

You are requested to attend a meeting of the Tenant Services Management Board to be held in The John Meikle Room, The Deane House, Belvedere Road, Taunton on 20 August 2015 at 00:00.

Agenda

- 1 Apologies.
- 2 Minutes of the meeting of the Tenant Services Management Board held on 23 July 2015 (attached).
- 3 Public Question Time.
- 4 Declaration of Interests
As Previous
- 5 Housing Revenue Account Financial Monitoring Quarter 1 2015/16
Reporting Officer: Lucy Clothier
- 6 Performance Indicators Quarter 1 2015/16
Reporting Officer: Stephen Boland
- 7 Project Initiation Document - Review of Sheltered and Extra Care Housing 2015
Reporting Officer: Stephen Boland
- 8 Apprenticeship Management Scheme- report to follow
Reporting Officer: Martin Price
- 9 Tenants' and Leaseholders' Open Day - report to follow
Reporting Officer: Martin Price

Bruce Lang
Assistant Chief Executive

17 September 2015

Members of the public are welcome to attend the meeting and listen to the discussions.

There is time set aside at the beginning of most meetings to allow the public to ask questions.

Speaking under “Public Question Time” is limited to 4 minutes per person in an overall period of 15 minutes. The Committee Administrator will keep a close watch on the time and the Chairman will be responsible for ensuring the time permitted does not overrun. The speaker will be allowed to address the Committee once only and will not be allowed to participate further in any debate.

Except at meetings of Full Council, where public participation will be restricted to Public Question Time only, if a member of the public wishes to address the Committee on any matter appearing on the agenda, the Chairman will normally permit this to occur when that item is reached and before the Councillors or Tenant Services Management Board Members begin to debate the item.

This is more usual at meetings of the Council’s Planning Committee and details of the “rules” which apply at these meetings can be found in the leaflet “Having Your Say on Planning Applications”. A copy can be obtained free of charge from the Planning Reception Desk at The Deane House or by contacting the telephone number or e-mail address below.

If an item on the agenda is contentious, with a large number of people attending the meeting, a representative should be nominated to present the views of a group.

These arrangements do not apply to exempt (confidential) items on the agenda where any members of the press or public present will be asked to leave the Committee Room.

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Lift access to the John Meikle Room and the other Committee Rooms on the first floor of The Deane House, is available from the main ground floor entrance. Toilet facilities, with wheelchair access, are also available off the landing directly outside the Committee Rooms.



An induction loop operates to enhance sound for anyone wearing a hearing aid or using a transmitter.

For further information about the meeting, please contact the Corporate Support Unit on 01823 356414 or email r.bryant@tauntondeane.gov.uk

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Tenant Services Management Board Members:-

Mr R Balman

Councillor R Bowrah, BEM

Mrs J Bunn

Ms M Davis

Mr M Edwards

Mr D Etherington

Mr D Galpin

Mrs J Hegarty

Mr K Hellier

Mr I Hussey

Mr R Middleton

Councillor Miss F Smith

Minutes of the meeting of the Tenant Services Management Board held on Thursday, 23 July 2015 at 6pm in the JMR, the Deane House, Belvedere Road, Taunton.

Present: Mr R Balman (Chair)
Ms M Davis (Vice-Chair)
Mr A Akhigbemen, Mrs J Bunn, Mrs J Hegarty, Mr I Hussey, Mr D Galpin, Mr K Hellier, Cllrs Appleby and Bowrah.

Officers: James Barrah (Director of Housing & Communities), Stephen Boland (Housing Services Lead), Terry May (Assistant Director Property & Development), Martin Price (Tenant Empowerment Manager), Rachael Searle (Housing Development Project Lead), Rosie Walsh (Housing Development Project Officer), Michelle Brooks (Democratic Services Officer),

(The Meeting commenced at 6.00pm)

1. Apologies

Cllr T Beale.

2. Minutes of TSMB 1 June 2015

All happy, signed by Chair.

3. Public Question Time

No questions received for Public Question Time.

4. Declarations of Interests

As previous.

Cllr Appleby declared family and friends in Taunton Deane housing and that he is a leaseholder of a property in Taunton Deane.

Staffing update – Kene Ibezi has now left, James Barrah introduced Terry May. Terry will fill this role for the interim 6 months, while the role is reviewed.

Terry has a lot of experience with housing associations and property teams, and we look forward to his input.

5. Creechbarrow Road Development Update

Dashboard format has been updated for July 2015, with the main points being:

- The first occupation of the Knightstone units will be Friday, 24 July, then further work towards the Taunton Deane units handover. Currently have properties at many different stages, from foundation stage to handover.
- Currently have all activities and trades on site, which is providing much opportunity for apprentices. Across site there are 13 apprentices:
1 plumber, 1 fencer, 1 electrician, 3 roofers, 2 ground workers, 5 bricklayers.
- Community liaison drop in sessions continue at 5 Moorland Road, and more interest is expected as the handover of units gets closer. People are also being referred by Ward Councillors.
- Site tours continue, with Councillors and Staff members taking part. There is tour being arranged for new Ward Councillors in September 2015. The intention is to arrange a tour for TSMB members and Tenants' Forum members once the first units have been completed.
- Returning decants have been taken to see the new properties, and will be taken back again nearer the time of completion.
- Programme timings going forward - there are issues with labour shortages, particularly bricklaying, There has been the impact of extra time needed due to new asbestos finds, gas mains diversion and retaining walls. Contractor has submitted an extension of time claim for time period to push out completion date, this is currently being assessed.

During the discussion of this item, Board Members made the following comments and asked questions. Responses are shown in italics:

Residents are pleased with the development, but concerned with uneven pathways (accessibility for wheelchairs, pushchairs), unfinished drains, fence heights, dust pollution and noise pollution (radios and language).

Noted. The Roman Road end pathway, projected above the surface and

would be elevated by the top coat, but this was delayed. Dust – there is a bowser, and damping down takes place continuously, the contractors have been reminded, in the last 24 hours, that this is an issue and that they must keep on top of it. Radios can only be used inside the property and this is enforced rigorously, cannot be audible outside of the property, any complaints should be passed on and this can be reported and filed across to site management Language to be reported straight away and then the site manager can sort out immediately. The fence height is below the required height and will be replaced at the contractors own cost, properties will not be handed over until the fences are the correct height.

Comment – Well done to all, good to hear that TDBC is on top of the concerns / problems. Great to see so many apprentices.

Resolved that the Board noted the Officer's report.

6. Briefing on July 2015 Budget Statement.

Statements will be available at a later date when all the detail is available for the Housing and Welfare bill. More reports will be presented further into the year.

Headlines:

- Reductions in rents from next year to be 1% (social housing rents), for the next 4 years. TDBC will have to model and assess in the HRA Business Plan.
- Pay to Stay - Earlier proposal threshold was £60,000 (household income greater than) in if excess of this need to pay market rents. Waiting for details could now be £30,000.
- Revisiting Lifetime tenancies, there has previously been consultation around introducing flexible tenancies. Proposals around this, does TDBC introduce Life time tenancies? May not be applicable to every tenant, but could be a useful purpose as part of a menu of options. Sounding out at the moment, these proposals may well be mandatory, again waiting for details. Issues are that TDBC has limited accommodation available, not enough supply to meet demand, and it is about making the best use of stock.
- Welfare benefits - cap amount claim greater than £20,000. Concerns are whether affordable and how the changes would be received, this

could result in people not paying rent. A number of changes also affect TDBC as a landlord.

