to be an on-going priority.

For MCC, the proposal supports the Council's Medium Term Financial Plan.....The service achieved the targets for 2014/15 and 2015/16. It's projected that the target for 2016/17 will be achieved.

8. Headline Performance 2015/16

The following provides an overview of key activities and performance for 2015/16:

	2014/15	2015/16
• Contacts	758	623 ¹
• Homeless determinations	249	
• % of H'less prevented.....	44.8%	
• Prevention completed	405	
• S.66 Applications Determined		248
• No. of S.66 successfully prevented		182
• Unsuccessful prevention		0
• % successfully prevented		73%
• S.73 Applications Determined		95
• No. of S.73 successfully relieved		57
• Unsuccessfully relieved		0
• % successfully relieved		60%
• Homeless duty accepted	112	
• S.75 Applications Determined		38
• B & B Placements	11	18
• B & B expenditure	10,494	5,263
• Level of Housing Options Satisfaction	82%	75%*
• Satisfaction about accommodation	92%	80**
• No. of Shared Housing Units	38	55
• Budget mandate achieved	Yes	Yes

¹ As per Abritas 04.05.16

*based on 8 responses

**based on 5 responses

9. Key Areas of Analysis & Reflection

9.1 Performance Management: Targets & Benchmarks for Improvement

The main issue, certainly from an MCC perspective, with regards to performance management is that there is no comprehensive and systematic joint/shared overview of performance for the service as a whole.

The MCC view is that this is a key weakness and that collective service activity and performance is not adequately available to routinely inform the management of the service, nor inform the on-going development of the joint service.

In establishing the joint service it was anticipated that the collaboration would essentially be a 'big learning exercise.' Simplistically, the collaboration was expected to be an opportunity for both Council to directly compare and interrogate respective performance and practice

and to learn from this and understand what improvements can be made. This has been achieved in part, but limited for a number of reasons:

- The new legislation has impacted upon performance monitoring. There has been need to amend systems to reflect the new reporting requirements
- The establishment of the new teams, particularly the Private Sector Housing Team, has created a need to reconsider how the joint service will be monitored. This has needed consideration being given to the Pl's to be adopted.
- The TCBC IT case management system needed 'structural' changes to facilitate the required reporting requirements. TCBC is responsible undertakes this on behalf of MCC with their provider
- TCBC provide a support role in respect of systems administration support, the agreement of which extends to facilitating reporting arrangements.

From an MCC perspective, it is considered that the performance management arrangements have deteriorated since the start of the new service. Prior to 2nd March 2015, the Council maintained a comprehensive suite of management information. This has been difficult to maintain and replicate for the new service.

Going forwards, however, a joint service improvement plan has been established and will be the basis for on-going monitoring.

9.2 Housing Solutions Team

The role of the Housing Solution team is to receive housing advice related queries and contacts. Arguably, the new legislation aside, the focus and role of the new team broadly continues to be the same as before the new Act. The majority of contacts are in respect of possible or actual threats of homeless or actual homelessness. The team, wherever possible, is required to increasingly prevent homelessness as a priority and to minimise prevention requests evolving into homeless applications, as per the Council's responsibilities under the Housing (Wales) Act 2014.

During the year the team has needed to familiarise itself with the new legislation and a new version of the Welsh Government Code of Guidance. A considerable amount of procedural work and training has been necessary.

The nature of the post Act demand, however, has changed because cases remain open for a longer period. At the time of writing 155 cases were open across both Council's. There is an expectation that staff liaise closely and regularly with individual applicants on an on-going basis to support them to resolve their housing problem and to review on a regular basis.

Key operational changes that are being implemented by the Housing Solutions Service are:

- To issue all applicants with a Personal Housing Plan (which has been in place prior to the start of the new service) within 10 working days and to subsequently review on a regular basis. The Code of Guidance requirement is to review Plans every 10 days, but can be challenging to achieve. It's understood that this is a Wales wide issue.

