

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 14 September 2015 at 18:00.

Agenda

- 1 Apologies.
- 2 Minutes of the meeting of the Tenant Services Management Board held on 20 August 2015 (attached).
- 3 Public Question Time.
- 4 Declaration of Interests
To receive declarations of personal or prejudicial interests, in accordance with the Code of Conduct.
- 5 Right To Buy Social Mobility Fund
Reporting Officers: Samantha Muckett
Jo Humble
- 6 The Weavers Arms Development Update
Reporting Officer: Caroline White
- 7 Photovoltaic (PV) solar Panels Scheme Update
Reporting Officer: Caroline White
- 8 External Wall Insulation Scheme Update
Reporting Officer: Caroline White
- 9 Extra Care Housing Service Review Project (verbal update)
Reporting Officer: Jan Errington
- 10 Housing Revenue Account Business Plan 2012 - 2042 Review
Reporting Officer: James Barra

21 October 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 A Akhigbemen

Councillor C Appleby

Mr R Balman

Councillor R Bowrah, BEM

Mrs J Bunn

Ms M Davis

Mr D Galpin

Mrs J Hegarty

Mr K Hellier

Mr I Hussey

Mr R Middleton

Minutes of the meeting of the Tenant Services Management Board held on Thursday, 20 August 2015 at 6pm in JMR, Taunton.

Present: Mr R Balman (Chairman)
Ms M Davis (Vice-Chair)
Mrs J Bunn, Mrs J Hegarty, Mr I Hussey, Mr D Galpin, Mr R Middleton,
Councillor Bowrah

Officers: Terry May (Assistant Director - Property & Development), Stephen Boland (Housing Services Lead – Housing Communities) Lucy Clothier (Accountant) Martin Price (Tenant Empowerment Manager), Phil Webb (Property Services Manager) and Michelle Brooks (Democratic Services Officer).

Others: Mr Dustyn Etherington

(The meeting commenced at 6.00pm)

1. Apologies

Mr A Akhigbemen, Mr K Hellier, Mr M Edwards

2. Minutes of TSMB 23 July 2015

All agreed, signed by Chair.

3. Public Question Time

Comment and questions – Mr Dustyn Etherington:

With regard to the budget outlined by the Government, pay to stay for higher earning tenants in social housing. £30,000 average wage, isn't a high wage. This will affect many, with the average rent of £400 to increase to a market rent of £800, a lot of money to find. This could affect self-employed, may drive people to buy and take on a mortgage rather than rent, £150,000 mortgage will be cheaper than £800 rent. How will this affect HRA? How can HRA spend all receipts in 3 years? If not able to spend money, does this go to the Government and does this mean the Council loses it? £30,000 too low an amount, feels that this would change estates as there would be no social mix. Social mix gives aspirations to people, without this the estates could end up like ghettos.

Resolved that the Board note the comments.

4. Housing Revenue Account Financial Monitoring Quarter 1 2015/16

Considering the report previously circulated, concerning the budget for 2015/16. Budget monitoring report for Quarter 1, with a new format for the report. Key issues:

HRA revenue - Income:

- HRA – underspend of £12k
- Income - overall budget is £26.9 million, mostly dwelling rents. Dwelling rents over recovery of £138K (expected).
- Additional over recovery of £17K service area and 19K supporting people.
- Overall = £177k over recovery.

HRA - Expenditure

- Housing management agency staff caused over spend of £103K, looking how to manage this.
- Overspend of £38k planned maintenance, additional asbestos testing and two contracts slipped back (maintenance and electrical testing contract).
- Other expenditure - communal areas, higher spend than last year, linked to planned maintenance and central costs all OK.

Capital

- £23.4 million overall approved budget, complete budget approved. Over the next few months work will be done to profile.