- House properties - disposal of local high value properties one bedroom flats, approximate value above £134,000. These could be sold instead of being re-let, with some monies to the Treasury. This may not affect TDBC, but these are interesting times, with real challenges.

During the discussion of this item, Board Members made the following comments and asked questions. Responses are shown in italics:

Any figures at all on impact on 30 year Business Plan?

Lucy Clothier (accountant) has done some work on modelling on the impact. The opportunities in the Business Plan 2012-2042 have been reduced, the surplus of the Business Plan is significantly less. Over 4 years the reduction of impact is £9m, therefore there will be cash flow pressure impact to fulfil plans and there is a requirement to look at debt repayments. The impact affects Local Authorities and Housing Associations. Currently advertising internally for a project manager to lead work on HRA Business Plan review for next year. The plan was due to be reviewed, but the budget announcements has now increased the urgency of business plan review.

Will Increase in rent be forwarded local Councils / Government?

Local authority will return to the Treasury, wait to confirm the details, will get an opportunity to comment. Sometimes mandatory and sometimes a choice, we have to wait for details.

If automatic permission is giving for brownfield sites, how will this affect affordable housing?

Not familiar with this but will ask Jo Humble and team to look into it

Comment on Lifetime tenancies - Secure tenancies great, but go the other way, tenants will worry that they are able to be evicted.

Market rate for high income earners, assuming this effects current tenants, has anyone spoken to the legal team? New tenancies or a letter to inform them?

Waiting for detail, this didn't previously apply to existing tenants. Not yet been in touch with legal team, much information is coming out daily.

Are you clarifying introductory tenancies.

Not operated currently, but committed to it.

In regard to terms and conditions, for renting a council house, TDBC must maintain clauses and conditions can't be blanket for everyone

Have to see detail when proposals come out and then will know how to respond. Number of changes affect us as a Landlord and we will be looking at different aspects.

How will selling affect us, will we keep the money?
5800 properties, if one property becomes empty and is within the threshold will would probably have to sell.

Even though pay TDBC paid c. £80 m for houses, we don't own them?
TDBC own and manage stock, the Government, through subsidy over the years, have put money in, therefore they have a say, details to come. Ownership in context is relative term, the State contributed and through legislation can ask to change management and will be directed by Government.

Resolved that:

1. the Board note the report.
2. Jo humble is requested to research brownfield sites in relation to affordable housing builds.

7. Feedback from TPAS Conference 2015

This was held in Kenilworth, 8-9 July 2015 and attended by Dennis Galpin, Kevin Hellier, Ivor Hussey and Cllr Bob Bowrah. Attended by 242 male, 137 females, and it was noted many previous sponsors missing. Found the conference well organised and informative.

The highlight of the conference was the speech by the Junior Mayor of Leamington Spa, help with engaging the youth of area with local politics and civic events. Kate Newbold will send further details of how this works.

Interesting conference, with 10% representation from councils, with the rest being from housing associations, would like a conference for council house tenants only.

Thanked the Council for the opportunity to attend.

8. Feedback from Deane House Relocation Project – Review Design on 22 July 2015

This was a Joint meeting with the Tenants' Forum, and members that attended noted the high level of negativity. Unsure if this is because people don't understand the rationale behind the move, or why this particular option has been chosen.

The presenter was impartial, very pro-active in what she put forward, and put out the impression that all have to be positive about this move, as it could happen. Now are curious how staff feel about it, and how it affects them. Huge changes to how all staff work, i.e. new IT systems, budget changes. Major thing to go ahead with, with an awful lot happening.

During the discussion of this item, Board Members made the following comments and asked questions. Responses are shown in italics:

How do staff feel?

Staff position is a mixed bag, TDBC is working with 25 staff, a consultative body. No doubt big change to the way of working, smart office with less paper and lower footprint. Some will struggle, some will love it and think it is the best thing to happen. There are clear examples some won't fit, but some that were negative about it at the start of the process, have changed and now have enthused motivation to the move. Will do much to support staff, mock up office with furniture so that some can smart work to get used to it. Current assumption is that being present is a major factor, but productivity is – this will affect staff at all levels.

Original plans for central carpark? Will the plans be altered all the time?

This is the concept design stage, basic outline, and will evolve into a detailed stage which will add a layer of further detail. Thinking has gone much further than the basic plans. Parking is a clear issue, parking for staff will change radically.

Impossible to get to sometimes, long way from parade.

Point referred to already and noted. Pushing Somerset County Council on all fronts how migration and footfall will be mitigated on that site, it has many restrictions. Transport definitely has restrictions – options are crossings, traffic calming, also issues around footpath provision, signage and way marking, traffic flow. Also bus routes and transport assessment for vehicles and pedestrians, look at what advised by technical people.

Access option - multi-storey car park has scooters, maybe take possession of scooter to gain access to building

Yes operates in Bath, charitable organisation not Council run service, will check details and see what influence have.

Too many people and services in one building, could be congested?
On entry there will be generic staff, uniformed police enquiries, and then further in there will be more specialised staff (housing, library), mixing and integration but will be clear. Footfall, yes massive increase, how can reassure this is big enough - essentially doubling the width with the build. Will continue to lobby for two entries to the library as this will attract a large number of customers. Will be having regular discussions to negotiate.

Is the space being taken over currently used, organise a walk around?
Yes, 50 staff been already to see current offices, there are markings where you can visualize, if this can help to envisage scale of what is being proposed, it can be organised.

Can a computer mock-up of the space be provided?
Yes, fly through video imaging will be available. Currently disappointed with the architect designs, very sketchy. There will be displays in library, reception as part of consultation exercise promote wider views. Will need to start better conversations with customers about visiting the office for transactions, electronic means instead, this would be cheaper, quicker and easier to deliver.

Payment machines available 24/7 – pay rent and bills like an ATM?
Longer hours than current council offices, cash machines inside, so no out of hour's access. Consider transferring to other location on estates. Meeting halls handy for tenants, we go to localities (sign up new tenancy, meeting hall) balance time with cost, fresh look at how we do this

9. Future Development Proposal.

Confidential item noted by board.

(Meeting ended 7.45pm)

Taunton Deane Borough Council

Tenant Services Management Board – 20th August 2015

Housing Revenue Account Financial Monitoring – Quarter 1 2015/16

Report of the Senior Accountant - Services

(This matter is the responsibility of Executive Councillor Terry Beale)

1 Executive Summary

This report provides an update on the projected outturn financial position of the Housing Revenue Account (HRA) to the end of Quarter 1 of 2015/16 (as at 30 June 2015).

Housing Revenue Account Revenue

The HRA is budgeted to 'break even' (net of and approved transfers to/from reserves). The forecasted revenue position for 2015/16 at Quarter 1 is a surplus of £12k.

Housing Revenue Account Capital

The approved Capital Programme is £23,459k. This relates to schemes covering 2015/16, 2016/17 and 2017/18. A total of £17,979k is expected to be spent in 2015/16 with the remainder for planned investment to implement approved schemes in future years.

2 Introduction

2.1 This report provides an indication of the potential variances that could be reported at the end of the financial year 2015/16.

3 Forecast Outturn Summary – Housing Revenue Account

3.1 The current forecast outturn for the Council's Housing Revenue Account (HRA) is a surplus of £12k (0.05% of budget). A summary of the HRA revenue budget and forecast for the year is included in **Appendix A**.

3.2 The major underspends and overspends forecasted for year are summarised as follows:

3.3 **Rental Income:** Weekly rental income is currently due to over-recover by £138k based on rents in Q1. Rent loss due to void properties is currently approximately 0.7%, less than the 1.9% budgeted. However this is subject to change throughout the year as void levels vary and ongoing Right to Buy sales impact on the rental income received.