- To communicate regularly with applicants to inform them of the status and progress of their application. This is a requirement of the Code of Guidance and standard letters have been provided on an all-Wales basis for all Council's to utilise. The number of letters that need to go out to individual applicants over a period of time has increased. Although this requirement is being met, its increased non-productive additional administrative role for officers and has caused confusion for applicants. This is being reviewed at an all-Wales level to try and simplify. TCBC have provided additional support for this requirement from April 16.

Feedback from the MCC Housing Solutions staff includes is that meeting the 'process' requirements of the new legislation and the Welsh Government Code of Guidance, together with practically delivering homeless prevention is extremely challenging. This is compounded by the lack of available accommodation, particularly private rented.

9.3 Private Sector Housing Team

This Team is a completely new team with effect from March 2015. The functions of the team are **not** new, and previously formed part of the former Housing Options Teams for both Councils. In addition to on-going management requirements, the creation of the team is designed to facilitate a more focused and pro-active approach to private landlord engagement and encouraging private landlords to work directly with both Councils and make available their properties for use to prevent or relieve homelessness. Key priorities include:

- Managing, maintaining and expanding existing accommodation eg hostel accommodation, shared housing, private leased housing
- Landlord engagement
- Establishing and promoting a 'Landlord Offer' (eg a range of services and incentives) to encourage private landlords to make available their properties to the Council.
- Specific Monmouthshire priorities include
 - Expanding the Shared Housing Scheme (eg meeting the Cabinet mandate)
 - Facilitating the Afghan Translator Re-Location programme and more recently, the impending Syrian Vulnerable Persons scheme
 - On-going management and review of the Council's allocation policy and Homesearch development

The Monmouthshire specific priorities naturally impact upon the capacity of the team and, thereby, can be regarded as diluting the staffing resource which subsequently impacts upon TCBC.

The level of change for the team has been significant and considerably more than for the Housing Solutions Team. Challenges for the team as a whole include:

- the ability to balance the day to day management of the existing accommodation whilst proactively engaging with private landlords, marketing the service and promoting the Landlord Offer.

- delivering specific MCC priorities (eg Afghan Re-Location) through the service, in the knowledge this impacts on TCBC and dilutes the shared resource for TCBC.
- the required marketing of the Private Sector Housing Service is seen as a distinct skill-set that most members of the team don't have much experience of to ensure that the service is professionally marketed in such a way that sets the Service apart from high street lettings agents. There is a need to highlight the added value the service can provide, to hopefully stimulate interest and inspire confidence and reassurance.
- becoming familiar with the extensive range of business procedures relating to each Council and streamlining these procedures.
- most of the team have needed to learn new roles and responsibilities, whilst needing to become familiar with new procedures. On-going training and development is a priority.
- improving/maintaining the standard of accommodation has needed to be tackled. Environmental Health colleagues have been supporting the evaluation of the standard of accommodation. This has resulted in a reduction in stock due to some private landlords not wishing to make improvements and units being temporarily decommissioned to facilitate improvement works
- initially having to deal with three maintenance contractors. This, however, has recently been reduced to two.
- Seeking to apply a consistent and aligned approach in respect of using occupation agreements. This, however, has been resolved.

In addition to the above, feedback from the Private Sector Team has included:

- The ability to deliver change, whilst continuing to provide the day to day service, has been difficult due to the complexities of the service, which are further compounded by the very nature of two Councils being involved.
- Due to staffing capacity, the team has not undertaken the level of landlord engagement and marketing that was initially anticipated. Focus on this activity and landlord engagement, however, has increased. A member of the team has now assumed a dedicated role to engage with landlords and market the service.

9.4 Resource Implications & Financial Benefits

The budget arrangement for the service has been for the Council (and TCBC) to continue with the Housing Solutions related budgets and the associated sovereignty. Deliberately, no attempt has been made to pool budgets. MCC expenditure has continued to be aligned with MCC responsibilities and MCC clients.