Three areas of reporting; major works, major internal items, other bits (external garages, meeting halls, environmental improvements, sustainable energy)

- Major Works – budget £9.2 million
- Major internal items, Contracts in place – kitchens, bathrooms, air source heat pumps, contracts coming into place, contracts started.
- Other works – on target, environmental improvements and extensions, because so large will go into next financial year
- Development – all schemes due to complete on financially on target.
- Expected to spend - £17.9 this year and £5.4 following year.

During the discussion of this item, board members made the following comments and asked questions. Responses shown in italics:

- Concerned Agency staff employed, long term?

Basically covering posts, opportune moment because of future transformation, with variable market rates, very difficult to attract employees. The temporary posts are to help cope with change and the initial impact, will see how it is affecting us in the service. This will help make firmer decisions, a temporary adjustment until we see what landscape will look like.

- Has anything been done on the figures, what is the actual income actually going to get over the next 4 years
Initial figures presently, waiting for full details but expect significant change with a lot of work to plan fully, not sure of the exact impact, but expecting it to be significant. More information will come from the Government in autumn - September/October, and then the information shared.

Resolved that:

1. The Board note the report.
2. Should anyone require a new format, speak with Lucy Clothier.

5. Performance Indicators Quarter 1 2015/16

Considering the report previously circulated, concerning the key areas:

- Red or amber indicators relating to lettings - lettings of vacant properties. There is due to be a major review as the performance is poor. Imparticular tenant responses are at low satisfaction levels and expectations of new tenants are not being met.
- Accepting feedback from potential tenants – notice has been taken and the lettable standard is being reviewed. A new document, will be produced looking afresh and reviewing the process.
- Because of the poor state of property, once vacated, the neglect or damage, is expensive to repair. Temporary measures are being put into place to manage damage. Intention is to employ two members of staff to get alongside tenants known to cause damage. Then able to make early intervention, give support and in some cases maybe enforcement action will be needed.
- Internal audit – auditors to look at operating process, carry out assessment and provide findings. Indicators relate to lettings in 3-4 months' time, more information to come.
- Complaints – currently off course, but are within target and the parameters set. Senior management is raising the profile of dealing with complaints, expectations beyond target time will be improved upon.
- Income – within target, what the future will look like is uncertain. The risks are because of concerns of the changes from the Government.

- Rent arrears - primarily need to recover. There is no difference in previous years, and this always improves towards the end of the year.

During the discussion of this item, board members made the following comments and asked questions. Responses shown in italics:

- Empty properties – one in Staple Fitzpane that has been empty for 6 months, is this across the board, or a one off?
This is a one off. Sometimes have to enter into a legal process, and make available linked to parties. The legal processes in some areas of housing are frustrating but we have to set aside because the law requires it. As soon as the legal process concludes will re-let. Average 24 days to re-let time.
- Sheltered housing - believes this should not be on first floor.
Linked to next report, need to respond to the change and make decisions effectively making effective use of properties. Lots of information to take into account and review, maybe decommission is an option.
- Wellington project – is there still difficulty moving a client?
Oaken Ground, new build in Rockwell Green. Planning supported the application 2 weeks ago, out of 10 occupants, 8 have moved, 1 accepted, and the final occupant is still under discussion. Delicate situation, doing everything to bring about a satisfactory solution.

Resolved that: The Board note the report.

6. **Project Initiation Document – Review of Sheltered and Extra Care 2015**

Considering the report previously circulated, concerning properties:

880 sheltered housing units

90 extra care - Kilkenny, Lodge Close.

Review responding to external changes:

- Grant from County Council – A grant is received from County Council to fund, and resource sheltered and extra care tenants. County Council have changed specification and services, and reduced the amount of funding to provide those support services.
- Service specification is changing and need to respond. Need to make sure Assets (880 + 90) fit for purpose and make effective use of assets.
- Review of meeting needs of people started with Jan Emmington being the project manager,

- Assets – November 2015, received funding responses from tenants positive councillors approved funding for external expertise for review of assets.
- Sheltered housing service, further reports October/November. Details will be provided over coming months.
- Soundings from tenants, response is that they are pleased they are being involved comments on what we need to change and do differently, service delivery and funding arrangements.
- Further updates to be provided as findings collated and then to seek view on proposals from TSMB.