3.4 **Other Income:** Service charges are due to over recover by £17k in line with rental

income. There is also a higher than budgeted contribution for Supporting People of £19k due to agreements made after budget setting.

- 3.5 **Housing Management:** Ongoing use of agency staff is expected to create a pressure of £103k in this area.
- 3.6 **Specialist Works:** Spend on specialist works, largely asbestos testing, is currently expected to exceed budget by £38k.
- 3.7 **Communal Areas:** Spend on communal areas for dwellings is forecasted to be over budget by £23k at outturn. This is to be monitored throughout the year.
- 3.8 **Provision for Bad Debt:** Provision has been made in the Business Plan for an increased level of unrecoverable debt due to Welfare Reform. Universal Credit has not yet been fully rolled out across the borough, and with only a small number of tenants currently affected it is unlikely that this funding will be needed within this financial year. It is, however, recognised that Welfare Reform is likely to affect the position of the HRA over a longer period than has been allowed for in the Business Plan (with increased provision due to return to 'base' levels in Q4 of 2016/17). In light of this further work will be undertaken to review the current expected levels of bad debt for this year, with a request that the remainder of the funding to be put in an Earmarked Reserve. This would be used in future years to prevent large movements in bad debt affecting the bottom line of the HRA.

4 Forecast Outturn Summary – Housing Revenue Account Capital Programme

- 4.1 The approved HRA capital programme is £23,459k, of which £12,927k relates to works on existing dwellings and £10,532k for the provision of new housing through development.
- 4.2 £9,202k of the capital budget in the HRA relates to major works on existing dwellings and includes works such as kitchens, bathrooms, heating systems, roofs, doors and windows. Contracts are now in place for kitchens and bathrooms replacement, air source heat pump installations and door entry systems. Contracts for the replacement of heating systems and fascia and soffits are due to start within the next quarter. Due to delays in the start of these contracts, £2,355k of the budget will be re-profiled into future years to cover the work to be completed by the contractors. The profiling of capital spend will be looked at in more detail as part of the Business Plan Review later in the year.
- 4.3 Actual spend at Q1 is £459k. This is lower than would be expected at this point largely due to invoicing in arrears and some contracts starting mid-year so there being no costs for these yet.
- 4.4 £2,216k relates to other works such as disabled facilities adaptations, asbestos removal, external wall insulations and extensions. This is expected to be largely on track, although some expenditure relating to environmental improvements (used, for

example, for scooter stores and additional car parking spaces), and extensions may slip into 2016/17. This is due to the large lead in times required for new schemes.

- 4.5 £1,509k relates to the new budget for adding solar PV systems to dwellings. This is currently underway and is expected to complete in Q2.
- 4.6 The remaining budget of £10,532k is for the provision of new housing through the Creechbarrow Road, Phase 1 sites and Weavers Arms new builds and the buyback of dwellings previously sold through Right to Buy. These are currently expected to complete within budget, with Phase 1 sites in the final stages and Creechbarrow Road set to complete later in the year. Weavers Arms, Oaken Ground is still in the early stages of development and will not complete during 2015/16. As such £2,671k of the Weavers Arms budget is not expected to be used in 2015/16 and is to be re-profiled into later years.
- 4.7 A summary of the HRA Capital Programme budget and forecast for the year is included in **Appendix B**.
- 5.0 **Recommendations**
- 5.1 Tenant Services Management Board are asked to note the HRA's financial performance as at the end of Quarter 1.

Contact:

Lucy Clothier

Senior Accountant - Services

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Housing Revenue Account – Revenue

Appendix A

	Target Budget (£)	Actuals to Date (£)	% Spend	Forecast (£)	Variance (£)
Income					
Dwelling Rents	(24,932,700)	(6,477,125)	26%	(25,070,780)	(138,080)
Non Dwelling Rents (Garages, Shops and Land)	(599,100)	(178,043)	30%	(601,200)	(2,100)
Other Income (Service Charges, Rechargeable Repairs, Leaseholder Charges and TDBC Contribution)	(1,399,600)	(231,728)	16%	(1,436,200)	(36,600)
Total Income	(26,931,400)	(6,886,896)	26%	(27,108,180)	(176,780)
Expenditure					
Housing Management	5,716,400	842,403	14%	5,819,759	103,359
Repairs & Maintenance - Planned	1,750,400	(92,659)	-5%	1,788,400	38,000
Repairs & Maintenance - Responsive	3,190,500	199,573	6%	3,190,500	0
Repairs & Maintenance - Voids	1,610,600	108,731	7%	1,610,600	0
Other Expenditure	1,405,400	200,311	14%	1,428,400	23,000
Total Expenditure	13,673,300	1,258,359	9%	13,837,659	164,359
Central Costs/Movement in Reserves					
Social Housing Development Fund	1,000,000	725	0%	1,000,000	0
Funding of Capital Programme (Depreciation and Revenue Contribution to Capital Outlay)	7,618,400	0	0%	7,618,400	0
Contribution to TDBC for Repayment of Transformation Project Loan (Funded through Procurement Savings)	323,000	0	0%	323,000	0
Net Interest (Interest payable on loans less interest received on HRA balance)	2,909,100	0	0%	2,909,100	0
Contribution to Repayment of Borrowing	892,800	0	0%	892,800	0
Change in Provision for Bad Debt	514,800	5,158	1%	514,800	0
Other Movement in Reserves	0	0		0	0
Total Central Costs/MIRs	13,258,100	5,883	0%	13,258,100	0
Total Housing Revenue Account	0	(5,622,654)		(12,421)	(12,421)

Housing Revenue Account – Capital




Appendix B

	Approved Budget (£)	Actuals to Date (£)	% Spend	Forecast (£)	Variance /Slippage(£)
Major Works					
HRA Kitchens	1,356,300	793	0%	550,000	(806,300)
HRA Bathrooms	1,932,800	80,149	6%	1,350,000	(582,800)
HRA Roofing	50,000	(1,963)	-4%	50,000	0
HRA Windows	146,000	14,035	4%	350,000	204,000
HRA Heating Improvements	2,894,000	29,112	2%	1,625,000	(1,269,000)
HRA Doors	630,500	165,369	28%	600,000	(30,500)
HRA Fire Safety Works in Communal Areas	334,200	75,193	22%	334,200	0
HRA Fascias and Soffits	868,700	(5,798)	-1%	868,700	0
HRA Air Source Heat Pumps	709,500	96,585	14%	709,500	0
HRA Door Entry Systems	270,000	650	0%	400,000	130,000
Other External Insulations	10,000	4,575	46%	10,000	0
Total Major Works	9,202,000	458,701	7%	6,847,400	(2,354,600)
Other					
HRA Aids and Adaptations	120,000	4,916	4%	120,000	0
HRA DFGs	315,000	(11,413)	-4%	315,000	0
Garages	30,000	0	0%	30,000	0
Sewerage Treatment Plants	20,000	0	0%	20,000	0
HRA Meeting Halls	30,000	975	3%	30,000	0
HRA Unadopted Areas	45,000	(2,223)	-5%	45,000	0
HRA Asbestos Works	260,000	4,674	2%	260,000	0
HRA Tenants Improvements	5,000	0	0%	5,000	0
Sustainable Energy Fund	546,400	0	0%	546,400	0
Environmental Improvements	312,000	7,357	5%	150,000	(162,000)
Extensions	160,000	0	0%	130,000	(30,000)
HRA Community Alarms	65,800	3,278	5%	65,800	0
HRA IT Development	306,900	0	0%	306,900	0
HRA PV Systems	1,509,100	720,271	48%	1,509,100	0
Total Other	3,725,200	734,331	21%	3,533,200	(192,000)
Development					
HRA Creechbarrow Road	4,862,000	412,017	9%	4,600,000	(262,000)
HRA Phase 1: Vale View, West Bag	253,400	(16,340)	-6%	253,400	0
HRA Phase 1: Bacon Drive	550,400	(10,157)	-2%	550,400	0
HRA Phase 1: Normandy Drive	366,100	(19,589)	-5%	366,100	0
HRA Buybacks	161,100	243	0%	161,100	0
HRA Weavers Arms	3,338,500	50,531	8%	667,700	(2,670,800)
HRA Social Housing Development Programme	1,000,000	0	0%	1,000,000	0
Total Development	10,531,500	416,705	5%	7,598,700	(2,932,800)
Total HRA Capital	23,458,700	1,609,736	9%	17,979,300	(5,479,400)