One of the aims of the joint service was to deliver financial savings through the collaboration. The Housing & Communities Cabinet project mandate reflected this.

The following details the key messages:

- The 15/16 outturn for the Housing Solutions budgets, collectively came within budget. The project mandate target of £20,000 for 15/16 was achieved. The 16/17 target of £20,000 is projected to be achieved.
- Short-term Welsh Government funding has assisted the Council to implement the new duties of the Housing (Wales) Act 2014, which in turn has supported the Council's positive budget outturn. Grant of £127,873 was received in 15/16 and a further £60,300 will be received in 16/17.
- Although B & B placements increased slightly, B & B expenditure has been reduced by approximately 50% to £5,263 for 15/16
- IT expenditure was reduced from £14,000 by approximately £3,500 for 15/16. However, expenditure is projected to spike in 16/17 due to unexpected licensing and implementation costs relating to TCBC's IT provider to approximately £23,000 (subject to final confirmation). Additional costs also need to be accounted for in respect of the need to access Monmouthshire Housing's rent accounting facility, which it has not been able to facilitate. From 17/18, expenditure is projected to be approximately £14,000
- Out of Hours expenditure is projected to further fall by approximately £2,000 in 16/17 due to Blaenau Gwent County Borough Council participation.
- The Shared Housing Scheme generated surplus income for 15/16. It is projected that the 16/17 Cabinet Mandate target of £50,000 income in respect of the Shared Housing scheme will be achieved.
- Participation in the Afghan Translator Re-location delivered a budget surplus.
- The 15/16 office accommodation costs were:
 - £32,000 – Rent
 - £20,359 – Service Charge
 - £3,639 – Business Rates
 - £56,498 – Total

To date the annual costs have been shared equally even though MCC has a smaller staff complement and occupy approximately a third of the floor space. The MCC 15/16 costs were, £28,249.

For 16/17, TCBC have been requested to contribute a higher proportion of the costs. In response, about a third of TCBC have recently moved out, surrendering office space. The lease is currently being renegotiated.

10. Risk Overview

A draft joint strategic risk assessment has been produced to underpin the joint action plan.

See Appendix 4

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Appendix 1 - Background

Office Accommodation

The Council's Housing Service has been co-located with Torfaen's housing service for about four years. The co-location provided an opportunity to identify areas of commonality and possible collaboration opportunities. The respective homeless services was one such area of commonality. In October 2014, Cabinet agreed that the Council should establish a joint homeless service with TCBC. The proposal formed part of Housing & Communities Cabinet Project Mandate. It was agreed that this should initially be delivered on a pilot basis of one year and commenced on 2nd March 2015.

The respective teams jointly share office space and accommodation costs. The MCC and TCBC team complements are approximately 20 and 30 respectively. MCC work to a desk ration of 50% and the TCBC desk ratio is 100%. The annual office costs are shared equally and for 15/16 are:

- £56,498 – Total
- MCC Accommodation Cost - £28,249

TCBC have been requested to increase their contribution to the accommodations. In response they are arranging for some TCBC staff to vacate office space to reduce the total rental cost. A saving, therefore, for 16/17 is anticipated, but as yet hasn't been quantified.

Operational Context and Drivers to Commencement of Service.