During the discussion of this item, board members made the following comments and asked questions. Responses shown in italics:

- What percentage of funding will the County Council take away? Do County Council expect the same service with less money?
Approximately £153,000. There has been a reduction every year. Rules have changed with service specification changed and the threshold for who qualifies.
- Will Standards go down?
No, have to look at the Business Plan, meeting the needs of the vulnerable is important. Housing will provide a report. Housing support officers still deliver some form of service, and engage with tenants, proposals later to TSMB.
- People in sheltered housing be kept up-to-date? Extra for facilities for being in sheltered housing, will this amount be going up?
- *Try not to pre-empt detail, this will all be in the report. County Council off setting costs, still need to meet needs of vulnerable people. Will produce a report so that TSMB know what is happening, tenants have received letters and been invited to meetings, and this will continue. Feedback is that they want to know detail. Implement by April 2016.*
- Big expenditure would be extra care?
One to one yes, more services on a care scheme, extra care is more complex.
- Sheltered housing officer, doubt should be there, not a lot of point.
Opinions may vary, some value sheltered housing officer. Many cases are complex, and a support plan will be jointly created. Actions agreed to be undertaken and reviewed. Some tenants have greater support needs, if taken away, their confidence goes and can feel less able to cope, and struggle living in general needs housing - people needs vary.
- As Part of property review, some sheltered housing may not fit the bill could change this change, lose a few?

Look towards future, with a more likely older, frailer population. More sheltered supported housing, not able to maintain their independence.

- Decommission sheltered housing? Are you careful who you put in upstairs apartments?
- *Yes, mindful of clash of lifestyles as aware this leads to problems. Decommissioning is not the only option. Mixed schemes has caused problems previously, not necessarily always worked. Sheltered housing need to, target the right audience and client group, need to provide right type of environment, with right support, as County can't afford nursing / residential care. Need to get this right to meet demand. More information in the coming months, interested in what TSMB have to say. Project started in July, receive more information over the coming months.*

Resolved that: The Board note the report.

9. Apprenticeship Management Scheme

Report went to the Board in January as part of Housing Revenue Account Business Plan review. This circulated report is the proposal:

Three year rolling programme with one application a year as below:

- 1st year – Business support
- 2nd year – Area teams
- 3rd year - Property services

The intention is to earn as the apprentices learn and complete a recognised qualification while attending day release at College. The qualification will be NVQ2 in the first year, and NVQ3 in the second year.

This be on a 2 year fixed term contract

During the discussion of this item, board members made the following comments and asked questions. Responses shown in italics:

- At the end of apprenticeship, guaranteed employment?
No, cannot guarantee employment, but the organisation will be in a position to look at the apprentice and the apprentice would be able to apply for posts. Gaining the experience and qualifications, while being paid is an advantage.
- What's the take up? Could be expensive for the applicant, bus fares etc.
Not sure, totally new and not done this before. Hope it will be attractive, will involve local college, job centre +, making sure lots know and will increase people putting themselves forward.

Resolved that: The Board recommend the report, all in favour – yes.

9. Tenants' and Leaseholders' Open Day

This outline work has been done and thanks to the Board and Forum for all of the support.

Changing to a local focus now instead of holding the open days at Somerset County Cricket Ground. Now these are to be held in and around local areas. These will be easier to get to and enable information to be taken away. This will provide two way advantage, people to speak with face to face and for officers to gain the opportunity to find out information.

The First Event is to be at Halcon:

Halcon – 9 September 2015, All Saints Church informal events from 10 am to 1 pm.