Summary for TSMB 20th August 2015

Housing and Communities Quarter 1 2015/16

Overview & Summary

Section	No. of measures	 Green	 Amber	 Red	N/A	Trend (to be reported from Q2)
1) Managing Finances	9	56% (5)	33% (3)	11% (1)	0% (0)	
2) Satisfaction	12	42% (5)	33% (4)	25% (3)	0% (0)	
3) Decent Homes	2	0% (0)	0% (0)	100% (2)	0% (0)	
4) Staffing	3	33% (1)	67% (2)	0% (0)	0% (0)	
5) Operational Delivery	18	55% (10)	22% (4)	22% (4)	0% (0)	
TOTALS	44	21 (48%)	13 (30%)	10 (22%)	0% (0)	

Movement To be reported from Q2	0 Measures	0	0	0	0
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10 RED ISSUES

Planned actions are off course.

- **Income Against Asset Income** – due to vacant commercial dwellings we do not expect to recover all income budgeted.
- **Two customer complaints response measures** - both sides of the directorate are not currently hitting the response times. However response times have been changed to 20 days to allow Officers a more realistic time to respond.
- **Lettings** - % of tenants satisfied with the lettable standard of the property. This has reduced to 72% and is due to our need to manage void budget overspend.
- **2 Measures for Decent Homes are off course.** Average SAP (energy efficiency) rating is below target. **Dwellings with a valid gas safety certificate** – 99.84% - 7 properties were not serviced, all now resolved.
- **Housing Services Diversity Information.** We hold 65% of diversity information. This percentage is increasing slowly.
- **2 Repairs and Maintenance measures are off course.** The focus on DLO completion rates show that they are now hitting some targets but focus now needs to begin on other contractors. However, we are still

experiencing frequent breakdowns in the new computer system which results in time lost passing works to contractors.

- **Local Authority Major Aids and Adaptions.** End to end completion time is reported as 41 weeks including exceptions against 22 week target, due to long term staff sickness and contractors unable to start works for 3-4 weeks.

13 AMBER ALERTS 😊

Some uncertainty in meeting planned actions

- **Estate Management Team** – Current tenant arrears are not on target but expected to be by the end of the year (March 2016).
- **Two Housing Debt Measures** – debt has increased but reasons are understood.
- **Housing Services – 4 Satisfaction measures** below target, survey due to be refreshed August 2015.
- **Both PRED measures** – Not all staff have received a performance review in the last 12 months, this is expected to be addressed shortly.
- **Average Re-let Times** – 24.8 days against a target of 21 days. Some properties not let due to various reasons which are listed on scorecard.
- **Lettings Team** – % of properties accepted on first offer, percentage has decreased to 63% various reasons covered in full scorecard.
- **Two Extra Care Measures** - % of extra care customers with a needs and risk assessment and % with a support plan reviewed in last six months, both are short of target but an action plan is in place.

21 ON TRACK 😊

Planned actions are on course

- **Managing Finances** – 5 measures are on target.
- **Satisfaction** – 5 measures are on target.
- **Staffing** – 1 measure on target
- **Housing Stock** – 10 measures are on target.

NO MEASURES UNDER DEVELOPMENT, NOT REPORTED OR WITHOUT ALERTS

Housing and Communities Scorecard - Q1 April - June 2015

Ref	AD	Description	Measure	Previous Year Performance	Q1 (RAG)	Direction	Comments
Managing Finances							
HC1.1		Budgets – Expenditure - To achieve a balanced budget by the financial year end in HRA - Compliance with TSA financial viability standards	Housing Revenue Account Overall expenditure against budget	£1.269m underspent (4.8% of overall budget)	GREEN		This measure is reported as a whole directorate HRA measure and not for each Assistant Director.
HC1.2	TM	Budgets – Income	Income against asset income budget, target £471,370	New Measure	RED	Worsening	Q1 £145,629 with a projected Q4 figure of £339,370 (therefore we anticipate being £132,000 from target hence measure is red). The shortfall is due to vacant commercial dwellings.
HC1.3	SL	Budgets – Income To maximise income opportunities and collection	Income - Former tenant arrears as a % of rent due Target = 5%	Q1 – 0.45% Q2 – 0.50% Q3 – 0.55% Q4 - 0.31%	GREEN	Worsening	Q1. 0.41%
HC1.4	SL	Budgets – Income To maximise income opportunities and collection	Income - Rent written off as a % of rent due Target = 0.70%	Q1 – 0.78% Q2 – 0.89% Q3 – 0.87% Q4 - 0.54%	GREEN	Improving	Q1. 0.02%
HC1.5	SL	Budgets – Income To maximise income opportunities and collection	Income - % of rent lost through dwellings being vacant Target = 2%	Q1 – 0.78% Q2 – 0.89% Q3 – 0.87% Q4 - 0.87%	GREEN	Improving	Q1. 0.83%

Housing and Communities Scorecard - Q1 April - June 2015

Ref	AD	Description	Measure	Previous Year Performance	Q1 (RAG)	Direction	Comments
HC1.6	SL	Budgets – Income (Housing Rents - Current tenants) To maximise income opportunities and collection	Estate Management Team Rent arrears owed by current tenants as at end of quarter. Target = £360,000 Corporate Indicator	Q1 £392,876.34 Q2 £366,766.18 at end week 26. Q3 £440,411.12 at end week 39 Q4 £412,303.38	AMBER	Improving	Q1 £391,240.06 it is envisaged that this will be on track by Q4
HC1.7	SL	Budgets – Income To maximise income opportunities and collection	Estate Management Team Rent collected as a % of rent due excluding arrears b/f Target = 98.3%	Q1 – 103.9% Q2 – 101.5% Q3 – 99.3% Q4 - 99.3%	GREEN	Improving	Q1. 104.37%
HC1.8a	TM	HRA Debt	Housing Debt Total amount of housing debt across all categories, houses, shops, land, etc.	Previously reported as whole directorate.	AMBER	Worsening	Q1 £1,443,462.69 (this is due to one large Development bill which was raised for £1.4m, Enabling and leasehold bills that were issued). There is no overall increase in debt levels but it is isolated in areas which are understood but figures are higher hence amber flag.
HC1.8b	SL	HRA Debt	Housing Debt Total amount of housing debt across all categories, houses, shops, land, etc.	Previously reported as whole Directorate Debt.	AMBER	Worsening	Q1 £628,674.10 up on April 2015 which was £557,259.72 mainly due to current and former tenant arrears.
Satisfaction							
HC2.1	TM	General – Customer Satisfaction To deliver customer-focussed services, achieving high levels of customer satisfaction	All complaints responded to within 20 working days	Reporting using new sharepoint site 2015-16 for whole Directorate not Assistant Director area	RED		Q1 Q1 8% responded on time, 61% not indicated, 31% not responded on time. During this timeframe the response date for complaints has been changed from 10 working days to 20. Managers have requested missing data is completed in order to report a true result.