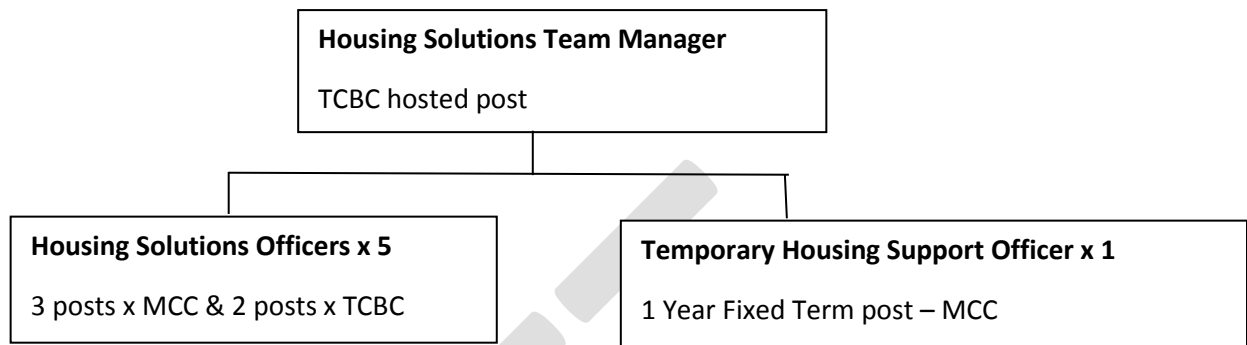
There were a number of key drivers that supported the development of the service. This included:

- It provided an accommodation solution for both Council's
- There was a need for MCC to make financial savings and making better use of resources and reducing duplication. MCC had financial targets that needed to be met. It was anticipated that savings could be made through sharing resources such as staff, accommodation and facilities.
- The desire to continue improving performance. MCC was keen to further improve and continue to building upon the positive performance achieved over recent years. It was a priority for Housing & Communities to look to identify and learn from any possible TCBC good practice to support any on-going improvements that would benefit MCC.
- Mitigating and preparing for the requirements of the Housing (Wales) Act 2014 which made homeless prevention a statutory duty and facilitated local authorities to discharge their duties utilising the private rented sector. It was important that both Councils could meet their statutory duties that commenced on 27th April 2015.
- Both Council's received a WLGA Homeless Prevention Health-Check and the findings of the Health-Check suggested there were advantages of a joint service.

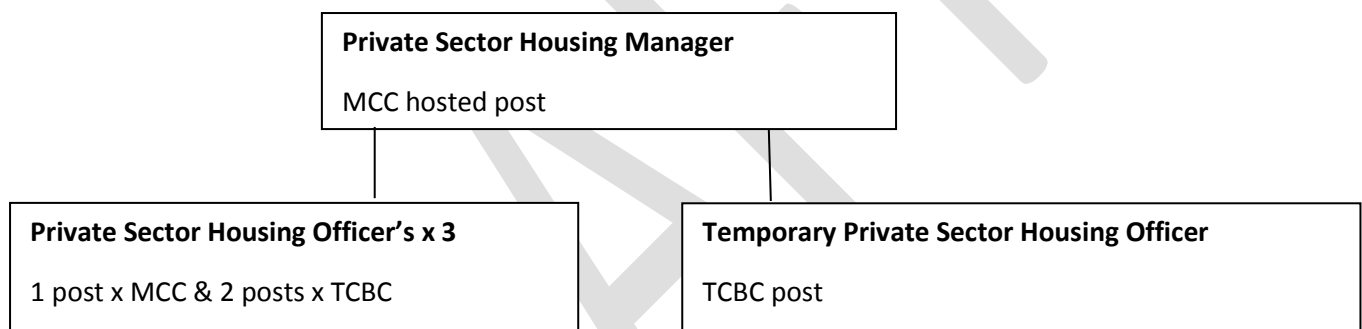
- Increasing resilience at a time of reducing resources, widening of responsibilities and a possible increase in demand due to the Housing (Wales) Act 2014.

Appendix 2 – Team Structure

Housing Solutions Team:



Private Sector Team:



In addition to the agreed structure for the service it has been possible to temporarily supplement the structure through Welsh Government grant availability:

- Temporary Housing Solutions Development Officer (TCBC hosted) – to assist to predominantly develop policies and procedures for the Housing Solutions Team.
- Temporary Accommodation Assistant (MCC hosted) – although the post has a generic role, the focus of the post has been to support the management of the Shared Housing Scheme, thereby releasing capacity to expand the service.
- Temporary Housing Solutions Development Officer (TCBC hosted).
- A Private Sector Housing Assistant (MCC hosted) to support private landlord engagement – 12 weeks.