Other business:

Cllr Appleby is now on the TSMB (replacement for Cllr Federica Smith)

Tenancy fraud in next quarter be brought to board for discussion

(The meeting ended at 19.35pm)

Tenant Services Management Board

14th September 2015

Right to Buy Social Mobility Fund Home Ownership Cash Incentive Scheme - An update

Report of Jo Humble – Housing Enabling and Development Manager
(This matter is the responsibility of Executive Councillor Terry Beale)

Executive Summary

This report is a progress update following the detailed report presented to TSMB on 01st June 2015 regarding the Department of Communities and Local Government (DCLG) Right to Buy Social Mobility Fund and the grant funding secured by Taunton Deane Borough Council.

£300,000 has been secured through the bid and the administrative process and proposed methods of promotion to undertake a

1. Purpose of the report

To provide the Tenant Services Management Board (TSMB) with a progress update of the Right to Buy Social Mobility Fund 'Homeownership Cash Incentive' scheme to TDBC tenants with a Right to Buy Eligibility.

2. Background information

In February 2015 the Department of Communities and Local Government (DCLG) offered the opportunity for any Stock Owning Local Authority to lead a bid for a Right to Buy Social Mobility Fund.

Partnership bids were encouraged to extend the scheme to tenants with a Preserved Right to Buy. Taunton Deane Borough Council led a successful bid in partnership with Magna West Somerset and West Somerset District Council.

The purpose of the Fund is to enable local authorities to provide a scheme for their eligible Right to Buy tenants to access a cash payment in the place of their Right to Buy discount on their current social property.

The cash payment must be used to help towards the purchase of a property on the open market. Local authorities will benefit by freeing up properties that can be allocated to new tenants. The grant can be used to buy a residential freehold or leasehold property anywhere in the United Kingdom. The property must be a suitable size to adequately house the tenant's family.

The grant cannot be used to buy the following types of property:-

- A mobile home, caravan or houseboat
- A property sold at auction
- A business
- An existing Council property eligible to be purchased under the Right to Buy scheme.
- Shared ownership or any other home ownership initiative

The scheme can be offered to all social tenants that are eligible for the Right to Buy discount, but the fund is specifically aimed at

- older tenants may wish to move to a different area to be closer to family or into more suitable accommodation;
- working age tenants may want to move closer to employment opportunities;
- tenants who pass the Right to Buy affordability test but are unable to raise a mortgage because of issues with the property in which they live

The bid submission gave the opportunity to include priority categories which will meet local needs; for example, by freeing up the type of properties where there is a local shortage. There is a recognised shortage of 1 bed accommodation within Taunton Deane therefore a prioritisation for those vacating 1 bed properties were included.

The funding must be spent by 31 March 2016.

3. The Proposal

On 26 March 2015 DCLG announced the bid submitted by Taunton Deane Borough Council in partnership with Magna West Somerset and West Somerset District Council had been successful. The bid was for £300,000 which equates to a grant of £20,000 to a potential fifteen applicants.

A restriction within the bid was the cash payment available to individual tenants must not exceed £20,000 for councils outside London or £30,000 for London boroughs. Money from the Right to Buy Social Mobility Fund is only available to fund cash incentives. It is not available to fund the administration of the bidding authority's scheme.

The timescales to initiate this 'Homeownership Cash Incentive Scheme' are very tight as the applicants must have exchanged and in the process of completing their open market property by 31 March 2016.

The bid required a breakdown of potential tenants priority categories, although the scheme is open to all those with an eligibility of Right to Buy or Right to Acquire. It is currently unknown what the demand will be for this fund. A similar cash incentive scheme was run by TDBC in 2006 / 2007 and all funding allocated with a positive take up by residents.

The following chart shows the proposed numbers of applicants to cover the prioritised categories. These numbers were determined through research of statistical data held within the Council and Magna West Somerset. This is a guide and DCLG guidance have advised that it will not prevent others with an eligibility for Right to Buy to apply to be successful applicants.