Housing and Communities Scorecard - Q1 April - June 2015

Ref	AD	Description	Measure	Previous Year Performance	Q1 (RAG)	Direction	Comments
HC2.1	SL	General – Customer Satisfaction To deliver customer-focussed services, achieving high levels of customer satisfaction	All complaints responded to within 20 working days	Reporting using new sharepoint site 2015-16 for whole Directorate not Assistant Director area	RED		Q1 71% responded on time, 29% not indicated, 0% not responded on time. During this timeframe the response date for complaints has been changed from 10 working days to 20. Managers have requested missing data is completed in order to report a true result.
HC2.10	TM	General – Customer Satisfaction To deliver customer-focussed services, achieving high levels of customer satisfaction	Satisfaction of Gas Servicing % of tenants satisfied with the Gas Service procedure Target = 90% Annual Housemark Measure	2014/15 Q1 - 98.5% Q2 - 99% Q3 - 99.98% Q4 – 100%	GREEN	No Change	Q1 100% satisfaction reported
HC2.11	SL	General – Customer Satisfaction To deliver customer-focussed services, achieving high levels of customer satisfaction	Local Authority Major Aids and Adaptions % satisfaction, target 95%.	Q1 not reported Q2 - 90% Q3 - 100% Q4 - 90%	GREEN	Improving	Q1 - 100% satisfaction based on 5 surveys
HC2.2	SL	General – Customer Satisfaction To deliver customer-focussed services, achieving high levels of customer satisfaction	1a. Housing Services General needs tenants' satisfaction with landlord services overall Target = Top quartile performance status survey - 88% Result from 2013 STAR Survey	86%	AMBER	No Change	86%, Data will be the same until 2015 when the next STAR survey results are released.
HC2.3	SL	General – Customer Satisfaction To deliver customer-focussed services, achieving high levels of customer satisfaction	Housing Services Sheltered housing tenants' satisfaction with landlord services overall Target = Top quartile performance status survey 95% Result from 2013 STAR Survey	88%	AMBER	No Change	88%, Data will be the same until 2015 when the next STAR survey results are released.

Housing and Communities Scorecard - Q1 April - June 2015

Ref	AD	Description	Measure	Previous Year Performance	Q1 (RAG)	Direction	Comments
HC2.4	SL	General – Customer Satisfaction To deliver customer-focussed services, achieving high levels of customer satisfaction	Housing Services % of general needs tenants satisfied that their views are taken into account Target = Top quartile performance status survey - 73% Result from 2013 STAR Survey	65%	AMBER	No Change	65%, Data will be the same until 2015 when the next STAR survey results are released.
HC2.5	SL	General – Customer Satisfaction To deliver customer-focussed services, achieving high levels of customer satisfaction	Housing Services % of sheltered housing tenants satisfied that their views are taken into account and acted upon Target = Top quartile performance status survey - Result from 2013 STAR Survey	71%	AMBER	No Change	71%, Data will be the same until 2015 when the next STAR survey results are released.
HC2.6	SL	General – Customer Satisfaction To deliver customer-focussed services, achieving high levels of customer satisfaction	Lettings Team % of tenants who have reported anti-social behaviour in the past 12 months, rating the help and advice given as excellent or good Target = 66%	Q1 – 93% Q2 – 92.3% Q3 – 95% Q4 - 98%	GREEN	Worsening	96%
HC2.7	SL	General – Customer Satisfaction To deliver customer-focussed services, achieving high levels of customer satisfaction	Lettings Team % of new tenants satisfied with the allocations and letting process Target = 86%	Q1 - 94% Q2 - 97% Q3 - 98.7% Q4 - 83% cumulative 93%	GREEN	Improving	94%

Housing and Communities Scorecard - Q1 April - June 2015

Ref	AD	Description	Measure	Previous Year Performance	Q1 (RAG)	Direction	Comments
HC2.8	SL	General – Customer Satisfaction To deliver customer-focussed services, achieving high levels of customer satisfaction	Lettings Team % of new tenants satisfied with the lettable standard of property Target = 86%	Q1 - 94% Q2 - 97% Q3 - 97.3% Q4 - 93%	RED	Worsening	<p>72% This is an area which causes concern for Landlord Services, there has been a decline in the levels of new tenant satisfaction in relation to the standard of our properties at re-let. This directly associated to a reduction in void works in an effort to manage a potential void budget overspend.</p> <p>The void process is currently being reviewed and is being audited by SWAG in order to identify areas where the process can be improved and more effective expenditure can be achieved.</p> <p>A new lettable standard is currently in draft stage and colleagues and tenants are being consulted on content.</p> <p>Authority has been approved to recruit two officers to conduct pre-void and tenancy enforcement action for a fixed term period.</p>
HC2.9	TM	General – Customer Satisfaction To deliver customer-focussed services, achieving high levels of customer satisfaction	Repairs & Maintenance % of tenants satisfied with the most recent repair Target = 98%	Q1 - 98% Q2 - 98% Q3 - 98% Q4 - 98%	GREEN	No Change	Q1 - 98% (97.8)%

Housing and Communities Scorecard - Q1 April - June 2015

Ref	AD	Description	Measure	Previous Year Performance	Q1 (RAG)	Direction	Comments
Decent Homes							
HC3.1	TM	Decent Homes - To comply with Government Standards - To improve energy efficiency of housing stock	Asset Management Average SAP (energy efficiency) rating of housing stock Target = 70 Annual Housemark Indicator	Red 67.08	RED	No Change	67.08. This score is not a true indication of our SAP score but is the last calculated value. Works are being undertaken all the time to improve SAP scores of properties but the remeasurements cannot be easily recalculated across the whole stock. We have started to take steps to update these scores against properties where practical but longer term an ICT solution will be required which will not be a quick fix.
HC3.2	TM	Decent Homes - To comply with Government Standards - To improve energy efficiency of housing stock	Asset Management % of dwellings with a valid gas safety certificate Target = 100%	Q1 – 100% Q2 – 99.98% Q3 – 99.89% Q4 - 99.95%	RED	Worsening	99.84% 7 properties out of 4366 did not have a valid certificate. All have now been updated. 5 were tenants own gas assets and two were meeting halls.
Staffing							
HC4.1		Wellbeing & sickness management A reduction in absence levels whilst maintaining morale & wellbeing	Theme overall and service unit sickness days. Target = max 8.5 working days lost per FT employee Long term sickness cases YTD and active	12.73 days lost due to sickness absence year to date 2014-15. This is reported for the whole theme and not by Assistant Director Area.	GREEN	Improving	Q1 - 5.32 days lost due to sickness, projected to year end (Housing and Communities overall not by Assistant Director Area) Two cases of long term sickness absence.