Appendix 3

Insert case-load information from Sheryl

Appendix 4

Joint Risk Assessment*

**Level of risk and action subject to agreement with TCBC*

Risk	Reason	Year	Level	Responsibility	Action
Welfare Reform changes impact on HB resulting in unviable accommodation. Eg Melin Homes withdraw from PLS for MCC	On-going amendments to regulations by DWP. Letter from Melin dated 15.03.16	16/17 17/18 18/19	Low but increasing (STA with TCBC)		Liaise closely with Melin and establish MCC PLS proposal
The joint service doesn't continue to deliver improvements or enhanced outcomes for applicants by not considering and learning from best internal practice and procedures.	Feedback from staff about too many procedures still not aligned	16/17 17/18 18/19	Medium (STA with TCBC)		Establish a checklist to identify to inform changes
The focus of developing the PSHT service is too polarised towards engaging with landlords and providing services with landlords.	Feedback from PSHT	16/17	Low (STA with TCBC)		Establish a find a tenant/ accredited tenant scheme
Team members perceive their concerns are not fully taken account of and, therefore, are not adequately informing on-going improvements	Feedback from staff	16/17 17/18 18/19	Medium (STA with TCBC)		
Delivery is restricted by team members possibly not feeling	Feedback from staff	16/17 17/18 18/19	Medium		In

sufficiently empowered nor supported to make decisions and influence the direction and development of the service			(STA with TCBC)		
Access to private sector properties may be restricted due to a failure to proactively market the Private Sector Housing Service and positively engage with landlords	No. of applicants waiting to be rehoused by PSHT	16/17 17/18 18/19	Medium (STA with TCBC)		
Failure to improve the quality of PRS Housing through lack of investment		16/17 17/18 18/19	TCBC		
Failure to meet the demand for quality/affordable homes and housing needs if we are unable to increase supply due to diminished resources		16/17 17/18 18/19	TCBC		
The lack of staff capacity and revenue budget to be able to respond to priorities	Feedback from staff about tackling demand	16/17 17/18 18/19	High (STA with TCBC)		Texting software being investigated. Facilitation of MCC rents to Abrisas to start May 16
Short-term and/or on-going costs increase	Feedback from Abrisas that a licence for MCC is needed	16/17	Medium (STA with TCBC)		
Unpredictable increase in demand on Housing Solutions team relating to new statutory duties arising out of Housing (Wales) Act 2014	Open caseload of Housing Solutions	16/17 17/18 18/19	High (STA with TCBC)		
It is not possible to significantly increase housing options and prevent homelessness through the private rented sector	Proportion of cases where PRS used to discharge duty	16/17 17/18 18/19	High (STA with TCBC)		

The standard of accommodation provided does not meet minimum statutory requirements	Anecdotal feedback from staff and applicants about standards	16/17 17/18 18/19	Medium (STA with TCBC)		Env Health requested to assist with Improvement work at Nether Court
Housing management demands cannot be met in relation to the expansion of the accommodation portfolio	Increases in stock increases management tasks eg sign-ups, voids, arrears etc	16/17 17/18 18/19	Medium (STA with TCBC)		
Procedures aren't sufficiently aligned and streamlined to maximise efficiency and effectiveness.		16/17 17/18 18/19	Medium (STA with TCBC)		
Availability and accuracy of service activity and performance information demonstrate impact and success of new joint service and a positive impact for MCC over previous stand alone service		16/17 17/18 18/19	High (STA with TCBC)		
Staff health & well-being impacts upon operational delivery		16/17 17/18 18/19	High (STA with TCBC)		Monitor and understand service activity Regular 1:1's Implementing support