	2015-16			
	Q1	Q2	Q3	Q4
Older tenants			2	3
Tenants moving to access working opportunities			1	1
Tenants unable to mortgage their social property			1	3
Tenants releasing 1 bedroom properties			2	2

4. 'Homeownership Cash Incentive' scheme procedure and promotion

The Right to Buy Officer, Sam Muckett is administering the scheme on behalf of Taunton Deane Borough Council. There is a close working relationship with Magna West Somerset's Home Moves Advisor who will be administering the scheme on their behalf.

To be eligible for the funding through TDBC the tenant must:

- Currently be a secure tenant of Taunton Deane Borough Council
- Have been a public secure tenant for at least previous 3 years
- Currently live in the property as your only or main home
- No legal problems with debt
- No outstanding possession orders

Interested tenants will be need to complete an application form and provide supporting documents, including a Mortgage in Principle certificate or savings statement as proof of ability to fund their purchase.

The application will be assessed on a 'first come first served' basis as advised by the DCLG. The assessment will confirm the applicant's eligibility for the scheme and will consider the current property occupied by the tenant and the tenant's circumstances against the priority groupings detailed in this scheme.

Successful applicants will be notified in writing and provided with an offer document setting out the terms of the grant and what is required in order to successfully complete a purchase under this scheme.

The grant will be paid direct to the applicants' solicitor's client account once evidence of signed contracts at exchange have been provided. The money will then be held by the applicants' solicitors until the date of completion. Neither the applicant nor their solicitor shall be authorised to use the grant monies prior to the date of completion. Therefore, should the applicant wish to exchange contracts before the completion date, they shall have to use alternative money for the purpose of a deposit.

The proposed promotion of this scheme includes an advert in Tenants Talk, and leaflets within the Deane House reception area alongside promotion through Tenants Services Management Board and Tenants Forum

5. Financial implications

Financial implications have been discussed with the Housing Revenue Accountant and agreed with the S151 officer.

6. Legal Comments

The legal implications are being discussed with Legal Services.

7. Links to Corporate Aims

This work has a positive effect on Corporate Aim 1 – Quality and sustainable growth and development and objective three within the Housing Action Plan; Investment in our housing stock, regeneration and affordable housing.

8. Recommendations

The Tenant Services Management Board is asked to note the contents of this report and facilitate the promotion of this homeownership cash incentive scheme.

9. Contact Officer

Jo Humble – Housing Enabling and Development Manager
01823 356 457
j.humble@tauntondeane.gov.uk

The Weavers Arms, Rockwell Green, Wellington

- Planning permission obtained 12th August subject to conditions for 26 properties, a mix of 1 bed flats, houses and bungalows.
- Planning condition 5 – west boundary treatment to be approved by LPA in the interest of neighbouring residents. Keep foliage in place to soften boundary and provide foraging for bats.
- Planning condition 6 – works implemented in accordance with Bat surveys – bat resting places & accesses thereafter permanently maintained (walls, eaves).
- Bat License required to Natural England – Bats protected species can only be moved at certain times of year, this will impact scheme timings.
- Project currently out to tender to contractors using the West Works framework
- Two decants at Oaken Ground pending move
- One household awaiting void property in Wellington to be finished
- Estimated on site date beginning 2016
- Construction type (timber or masonry) yet to be confirmed



Photovoltaic (PV) Solar Panels Scheme to 350 panels

The scheme to fit PV to 350 council owned houses is nearing completion, with the final installation due near the 7th October.

The two appointed installers were Glevum Heating and Prolectric. Glevum have already installed their target of 175 properties and have the final one to fit in October. Prolectric still have approximately 12 properties to install.

Western Power Distribution decide how many properties in an area can be connected to the grid, therefore some tenants have not had PV whereas their neighbours have. This has caused some complaints. All we can do is reiterated the fact we need permission from Western Power Distribution to install PV to their home and connect to the grid.