Housing and Communities Scorecard - Q1 April - June 2015

Ref	AD	Description	Measure	Previous Year Performance	Q1 (RAG)	Direction	Comments
HC4.2	TM	Learning and Development maintain effective performance management of people	100% completion of full Performance Review and Employee Development during the last 12 months	Previously reported as whole Directorate not by Assistant Director	AMBER		Q1 45% completed in the last year. Managers have been asked to focus on completing staff PRED by end September 2015.
HC4.2	SL	Learning and Development maintain effective performance management of people	100% completion of full Performance Review and Employee Development during the last 12 months	Previously reported as whole Directorate not by Assistant Director	AMBER		Q1 29% completed in the last year. Managers have been asked to focus on completing staff PRED by end September 2015. The new Housing Structure has meant a significant change in managers within the service resulting in discontinuity which has affected performance review and development meetings with staff
Operational Delivery							
HC5.1	SL	Housing Stock To manage the housing stock and maintenance service to meet the needs of the tenants	Lettings Team % of closed ASB cases that were resolved Target = 66%	Q1 – 88.24% Q2 – 96.67% Q3 – 95.08% Q4 – 97.62%	GREEN	Improving	98.8%
HC5.2	SL	Housing Stock To manage the housing stock and maintenance service to meet the needs of the tenants	Lettings Team Average re-let time (calendar days) Target = 21 days	Q1 - 21.54 Q2 - 19.76 Q3 - 26.25 Q4 - 24.63	AMBER	Worsening	Q1 24.8 days We have had some properties that have not been let which are sheltered accommodation, they tend to be 1st floor flats one in particular is still not let despite it being advertised on 8 cycles. Some of the refusal reasons are: Health reasons, wanted a bungalow, wanted a garden, disliked area, property too small, and condition of property.

Housing and Communities Scorecard - Q1 April - June 2015

Ref	AD	Description	Measure	Previous Year Performance	Q1 (RAG)	Direction	Comments
HC5.3	SL	Housing Stock To manage the housing stock and maintenance service to meet the needs of the tenants	Lettings Team % of dwellings that are vacant but unavailable to let (this includes dwellings undergoing or awaiting major works, held for decant, illegally occupied or awaiting demolition) Target = 0.5%	Q1 – 0.7% Q2 – 0.6% Q3 – 0.7% Q4 - 0.55%	GREEN	Improving	0.37%
HC5.4	SL	Housing Stock To manage the housing stock and maintenance service to meet the needs of the tenants	Lettings Team % of dwellings that are vacant and available to let Target = 0.5%	Q1 – 0% Q2 – 0.01% Q3 – 0 Q4 – 0.01%	GREEN	Worsening	0.12%
HC5.5	SL	Housing Stock To manage the housing stock and maintenance service to meet the needs of the tenants	Lettings Team % of properties accepted on first offer Target = 75%	Q1 – 69.98% Q2 – 75.8% Q3 – 77.5% Q4 – 80%	AMBER	Worsening	63.21% As an example: 1 x 1st floor sheltered flat has been advertised over 8 cycles and has not been let, refusal reasons were: Health, wanted a bungalow, wanted a garden, disliked area, too small, condition. General themes are 1st floor sheltered regularly refused. Condition of property, applicants have stated that they felt they were being expected to do too much themselves and that works should be done during void period, particularly decoration. Additionally some refusals for kitchen and bathrooms not being replaced.

Housing and Communities Scorecard - Q1 April - June 2015

Ref	AD	Description	Measure	Previous Year Performance	Q1 (RAG)	Direction	Comments
HC5.6	SL	Housing Stock To manage the housing stock and maintenance service to meet the needs of the tenants	Housing Services % of tenants on whom the landlord holds diversity information Target = 90%	Q1 – 69.98% Q2 - 59.84% Q3 – 60.48% Q4 - 63.59%	RED	Improving	Q1 65.28% we continue to maintain efforts to collect this data
HC5.7	TM	Housing Stock To manage the housing stock and maintenance service to meet the needs of the tenants	Repairs & Maintenance Completion of repairs within priority target times: Emergency (within 24 hours) Target =98%	Q1 – 95% Q2 – 94% Q3 – 93.83% Q4 - 90.57%	RED	Worsening	Q1 86% Breakdown DLO 90%, Alhco 82%, Fixit 78%, Home n/a, T&C 80% The focus on DLO completion rates shows that they are now hitting some targets. The focus now needs to begin on other contractors performance. However, we are still experiencing frequent breakdowns in the job ticketing systems which means that time is lost reporting jobs to contractors.

Housing and Communities Scorecard - Q1 April - June 2015

Ref	AD	Description	Measure	Previous Year Performance	Q1 (RAG)	Direction	Comments
HC5.8	TM	Housing Stock To manage the housing stock and maintenance service to meet the needs of the tenants	Repairs & Maintenance Completion of repairs within priority target times: Urgent (within 3 working days) Target =94%	Q1 – 91% Q2 – 91% Q3 – 90.97% Q4 - 82.95%	RED	Improving	Q1 85% DLO 92%, Alhco 78%, Fixit 83%, Home 100%, T&C 75% The focus on DLO completion rates shows that they are now hitting some targets. The focus now needs to begin on other contractors performance. However, we are still experiencing frequent breakdowns in the job ticketing systems which means that time is lost reporting jobs to contractors.
HC5.9	TM	Housing Stock To manage the housing stock and maintenance service to meet the needs of the tenants	Repairs & Maintenance Completion of repairs within priority target times: Non Urgent (up to 28 days) Target =85%	Q1 – 81% Q2 – 83% Q3 – 83.71% Q4 - 91.37%	GREEN	Worsening	Q1 - 90% DLO 95%, Alhco 74%, Fixit 81%, Home 90%, T&C 86% The focus on DLO completion rates shows that they are now hitting some targets. The focus now needs to begin on other contractors performance. however, we are still experiencing frequent breakdowns in the job ticketing systems which means that time is lost reporting jobs to contractors.

Housing and Communities Scorecard - Q1 April - June 2015

Ref	AD	Description	Measure	Previous Year Performance	Q1 (RAG)	Direction	Comments
HC5.10	SL	Housing Stock To manage the housing stock and maintenance service to meet the needs of the tenants	Events supported Number of events/activities put on or supported by the team, broken down by area	Green	GREEN	No Change	<p>Events North Taunton include: community clean-up days, youth shelter and skate park up-grade consultation, Routes to the River Tone planning, talk to The Monday Club, regular attendance at the Youth Drop-In and Raising Aspirations Programme at the Academy.</p> <p>Wellington, seven public events, including two health and well-being events at both Rockwell Green CofE Primary School and Wellington Young People's Centre, two Community Clean-up Days in Priory Estate and Milverton, two Dreamscheme events on the Priory Estate, and a public consultation for a piece of open green space in Rockwell Green.</p>
HC5.11	SL	Housing Stock To manage the housing stock and maintenance service to meet the needs of the tenants	Local Authority Major Aids and Adaptions Number of applications completed, target 55.	40 applications completed.	GREEN	No Change	Q1 - 10 (anticipate reaching target by end of year)
HC5.12	SL	Housing Stock To manage the housing stock and maintenance service to meet the needs of the tenants	Local Authority Major Aids and Adaptions End to end completion time, target 22 weeks.	Q1 – 26 weeks Q2 – 27 weeks Q3 - 31 weeks Q4 - 42 weeks (including exceptions).	RED	Improving	Q1 - 41 weeks. Due to long term staff sickness and contractors unable to start works for 3-4 weeks.

Housing and Communities Scorecard - Q1 April - June 2015

Ref	AD	Description	Measure	Previous Year Performance	Q1 (RAG)	Direction	Comments
HC5.13	SL	Housing Stock To manage the housing stock and maintenance service to meet the needs of the tenants	Minor Aids and Adaptions Number of applications completed. Target 350	302 cases approved to end of quarter 4 2014-15	GREEN	No Change	Q1 - 45 completions by end of Q1 77 applications as at 3rd August 2015, numbers are similar to last year. On target to complete.
HC5.15	Simc	How many Disabled facility grant applications have been referred to the Council by Occupational Heath/Therapist. KPI 52a	Measure Only - no target	New Measure	GREEN		Q1 - 5 The number of Recommendations is dictated to some extent by the Occupational Therapists available to undertake the assessments. The number for this quarter is constant.
HC5.16	SL	Sheltered Housing Tenants with a needs assessment and risk assessment and support plan in the last 12 months, target 100%	Percentage of tenants with a needs and risk assessment / support plan in the last year.	New Measure	GREEN		Q1 100%
HC5.17	SL	Sheltered Housing Tenants with a support plan reviewed within the last 12 months.	Percentage of tenants with a support plan reviewed within the last 12 months, target 95%	New Measure	AMBER		Q1 - 85% The sheltered housing team have had 33% of the team long term sick, had to adjust to one team management and new areas which has caused a disruption in their working patterns. Area Community Managers have been notified of specific areas for concern and will implement action plans to resolve.
HC5.18	SL	Extra Care Customers with a needs and risk assessment and support plan	Percentage of Extra Care Customers with a needs and risk assessment and support plan = target 100%	New Measure	GREEN		Q1 100%
HC5.19	SL	Extra Care Tenants with a Support Plan reviewed in the last six months.	Percentage of Extra Care Tenants with a Support Plan reviewed in the last six months. Target 100%	New Measure	AMBER		Q1 60% due to staffing issues, action plan is in place to address.

Housing and Communities Scorecard - Q1 April - June 2015

Ref	AD	Description	Measure	Previous Year Performance	Q1 (RAG) Direction	Comments
				21	Green	
				13	Amber	
				10	Red	
				0	Not due	



Housing Vision for Somerset

Project Initiation Document – Review of sheltered and extra care housing 2015

SECTION A: Aim of the Project

Somerset County Council (SCC) has undertaken a review of how it commissions support in sheltered housing; and is currently reviewing how it commissions support and care in extra care schemes across Somerset.

The review of support in sheltered housing has led to a significant reduction in the amount of grant funding available; and also significant changes to the specification of services to be commissioned.

Although SCC's review into commissioning support and care in extra care schemes across Somerset is currently ongoing, the Council is aware that significant changes are being proposed and therefore needs to consider and plan for change.

This project has been set up to lead on Taunton Deane Borough Council's (TDBC) response to both Somerset County Council reviews. The project is designed to guide TDBC Community and Housing Services through the process efficiently and to enable the Council to reach a considered decision on the provision of new services to both sheltered and extra care tenants.

The project objectives will also to enable TDBC's sheltered and extra care housing to continue to:

- Achieve and maintain a high level of tenant satisfaction;
- Provide sheltered and extra care housing that is attractive to people to want to move into; and
- Meet the local demand for housing from people over 60.

It is vitally important that we ensure our housing stock meets government decency standards as a minimum and is maintained in a good state of repair. We need to continue to deliver enhancements by investing in existing homes as well as developing new homes taking account of the communities within which they are being built and wherever possible improve the local area too.

Many older people face health and social issues and therefore we need to be working with local partners to reduce the amount of more preventable health issues linking to the wider local health aims. We need to be supporting people in maintaining their independence and social networks. Our supported housing service needs to be transformed significantly to meet the challenge of reduced funding whilst developing a service that meets the changing needs of customers.



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SECTION B: Project work packages

B.1: Project work packages and individual service leads

The project is divided into two main work packages that will collectively deliver the project objectives and ultimately the desired outcomes, as outlined below:

1. Sheltered and Extra Care Housing Property Options – Lead: Property and Development Services.
 - Develop a local standard;
 - Assess the sustainability of our existing stock against the standard;
 - Develop a costed investment standard and plan;
 - Understand the financial performance of existing schemes; and
 - Explore alternative options.
2. Sheltered and Extra Care Housing Service Deliver Models – Lead: Housing and Community Development Services.
 - Develop bespoke, affordable service models that are right for both sheltered and extra care housing tenants;
 - Assess the software and hardware to enable the delivery of frontline services in an effective and more mobile way;
 - Understand the costs of the new service delivery models; and
 - Consider developing a service delivery model for older people that is tenure neutral and offers a flexible menu of care and support services to meet the health, social care and support needs of older people within communities.



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B.2: Summary of Project Work Packages

Ref No.	Work Package	Lead
1	Treasury Management	Lucy Clothier/ Arlingclose
2	Financial Control & Reporting	Lucy Clothier
3	Stakeholder Engagement – consultation and communication.	Martin Price
4	Sheltered Housing Service Model	Stephen Boland/ Gary Kingman
5	Extra Care Service Model	Jan Errington
6	Sheltered and Extra Care Property Options Review	Tim Child/ Phil Webb
7	Sheltered Housing and Extra Care Service Charges	Shari Hallett

B.2: Work package quality

Work packages and the individual service leads will be required to ensure their work packages consider and incorporate the following:

- Equalities Impact Assessments (where required);
- Impacts on partners and any engagement / communications required with them;
- Risk Assessment and proposed mitigation;
- Timetable/milestones for the project; and
- Member/Tenant Governance

Each work package service lead will be responsible for completing a work package and forwarding the work package to the Project Manager.

Work packages will be signed off as completed and having met specification by the Project Sponsor at a monthly Project Group Meeting.



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B.3: Skills Mapping:

What specific skills does this Project require?	Asset Management; Property Surveying; Business Planning and Financial Management; Communicating and Reporting; Project Management; Creative and Problem Solving.
Does your Project Team encompass all these skills?	Yes, although existing work demands will necessitate the commissioning of project support in relation to a property options review.
Are any additional skills required?	Treasury Management.

B.4: Project Team

<i>Name</i>	<i>Job Title</i>	<i>Contact Details: email and phone</i>
Terry May	Assistant Director – Property and Development	t.may@tauntondeane.gov.uk Extension: 5069
Simon Lewis	Assistant Director – Housing and Community Development	s.lewis@tauntondeane.gov.uk Extension: 2587
Phil Webb	Property Services Manager	p.webb@tauntondeane.gov.uk Extension: 2146
Tim Child	Asset Manager	t.child@tauntondeane.gov.uk Extension: 5094
Stephen Boland	Housing Services Lead	s.boland@tauntondeane.gov.uk Extension: 2608
Jan Errington	Interim ACM	j.errington@tauntondeane.gov.uk Extension: 2392
Martin Price	Tenant Empowerment Manager	m.price@tauntondeane.gov.uk Extension: 2792
Shari Hallett	Business Support Lead	s.hallett@tauntondeane.gov.uk Extension: 2609
Lucy Clothier	Accountant	l.clothier@tauntondeane.gov.uk Extension: 2519
Gary Kingman	Senior Supported Housing Development Officer	g.kingman@tauntondeane.gov.uk Extension: 2393

B.5: Key milestones - Note that this element will be monitored every two months throughout project life.

Milestone	Related output	Due date
Project start up.	Project Initiation Document.	30 th June 2015
Approval of PID and appointment of project team.	Agree staff involvement.	