A recent Government announcement informed us that Feed In Tariffs (FIT) are dropping from 12p per kilowatt hour to 1.63p on the 31st December. Our installed properties will be secure on the 12p rate but any future ones will be on the much lower rate. Therefore it is unlikely future schemes will be financially viable as the cost of panels are unlikely to drop in price to match the drop in FITs.

The investment TDBC have allocated for the PV scheme is £1.5m. The FITs we receive will go towards paying off the cost of the panels, which is estimated to take 13 years. From year 13 – 20 TDBC will have paid off the investment figure and will be in a positive cash flow due to the FIT income.

Over the lifetime of the panels it is anticipated they will save 11,000 tonnes of carbon emissions.

External Wall Insulation Scheme to a selection of Cornish type non-trad properties

Solid External Wall Insulation to a selection of Cornish house types is well underway and due to complete in late October. The original cladding from the early 1990s has been removed and a new 150mm fibre board and render system has been applied.

This is to make the homes easier to heat as it will insulate the whole of the lower elevations. The installation has happened over the summer months so tenants will not feel the cold while the original cladding was removed.

There has been a slight delay in completing the project as materials have had to come into the UK via Calais, which has encountered problems recently.

Below is a picture of the fibre boards being applied, two coats of render are then applied. Window cills are replaced, pipes are extended out to allow for the 4 inches of insulation and all external fixings are replaced. Tenants are informed not to affix anything to the EWI as it is not a hard material and puncturing it will lower the thermal efficiency.



Insulation boards before render is applied



New EWI next to bricked Cornish property

HRA BP Review 2015. Specification for consultancy.

A. 1st Phase – Indicative time period September 2015 to November 2015

1. Establishment of baseline financial position to include:

- Review of business plan financial model
- Review of functionality of the model and robustness of calculations
- Review and update of all inputs
- Review Void property expenditure and comment on suitability of average void cost of £2.5k per property in our context.
- Review management costs to progress decisions regarding whether additional (temporary posts) in relation to activities such as money advice and One Team input become permanent commitments.
- Review emerging impact of budget announcements on financial position, and any implications in terms of management costs.

2. Explore flexibilities and constraints:

- Set out the key features of the current regulatory and financial framework within which the HRA is required to operate, highlighting the opportunities and constraints in particular around asset acquisitions/disposals, capital investment and borrowing

3. Sensitivities and stress testing to model options for future decision making

- Rent policy options
- Provision of additional or different services eg employment skills development, lifeskills, health support etc
- Working with TDBC Treasury Management service to explore re profiling of loan portfolio to release cash earlier.
- Capital programme for major works to existing housing
- Debt increases or reductions
- New development, acquisition or disposal of housing arising from the regeneration programmes
- Test various quantum and profile of investment in non-traditional property regeneration
- Options for use of right to buy receipts
- Profile impact on recharges of reduced staff headcount in General Fund transferring greater organisational running costs to the HRA.
- Comment on the Council's HRA Governance and make recommendations as to how potential greater risks and pressures in the Business Plan can be monitored and mitigated by enhanced Governance arrangements.

4. Healthcheck of Codeman stock condition data to include

- A desktop review of the Codeman database to : -
 - Review the existing data collection set up and comment on any areas not covered
 - Review progress with increased coverage of survey data since last review.
 - Review the existing schedules of rates, and comment accordingly
 - Review the existing life cycles and comment accordingly
 - Using the raw data check for elemental population and frequency of replacement in line with life cycles and actual work completed and comment accordingly
 - Review works contracts in place and planned and comment on fit with stock data.

5. Refresh business plan progress and priorities

- Review of progress against previous objectives
- Workshop with staff to carry out - SWOT analysis of current service and plans
- Incorporation of feedback from other tenant survey/feedback conducted by TDBC or from STAR surveys.
- Review of available information on demand and commentary on implications for HRA stock
- Assess projected demographic and health demand data to consider niche supported housing opportunities e.g. dementia support.
- Review of current service performance and whether this needs adaptation to reflect strategic priorities
- Development of business plan narrative
- Update action plan
- Identification of key risks and establishment of risk management plan
- Workshop with members to present financial model and options for expenditure priorities over the short/medium/long term
- Presentation of key messages to Tenant Services Management board and incorporation of feedback from them to inform priorities

B. 2nd Phase – Indicative time period November 2015 to February 2016

Arising from the business plan review are likely to be several significant activities including

Asset Performance and new Strategy

- Review the financial and social sustainability of assets in order to inform long term asset management plans.

- Assessment of financial performance based on the net present value of the operating cashflows of the assets, alongside a review of social sustainability linked to business plan objectives and other core data.
- High level review of open market values and market rents used to inform strategies around disposal and tenure conversion as options to improve asset performance.
- Assess potential risks associated with current right to buy proposals relating to the sale of high value local authority assets.
- Make recommendations as to how assets could be managed at a portfolio and local level including identifying candidates for options appraisal to improve business plan cashflows, address void issues and support regeneration plans.
- Draft new Asset Management Strategy that targets investment in existing assets where it will add maximum value both financially, and against the Council's housing objectives.

Development strategy

- Review Development progress to date in particular assumptions used to determine business case for developments and contribution of new builds to HRA.
- Assess and challenge drivers for new build programme.
- Identification of opportunity areas/sites based on key drivers such as market evidence, asset performance, planning policy
- Review evidence for different housing products in terms of tenure, unit type and size in light of local housing need and changing demographic picture.
- Make recommendations for where and what we should be developing.
- Assess extent of investment required to address regeneration of non traditional portfolio and comment on emerging plans for initially tackling Woolaway properties and make recommendations on extent of investment required to address this class of property and staff team necessary to deliver
- Based on the first phase review make recommendations on the volume of investment possible and timing of investment to inform pipeline
- Consideration of procurement and delivery options
- Assess viability of additional investment in further sustainable energy initiatives, in particular further roll out of Solar P.V. and External Wall Insulation of suitable property.

In addition to investigate options for a Council owned company or similar special purchase vehicle. The purpose of this work would be to:

- Review and confirm the rationale for looking to set up such a vehicle – in particular what are the potential benefits it could offer compared to existing delivery options?
- Illustrate the nature and scale of housing and financial benefits it could offer the Council, in the context of a typical housing development project.
- Outline the alternative options for the structure and funding of such a vehicle, and the main steps which would need to be taken to implement the proposals, including the likely timescales, costs and risks.

Supported housing review

Development of future Sheltered and Extra Care housing strategy to include

- Review of current sheltered housing stock to assess financial viability and capacity to meet identified needs now and in the future is appropriate for modern standards, and to support Council decision making
- Review the current physical environment offer of our Supported Housing stock and comment on its suitability against modern standards, and propose a potential new property standard that we could apply to our stock.
- Carry out an assessment of the suitability of stock against current and potential future improved standards, with recommendations for its future use, options including:
 - Refurbishment
 - Remodelling
 - Change of tenure or use
 - Additional provision for Extra Care
 - Disposal
 - Demolition / Regeneration

C. General

- Assist in planning suitable resident and stakeholder consultation activities and events concerning BP priorities. (Actual events will be delivered by TDBC staff).
- Support key decision making therefore plan to present at four evening committee meetings (two each for 1st and 2nd phase reporting).

TDBC HRA Business Plan Review

1st Phase

Baseline Financial Position

Explore Flexibilities Constraints

Stress Testing / Scenario Modelling

Codeman Review

Refresh BP Progress & Priorities

Extra Care Options Review

Nov / Dec 2015 1st Update BP Document & Action Plan & Committee Report

Budget Setting

2nd Phase

Asset Performance Strategy

Development Strategy

Sheltered Housing Review

Informs

Informs

Informs

Feb 2016 Sore Thumbing with Business Plan

March / April 2016 Approval Process and Budgeted Setting

CONSULTATION