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Finalise and agree detail of individual work packages.	Project Plan.	31 st July 2015
Monthly highlight reports to be produced for project team.	Overseeing project progress – ensuring good governance.	Monthly throughout the life of the project.
Brief councillors, tenant board members, tenant forum members and staff.	Shared understanding of project plan amongst key stakeholders.	17 th August 2015
Explore the best way of ensuring that the physical condition and standard of sheltered housing and extra care properties meets modern standards.	Understanding of the condition of each sheltered and extra care housing scheme. A costed and agreed investment standard for each sheltered and extra care housing scheme that reflects best practice, national policy, as well as the views of tenants.	1 st November 2015
Develop and agree a new service model for sheltered housing.	A new operational service model in place for sheltered housing.	1 st April 2016
Develop and agree a new service model for extra care housing.	A new operational service model in place for extra care.	1 st October 2016

B.6: Communications & Consultation Plan:

Provide opportunities for stakeholders, including tenants and councillors, to be informed about the Review of Supported Housing 2015 project and its aims by using a variety of methods of communication.

Identify stakeholders to ensure all receive clear and accurate information. These include:

- Tenants and tenant groups;
- Councillors; and
- Staff.

Ensure all information is up to date and accurate on 'sharepoint site'.

Hold events on schemes at key points during the project to inform and update tenants of about the project and receive feedback.



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Set up FAQ'S to help anticipate difficult questions and ensure clear and consistent answers to them.

Brief councillors.

Brief staff.

Brief all tenant groups including Tenant Services Management Board, Tenants' Forum and Supported Housing Development Group.

Brief a wider tenant audience by use of tenant newsletters and utilise website and satellite offices.

Record comments and feedback from consultation to update Project Group.

SECTION C: GOVERNANCE

C.1: Governance

The following governance and roles are proposed to ensure accountability of the project and its outcomes:-

Members Change Steering Group – cross-party representation to oversee project progress and take ownership of the end results. The Project Manager will provide monthly highlight reports on project progress and individual Work package Leads will report on an ad-hoc basis, as and when required.

Project Sponsor – Simon Lewis – Accountable for the success of the project; authorises resources; provides direction; provides visible support to Project Manager; authorise work packages as fit for purpose. Key role includes ensuring project stays focussed on objectives, ensure value for money, ensure deliverables meet project needs and responsible for business case.

Project Leads - The Project Leads will have the following responsibilities:-

- Be directly accountable for the delivery of the project by producing agreed outputs to the required specification and quality within budget.
- Maintain close liaison and communication with key stakeholders.
- Provide day to day direction to the project, respond to project issues and take decisions to ensure project maintains momentum and that the timetable is achieved.
- Ensure that communications with internal and external stakeholders are effective.
- Manage the key strategic risks facing the project.
- Meet with the Project Manager frequently to review progress of the project.
- Commission and chair reviews during the project to ensure alignment with objectives, capability of delivery and measurable achievement of benefits.



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Project Manager – Jan Errington (to be confirmed) - The Project Manager will have the following responsibilities:-

- Help design and agree work packages for each subgroup that have clearly defined outcomes, timescales, quality levels etc.
- Liaise with Work package Leads to monitor progress and help address any issues.
- Report back to the Project Group on progress, issues, delays, completed work packages etc.
- Maintain a Risk Register.
- Review lessons learnt from previous projects including the HRA Reform Project.
- Manage information flows between different levels of the project

Work pack leads – Ensure delivery of different work packages assigned by the Project Manager on time and to required quality. Report back to the Project Manager on progress, issues and delays.

The Work package lead is expected to keep the Project Manager abreast of progress and on any issues arising that will lead to delays or changes to the required outputs.

Work package lead will also be requested to attend a fortnightly Project Group Meeting to share progress with the Project Sponsor, Project Manager and other Leads and to make links between the work package. The project will develop iteratively, with work package results linking into each other and therefore these meetings will be critical to ensure shared communication.

On occasions, Work package Leads will be required to report findings / progress to stakeholder groups including tenants and staff, which will be arranged through the 'Stakeholder Engagement' workpackage as well as to CMT and a Members Change Steering Group.

Project Group Meetings – Monthly Project Group meetings will include the Project Sponsor, Project Manager and Work package Leads. Work package Leads will provide updates, share issues, make requests and ensure cross-working on work package.

Tenant Services Management Board – The TSMB will be briefed on the aim of the TDBC Supported Housing Review Group and will be kept updated on the progress of the project. The TSMB provide vital tenants' input to the project.

Supported Housing Development Group - The SHDG will be briefed on the aim of the TDBC Supported Housing Review Group and will be kept updated on the progress of the project. The TSMB provide vital tenants' input to the project.

JMT Steering Group – JMT will be used as a sounding board / steering group to challenge the findings of the project and add value. The Project Manager will circulate work package dashboards to CMT and update them on key issues monthly.

Unison Change Forum – Progress will be reported periodically to the Unison Change Forum.

The proposed governance structure is shown as **Appendix A**.



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SECTION D: SUMMARY OF PROJECT FUNDING AND COSTS

D.1: Summary of project funding and costs:

To successfully deliver the project funding will be required to:

- Employ a project manager – circa £60,000 over 2 years;
- Undertake a sheltered and extra care property options review – circa £40,000; and
- Property/asset costs/investment will arise

D.2: Anticipated savings:

At this stage it is not known whether this project will deliver financial savings for the Housing Revenue Account over the longer term of its business plan.

D.3: Other benefits

Benefits other than savings (such as improved performance against NIs) should be measurable and dated. Benefits may be realised during and at the end of a project; some benefits may be realised over the longer term. Please state:

Identify appropriate PIs, benefit measures

Benefit	Measure	Baseline position	Date achieved/anticipated
Meet local demand for housing from people over 60	Achieve and maintain a high level of satisfaction.	Industry average.	2016/17 ongoing
Meet local demand for housing from people over 60	High of demand for sheltered and extra care housing.	Low vacancy rates.	2016/17 ongoing
Services and properties promote the independence of people with long term conditions and is a cost effective alternative to placement in a	Strong care and support links with health professionals. Allocations targeted at those in need and capable of benefitting fully from sheltered and extra care services and properties.	Average utilisation of services and properties.	2016/17 ongoing

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residential care home.			
The social and community elements of services and property environments provide for the good mental health of tenants.	<p>Strong care and support links with health professionals.</p> <p>Allocations targeted at those in need and capable of benefitting fully from sheltered and extra care services and properties.</p>	Average utilisation of services and properties.	2016/17 ongoing

SECTION E: RISK ASSESSMENT

E.1: Sheltered and extra care housing review risk and opportunity register 2015

	Likelihood 1-5 (5=most likely)	Impact 1-5 5 = highest impact	Mitigation strategy	Score	RAG Status
A. Communication					
A1. Failure to gain buy-in of tenants and other stakeholders on project proposals.	3	3	Refer to Communication and Consultation Plan.	9	
B. Assets					
B1. Opportunity may arise to improve stock to higher standard.	4	4	Robust Asset Management Plan, feeding into business plan and financial modelling. Consultation with tenants on standard desired.	16	
B2. Staff capacity to ensure that property review is capable of being undertaken.	5	3	Planning and monitoring of staffing capacities at key times.	15	
C. Finance					

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C1. Could be a reduction in rental income if the impact of property review is not considered in the Business Plan.	3	2	Modelled impact into the Business Plan financial model.	6	
C2. May be a lack of funding available in the Business Plan to undertake potential improvements to housing stock.	4	4	Treasury Management advice from Arlingclose.	16	
D. Resources					
D1. Staff capacity to ensure that any financial service charge transactions take place successfully.	3	2	Planning and monitoring of staffing capacities at key times.	6	
Insufficient capacity to manage the project leads to project failing to achieve deadlines	4	4	Allocate resource to appoint a project manager.	16	

SECTION G: EQUALITY IMPACT ASSESSMENT

Equality impact assessments will be undertaken, where required, in all areas of this project.

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Appendix A: Proposed Governance:

