

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 19 June 2017 at 18:00.

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## **Agenda**

- 1 Apologies.
- 2 Minutes of the meeting of the Tenant Services Management Board held on 24 April 2017 (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 Financial Monitoring Quarter Four 2016/17. Report of the Principal Accountant (attached).  
Reporting Officer: Steve Meers
- 6 Performance Indicators Quarter Four 2016/17. Report of the Assistant Director - Housing and Community Development and the Assistant Director - Property and Development (attached).  
Reporting Officers: Terry May  
Simon Lewis

The following items are likely to be considered after the exclusion of the press and public because of the likelihood that exempt information would otherwise be disclosed relating to the Clause set out below of Schedule 12A of the Local Government Act 1972.

- 7 Development Update. Confidential report of the Development Manager (attached).  
Reporting Officer: Rachel Searle

22 February 2018

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

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**Tenant Services Management Board Members:-**

Mr A Akhigbemen

Councillor C Booth

Councillor R Bowrah, BEM

Mrs J Bunn

Mr D Galpin

Mrs J Hegarty

Mr K Hellier

Mr I Hussey

**Minutes of the Annual General Meeting of the Tenant Services Management Board held on 24 April 2017 at 6.00pm in the John Meikle Room, The Deane House, Belvedere Road, Taunton.**

**Present:** Mr R Balman (Chairman)  
Mr A Akhigbemen, Mrs J Bunn, Mrs J Hegarty, Mr K Hellier, Mr I Hussey and Councillors C Booth and R Bowrah.

**Officers:** James Barraah (Director – Housing and Communities), Terry May (Assistant Director – Property and Development), Stephen Boland (Housing Services Lead), Rich Prewer (Property Services Manager), Martin Price (Tenant Empowerment Manager) and Clare Rendell (Democratic Services Officer)

(The meeting commenced at 6.00pm)

**1. Apologies**

Apologies were received from Mr D Galpin.

**2. Minutes**

The Minutes of the meeting of the Tenant Services Management Board held on 27 March 2017 were taken as read and were signed.

**3. Public Question Time**

No questions received for Public Question Time.

**4. Declarations of Interests**

Mr Akhigbemen, Mr R Balman, Mrs J Bunn, Mrs J Hegarty, Mr K Hellier and Mr I Hussey declared personal interests as Taunton Deane Borough Council Housing Tenants.

**5. Tenant Services Management Board 2016/17**

The Chairman of the Tenant Services Management Board (TSMB) gave a verbal update welcoming those present to the seventh Annual General Meeting and reflected on some of the Board's work over the past year.

The following was a summary of the Chairman's reflection of the Board's activity over the past 12 months:-

- The Chairman thanked the Board Members for their attendance and participation.
- There had been a lot of home improvements carried out on the housing stock which included extra insulation, bathroom improvements, replacement heating and replacement external doors.
- In February 2017, Board Members were invited to inspect the new development Seabrook House in Creechbarrow Road. The properties were very spacious and well-constructed.
- In March 2017, the Chairman attended a Disabled Adaptations workshop at Somerset County Cricket Club and also visited the new Deane DLO Depot in Wellington.

- The new contract for Extra Care Housing commenced with the company Way Ahead.
- Welfare Reform and the new Universal Credit Scheme were rolled out within the Borough and the Chairman hoped that the tenants would soon see the benefits of the new scheme.
- The TSMB had sent three Board Members to the Tenant Participation Advisory Service conference to learn from other Councils and social housing providers, which they found were very informative.
- Taunton Deane Borough Council (TDBC) Chief Executive had attended the last TSMB meeting and gave a verbal update on the Transformation Project. The talk was informative and interesting.
- It had been a productive year for the TSMB and the Chairman hoped they had helped to make the properties better places to live for the tenants.

**Resolved** that the Chairperson's report be noted.

## 6. The Year ahead for Housing and Communities

The Director for Housing and Communities gave a verbal update relating to the Housing Revenue Account and the Council projects for the forthcoming year and updated the Board on the wider Council issues as well as local issues which effected this Council and its Tenants.

Below was a summary of the main points from the update:-

**Corporate Issues.** The next twelve months were expected to be challenging. This included the Secretary of State's decision, the Transformation Project and both County and General Elections. This was going to be a significant year for the Council with impacts on staff expected.

**Locality Working.** This included improvements in the way staff within the One Team worked and would explore local involvement in both urban and rural areas to become integrated within those communities.

**Housing Revenue Account (HRA).** A review on the Business Plan was carried out. This looked at cost reductions mainly with repairs and maintenance.

**New IT Projects.** The Council had been involved in several new IT projects which included ITrent for HR and Payroll, E5 for Finance and the new website for TDBC.

**Hinkley Point Development.** Although this project did not fall within the boundary of TDBC, the Director wanted to give the TSMB an update as it would have an impact on the infrastructure with the TDBC area. The Council had new posts to appoint within the Housing team to help facilitate movement within the housing sector to free up accommodation for Hinkley Point workers.

**Universal Credit.** The new scheme had gone live in October 2016 within the Borough. At this time it was difficult to assess the full impact the scheme had on tenants. This would be carried out at the end of the financial year.

**Introductory/Flexible Tenancies.** The Council was due to introduce these in June 2017 and had the potential to last up to five years.

**Adaptations.** There was a recent workshop with partners who worked on adaptations and they had recognised the ability to work smarter and introduce best practice.

**New Extra Care Provider.** The contract with Way Ahead had commenced at Kilkenny Lodge.

**Customer Project.** A review on customer satisfaction level was carried out and staff training was provided.

**Grounds Maintenance Review.** The results should have a significant impact for tenants.

**Business Plan Review.** This was for a renewed Tenancy Strategy and ensured the Council was engaged with customers. It included tenancies, customer expectations and service delivery. This strategy was one of three service reviews of the HRA.

**Apprenticeships.** There were challenges but the Council had now recruited an apprentice within the Housing Management team.

**Property Area.** The Deane DLO were making progress with their new depot. However, they were still experiencing problems with their IT reporting. A new manager had started and had a very positive outlook and significant improvements had been made on the capital spend.

**Quick Time.** The gas maintenance contract was now back in house and they hoped to be able to sell this service to external customers in the future.

**Asset Management.** The department was operating at low capacity which had proved challenging.

**Accommodation Projects.** Staff were involved in accommodation projects at TDBC, West Somerset Council and Moorland House and were looking into a base in the North Taunton area and had two options. A review of the meeting halls was also carried out (this included guest rooms which were vacant).

**Regeneration.** The department continued with work on new schemes and had made good progress on the new developments. White Papers on Housing had been produced.

The Director for Housing and Communities thanked the Board Members for their attendance and participation throughout the year.

During the discussion of this item the following points were made:-

- Board Members queried if the high value sales mentioned in the update would be domestic or commercial?  
*The Government decided which void properties this would be and was due to a change in the Government policy on levies.*
- Concern was raised on recruiting apprenticeships.  
*The Housing Managers had worked with the local colleges in Taunton and Bridgwater to advertise the apprenticeships available at the Council. They had offered packages but the salary on offer seemed to be a deterrent to the students. The Housing Managers were still eager to encourage young people in to the trade and were willing to discuss this with individual Board Members to alleviate any concerns.*

**Resolved** that the Officer's report be noted.

## **7. DLO Operational Challenges and Opportunities for Improvement**

The Property Services Manager presented the report which updated the TSMB on the current situation within Property Services.

The development of a repairs and maintenance Operational Delivery Plan and Key Performance Indicators (KPI) Scorecard was designed to ensure we delivered an excellent repairs and maintenance service for tenants and leaseholders that saw performance in the top quartile as a benchmark norm and enabled residents to live in well maintained, warm and safe homes that contributed to sustainable communities.

The KPI and Plan concentrated on the delivery and the development of the repairs service. It was noted that the data currently contained in the KPI Scorecard was for illustrative purposes only, it was too early in the current financial year to have accurate information available. The Scorecard would be populated with precise information as the year progressed.

The Property Services Manager recognised the importance of a high performing value for money appointable repairs service. He would continue to improve levels of service delivery and reduce the reliance on responsive maintenance and adopt national best practice.

Property Services would focus on three main priorities this year. These were financial performance, cultural change and customer satisfaction.

The desired cultural change had started to take shape and put the customer at the heart of Property Services. Contractors had also been trained to deliver services which mirrored the Council's approach.

To compliment this, Property Services had joined two organisations that would offer assurances on how the change was measured. The Association of Gas Safety Managers would offer advice and guidance on best practice for the new in house gas team. The Considerate Constructors Scheme would carry out visits on a six monthly basis to both the depot and tenants homes to ensure that exceptional service was delivered.

During the discussion of this item the following comments were made:-

- Board Members were impressed with the work carried out at the new Deane DLO Depot. They queried how big a problem was the IT issue?  
*The staff were working hard with IT to solve the issues but it was causing problems with reporting work that had been carried out made it labour intensive. The Property Services Manager advised the Board that he would keep them up to date with progress made.*
- How would the work carried out by the contractors be policed?  
*The contractors have been trained the same as TDBC staff. The Property Services Manager wanted to facilitate the potential within all staff. He would hope that tenants would report any issues with staff and contractors alike.*

**Resolved** that the content of the report be noted and the recommendations be endorsed.

## **8. Review of Tenant Services Management Board Terms of Reference and Code of Conduct**

The Tenant Empowerment Manager presented the report which reviewed the Terms of Reference and Code of Conduct of the TSMB and requested that the Board Members considered a proposed amendment.

The TSMB had first met in April 2010 and one of the first agenda items it had considered was for the Terms of Reference and Code of Conduct. These documents detailed the role, aims, objectives and expected conduct of the board and were agreed at the start of the board's existence. They were subsequently reviewed and updated at the TSMB Annual General Meeting of 2012, 2014 and 2016.



An amendment had been proposed to change when elections were held for the TSMB. Currently the Terms of Reference stated that elections should be held every two years. It was proposed that elections should be held every three years. This would allow board members to become more experienced in their role.

**Resolved** that:-

- 1) The content of the report be noted.
- 2) The current version of the TSMB Terms of Reference and Code of Conduct (contained in appendix A and B in the report) be approved and required changes agreed.

(The meeting ended at 7.10pm)

## Declaration of Interests

### **Tenant Services Management Board**

- Declared a personal interests as a Taunton Deane Borough Council Housing Tenants;
  - Mr R Balman
  - Mrs J Bunn
  - Mr D Galpin
  - Mrs J Hegarty
  - Mr K Hellier
  - Mr I Hussey
  - Mr A Akhigbemen

# Taunton Deane Borough Council

## Tenant Services Management Board – 19 June 2017

### Financial Monitoring – Outturn 2016/17

This matter is the responsibility of Executive Councillor Terry Beale

Report Author: Stephen Meers Principal Accountant

#### 1 Executive Summary

- 1.1 This report contains information related to the Council's financial performance for 2016/17 financial year. Monitoring the budget is an important part of the Council's performance management framework.
- 1.2 The Housing Revenue Account (HRA) is a 'Self-Financing' account for the Council's Housing Landlord function, which is budgeted to 'break even' (net of approved transfers to/from HRA Reserves). The HRA Outturn for 2016/17 is a net underspend of £0.882m (3.3% of gross income).
- 1.3 The HRA approved Capital Programme at the end of 2016/17 was £20.129m. This relates to schemes which will be completed over the next five years. The actual expenditure on the Capital Programme during 2016/17 was £10.762m, as summarised in Table 4 below, with £9.399m for planned investment to implement approved schemes in future years. A net overspend of £0.033m (0%) is reported against the overall programme.
- 1.4 The Housing Revenue Account (HRA) Reserve balance as at 31 March 2017 stands at £3.224m, which is above the minimum level (£1.800m) set within the Council's Budget Strategy and HRA Business Plan.

#### 2 Recommendations

- 2.1 The Board reviews the Council's financial performance and end of year position for the Housing Revenue Account.
- 2.2 The board is recommended to:
  - (a) note the reported HRA Revenue Budget underspend of £0.882m in 2016/17
  - (b) support a Housing Revenue Account Capital Programme Budget Carry Forward totalling £9.399m (as set out in Appendix B).
  - (c) support £0.590m Supplementary Budget allocations in 2017/18 for the HRA, utilising 2016/17 underspends, for the following areas:

- i. £0.250m to fund supplemental technical development support capacity to help the in house team on complex sites.
- ii. £0.025m - the Halcon One Team Co-ordinator has needed to move to other Police operational activities and this has left a significant gap in our ability to undertake effective One Team working in Halcon. The Police are reviewing this as part of their current restructure however the funding is needed now to replace the Co-ordinator post until 31/3/2018.
- iii. £0.055m - Funding to provide additional capacity of 1 FTE for 18 months on anti-social behaviour. The current anti-social behaviour team is under significant and unsustainable pressure with a marked increase in drug and alcohol issues on our housing estates and associated anti-social behaviour. An increase in 'County Lines' activity which has included people 'cuckooing' in our properties has also contributed to our need for some additional capacity.
- iv. £0.070m - the current hardwired Piper lifelines in our sheltered housing is becoming obsolete and needs replacement. Although there is a replacement programme to do this, we require an immediate injection of funding to address some urgent schemes where there is a risk of the lifelines failing.
- v. £0.040m - Ladymead Road commercial units have proactively been vacated due to lessees having financial difficulties. The funding is required, as an investigation is underway to consider; either revamp and upgrade the units for remarketing as commercial premises, or to make a change of use and convert to a community hub for Housing & Communities to work out from similarly as the One Team.
- vi. £0.150m – there are a number of properties that have significant failure in thermal performance and water ingress, mainly from failing cavity insulation. It is therefore proposed that £150K of the underspend is used to address a selection of options as a pilot. There will be a need for a greater budget for Fabric First measures, which we will find from savings and reallocation of elemental capital works budgets going forward.

### **3 Background and Full details of the Report**

- 3.1 This report informs the Tenants Services Management Board the Council's financial outturn (a comparison of net spending against the budget for the year) for revenue and capital budgets in 2016/17 for the Housing Revenue Account (HRA).

## 4 2016/17 Financial Performance

- 4.1 The HRA is a 'Self-Financing' account for the Council's Housing Landlord function, which is budgeted to break-even (net of approved transfers to/from HRA Reserves). The HRA Revenue Outturn for 2016/17 is a net surplus of £0.882m (3.3% of gross income).

**Table 1: HRA Outturn Summary**

	Budget	Outturn	Variance	
	£'000	£'000	£'000	%
Gross Income	(26,768)	(27,116)	(348)	(1%)
Service Expenditure	12,421	12,142	(279)	(1%)
Other Operating Costs and Income	5,742	5,525	(217)	(1%)
Earmarked Reserve Transfers	(333)	(333)	0	0%
Capital Financing and Debt Repayment	8,715	8,677	(38)	0%
Technical Accounting Adjustments	223	223	0	0%
<b>Net Variance</b>	<b>0</b>	<b>(882)</b>	<b>(882)</b>	<b>(3%)</b>

- 4.2 The HRA Revenue Outturn for 2016/17 is provided in more detail in **Appendix A** to this report.
- 4.3 The Forecast Outturn as at Quarter 2 (September 2016) was an under-recovery of £0.129m. The main differences between the reported variances at Quarter 2 and the year-end Outturn are summarised in Table 13 below.

**Table 2: Main Differences between Q2 and Outturn Variances**

	Q2 £000	Change £000	Q4 £000
Dwelling Rents and Service Charges	(280)	(68)	(348)
Housing Management	(59)	(46)	(105)
Repairs and Maintenance	212	(386)	(174)
Other Expenditure	38	55	93
Depreciation and Revenue Contribution to Capital Programme	0	(38)	(38)
Interest Payable	0	(259)	(259)
Interest Receivable	(40)	(11)	(51)
<b>Total</b>	<b>(129)</b>	<b>(753)</b>	<b>(882)</b>

- 4.4 The major under and over spends forecast for year are summarised as follows:
- 4.5 **Dwelling Rents and Service Charges:** Void rate is lower than budgeted leading to additional income of £68k. Income from service charges is £106k higher than budget
- 4.6 **Leasehold Income:** Income from leaseholders is higher than budgeted by £135k to reflect the increased cost of maintenance on shared blocks.

- 4.7 **Housing Management:** There is underspend in IT costs of £44k as new IT systems were not implemented. RTB income of £39k was received which can now be included in the business plan. There was in year saving in Tenant Empowerment staffing of £22k.
- 4.8 **Repairs and Maintenance-Responsive and Voids:** There was underspend in responsive heating work of £19k and underspend on repairs to voids of £155k
- 4.9 **Other Expenditure:** Additional expenditure on grounds maintenance and contribution towards the e5 financial system.
- 4.10 **Interest Payable:** Due to healthy reserves, external borrowing has not yet been needed for the new development schemes, such as Creechbarrow Road. This has therefore reduced the interest payable in 2016/17.
- 4.11 **Interest Receivable:** Healthy reserves and an increasing interest rate has led to higher income from investments during 2016/17.

### **Housing Revenue Unearmarked Account Reserves**

- 4.12 The HRA reserves at the start of the year were £2.675m, and the Council approved allocations totalling £0.333m throughout 2016/17 reducing the budgeted balance to £2.342m. The surplus of £0.882m in 2016/17 increases the balance to £3.224m. This is above the minimum recommended reserve level of £1.800m by £1.424m.

***Table 3: General Reserve Balance***

	£k
Balance Brought Forward 1 April 2016	2,675
<i>Supplementary Estimates</i>	
Initiatives approved utilising 2015/16 underspend – July Full Council	(333)
<b>Budgeted Balance March 2017</b>	<b>2,342</b>
Outturn 2016/17	882
<b>Balance Carried Forward 31 March 2016</b>	<b>3,224</b>
Recommended Minimum Balance	1,800
Balance above recommended minimum	1,424

- 4.13 If recommendation 2.2e (i to vi) is approved as part of this outturn report, this will be funded from the above reserves balance in 2016/17 thus reducing it to £2.634m. This would leave HRA general reserves at £0.834m above the recommended minimum balance. This position has been taken into account in the review of the HRA Business Plan.

## **5 Recommendations for use of the 2016/17 HRA Underspend**

- 5.1 The 2016/17 underspend has allowed the HRA Reserves to remain at a level

comfortably above the recommended minimum balance.

- 5.2 It is therefore recommended that funds are allocated from the 2016/17 underspend in respect of the following, as set out in Recommendations 2.2c:

		£k
Technical Development Support	to fund supplemental technical development support capacity to help the in house team on complex sites.	250
Halcon One Team Co-ordinator	the Halcon One Team Co-ordinator has needed to move to other Police operational activities and this has left a significant gap in our ability to undertake effective One Team working in Halcon. The Police are reviewing this as part of their current restructure however the funding is needed now to replace the Co-ordinator post until 31/3/2018.	25
Anti Social Behaviour post	Funding to provide additional capacity of 1 FTE for 18 months on anti-social behaviour. The current anti-social behaviour team is under significant and unsustainable pressure with a marked increase in drug and alcohol issues on our housing estates and associated anti-social behaviour. An increase in 'County Lines' activity which has included people 'cuckooing' in our properties has also contributed to our need for some additional capacity.	55
Piper Replacement	- the current hardwired Piper lifelines in our sheltered housing is becoming obsolete and needs replacement. Although there is a replacement programme to do this, we require an immediate injection of funding to address some urgent schemes where there is a risk of the lifelines failing.	70
Ladymead Road	Ladymead Road commercial units have proactively been vacated due to lessees having financial difficulties. The funding is required, as an investigation is underway to consider; either revamp and upgrade the units for remarketing as commercial premises, or to make a change of use and convert to a community hub for Housing & Communities to work out from similarly as the One Team	40
Fabric First	there are a number of properties that have significant failure in thermal performance and water ingress, mainly from failing cavity insulation. It is therefore proposed that £150K of the underspend is used to address a selection of options as a pilot. There will be a need for a greater budget for Fabric First measures, which we will find from savings and reallocation of elemental capital works budgets going forward.	150
	<b>Total</b>	<b>590</b>

## 6 **HRA Capital Programme**

- 6.1 The HRA approved Capital Programme at the end of 2016/17 was £20.129m. This relates to schemes which will be completed over the next five years. The Council is supporting this investment through the use of Capital Receipts, Revenue Funding and Borrowing. The profiled budget on the Capital Programme during 2016/17 was £20.129m, as summarised in Table 15 below, with £9.399m being carried forward and a net overspend of £0.032m being reported.
- 6.2 The major areas of capital spend during the year related to the capital maintenance for the existing housing stock and the development and acquisition of new stock.
- 6.3 **Appendix B** provides a breakdown of the HRA Capital Programme Outturn by scheme, and also sets out the proposed Carry Forward.

**Table 4: HRA Capital Programme 2016/17 Outturn Summary**

	£'000	%
Approved Capital Programme Budget	20,129	47%
Re-profiled forecast of spending Carried Forward to 2017/18	(9,399)	
Residual budget for 2016/17	10,730	
2016/17 actual capital expenditure	10,762	
Overspend	32	0%

- 6.4 The capital programme can be split into two distinct areas:

### **Major Works and Improvements:**

- 6.5 From a budget of £10.743m, a total of £8.347m was spent in 2016/17. This includes £1.552m on bathrooms, £4.234m on heating improvements, £0.668m on air source heat pumps, £0.504m on doors, £0.722m on fascias and soffits and £0.274m on door entry systems. A total of £0.924m was spent on related items such as asbestos removal, Disabled Facility Grants, Environmental Improvements and Aids and Adaptations.
- 6.6 A total of £2.395m has been carried forward into later years as the HRA Major Repairs and Improvement Fund.

### **Development:**

- 6.7 A total of £1.490m has been spent on new housing throughout 2016/17. The Creechbarrow Road and Weavers Arms developments include carry forwards of £3.994m with the schemes are due to complete in 2017/18.



## 7 Finance / Resource Implications

7.1 Contained within the body of the report.

## 8 Legal Implications

7.1 There are no legal implications associated with this report.

### List of Appendices

Appendix A	Housing Revenue Account Outturn Summary
Appendix B	Housing Revenue Account Capital Programme Outturn Summary

### Contact Officers

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## APPENDIX A

### HOUSING REVENUE ACCOUNT OUTTURN SUMMARY 2016/17

	Target Budget £'000	Total Outturn Position £'000	Variance £'000
<b>Income</b>			
HRA Dwelling Rents	(24,614)	(24,682)	(68)
HRA Non Dwelling Rents	(610)	(590)	20
HRA Charges for Services/Facilities	(995)	(1,242)	(247)
HRA Contributions Towards Expenditure	(549)	(602)	(54)
<b>Total Income</b>	<b>(26,768)</b>	<b>(27,116)</b>	<b>(348)</b>
<b>Expenditure</b>			
Housing Management	6,299	6,194	(105)
Repairs & Maintenance - Planned	1,526	1,535	9
Repairs & Maintenance - Responsive	2,953	2,925	(28)
Repairs & Maintenance - Voids	1,643	1,488	(155)
Other Expenditure	1,812	1,905	93
<b>Total Expenditure</b>	<b>14,233</b>	<b>14,047</b>	<b>(186)</b>
<b>Central Costs/Movement in Reserves</b>			
Social Housing Development Fund	1,000	1,000	0
Depreciation and Revenue Contribution to Capital Programme	7,708	7,670	(38)
Net Interest Payable	2,930	2,620	(310)
Provision for the Repayment of Debt	1,007	1,007	0
Provision for Bad Debt	223	223	0
Other Movement in Reserves	(333)	(333)	0
<b>Total Central Costs/MIRs</b>	<b>12,535</b>	<b>12,187</b>	<b>(348)</b>
<b>Total Housing Revenue Account</b>	<b>0</b>	<b>(882)</b>	<b>(882)</b>

## APPENDIX B

### HOUSING REVENUE ACCOUNT CAPITAL PROGRAMME OUTTURN 2016/17

Scheme	Budget 2016/17 £	Outturn £	Variance £	Carried Forward 2017/18 £
<b>Major Works</b>				
Kitchens	120,000	228,802	(108,802)	
Bathrooms	1,450,000	1,552,072	(102,072)	
Roofing	100,000	1,208	98,792	
Windows	50,000	14,717	35,283	
Heating Improvements	2,604,000	4,234,322	(1,630,322)	
Doors	450,000	503,693	(53,693)	
Fire Safety Works in Communal Areas	225,000	122,843	102,157	
Fascias and Soffits	750,000	722,299	27,701	
Air Source Heat Pumps	680,000	667,555	12,445	
Door Entry Systems	300,000	274,330	25,670	
Other External Insulations	10,000	25,550	(15,550)	
HRA Major Repairs and Improvement Fund	4,004,000	0	4,004,000	2,395,000
<b>Total Major Works</b>	<b>10,743,000</b>	<b>8,347,391</b>	<b>2,395,609</b>	<b>2,395,000</b>
<b>Improvements</b>				
Aids and Adaptations	120,000	108,899	11,101	11,101
DFGs	315,000	277,218	37,782	37,782
Garages	30,000	0	30,000	30,000
Meeting Halls	71,000	28,846	42,154	42,154
Unadopted Areas	21,000	26,479	(5,479)	
Asbestos Works	331,000	345,023	(14,023)	
Tenants Improvements	5,000	0	5,000	
Sustainable Energy Fund	224,000	0	224,000	224,000
Environmental Improvements	291,000	115,814	175,186	175,186
Extensions	158,000	905	157,095	157,095
Community Alarms	5,000	5,021	(21)	
IT Development	394,000	0	394,000	394,000
PV Systems	0	16,260	(16,260)	
<b>Total Improvements</b>	<b>1,965,000</b>	<b>924,465</b>	<b>1,040,535</b>	<b>1,071,318</b>
<b>Social Housing Development Programme</b>				
Creechbarrow Road	2,099,000	778,450	1,320,550	1,321,000
Phase 1: Vale View, West Bag	0	422	(422)	
Phase 1: Bacon Drive	0	3,336	(3,336)	
Phase 1: Normandy Drive	0	(1,939)	1,939	
Buybacks	0	108	(108)	
Social Housing Development Program	1,000,000	11,068	1,938,932	1,939,000
Weavers Arms	3,372,000	698,696	2,673,304	2,673,000
<b>Total Social Housing Development Programme</b>	<b>7,421,000</b>	<b>1,490,141</b>	<b>5,930,859</b>	<b>5,933,000</b>
<b>Total HRA</b>	<b>20,129,000</b>	<b>10,761,997</b>	<b>9,367,003</b>	<b>9,399,318</b>

Housing and Communities Scorecard Q4 2016-17 - Tenant Services Management Board

Reference	Description	Measure	Previous Year Performance	Q1 (RAG)	Q2 (RAG)	Q3 (RAG)	Q4 (RAG)	Comments
<b>Finances</b>								
HC1.1	Budgets – Income To maximise income opportunities and collection  Income collected as a % of rent owed excluding arrears b/f Figures over 100% indicate that arrears have been cleared or balances are in credit.	Target = 98.3%	Q1 – 104.37% Q2 – 99.46% Q3 – 99.68% Q4 - 99.96%	GREEN	GREEN	GREEN	GREEN	Q1 - 100.57% Q2 - (As at month 5) 100.34% As at end Week 22 Q3 - 99.46% Q4 - 99.67%
<b>Satisfaction</b>								
HC2.5	Customer Satisfaction To deliver customer-focussed services, achieving high levels of customer satisfaction  Percentage of tenants who have reported anti-social behaviour in the past 12 months, rating the help and advice given as excellent or good	Target = 85%	Q1 – 96% Q2 – 95.4% Q3 – 97% Q4 - 95%	GREEN	GREEN	GREEN	GREEN	Q1 - 95% Q2 - 93% Q3 - 92% Q4 - 93%
HC2.6	Operational Delivery  Percentage of closed anti-social behaviour cases that were resolved.	Target = 85%	Q1 – 98.8% Q2 – 88.23% Q3 – 94.4% Q4 – 98%	GREEN	GREEN	GREEN	GREEN	Q1 - 98% Q2 - 94% Q3 - 93% Q4 - 93%
HC2.7	Customer Satisfaction To deliver customer-focussed services, achieving high levels of customer satisfaction  Percentage of new tenants satisfied with the lettable standard of the property	Target = 86%	Q1 - 72% Q2 - 79% Q3 - not available Q4 - 98%	GREEN	AMBER	AMBER	RED	Q1 - 87% Q2 - 74% Factors that are likely to have had an impact on this PI are the recent restructure of Property Services. DLO taking over scheduling of void works, continued concern in regard to inconsistent delivery of void works. These issues are being addressed. Pilot of new lettable standard to assist with expectation management. Pre-void inspection Officers are now working more closely with Area Works Managers to ensure that issues identified at Pre-void are addressed during the void period. Q3 - 72% Many of issues raised in last Q return remain, however progress is being made. Pre-void officer is now embedded within property services and working more closely with Area Works Managers. Voids meeting has been reviewed and additional officers now attend to add value. The pilot of the new lettable standard has been concluded and is being introduced for all new lets. Q4 - 82% Many issues as described above continue, PTST re-structure now bedding in, DLO AWMs working hard to improve situation, Pre-Void Inspections continue to have a psitive effect. Introduction of new lettable standard has been well recieved by incoming tenants and is helping to manage tenants expectations which in turn is reflected by an improvement in satisfaction responses.

Housing and Communities Scorecard Q4 2016-17 - Tenant Services Management Board

Reference	Description	Measure	Previous Year Performance	Q1 (RAG)	Q2 (RAG)	Q3 (RAG)	Q4 (RAG)	Comments
HC2.8	Customer Satisfaction To deliver customer-focussed services, achieving high levels of customer satisfaction  Percentage of tenants satisfied with the most recent repair.	Target = 98%	Q1 - 97.8% Q2 - 96.8% Q3 - 96.9% Q4 - 96.9%	Not Available	GREEN	Not available	GREEN	Not able to report for Q1 as a system failure means surveys were not produced. Q2 - (As at month 5) 98% satisfied Another systems failure has meant that surveys were not produced during Q3. We have now sought a more resilient way of producing these surveys to mitigate the systems issues to ensure the surveys are produced for Q4. Q4 - 96.4% (this is for Q4 alone not cumulative due to lack of data in previous quarters.)
<b>Decent Homes</b>								
HC3.1	Decent Homes - To comply with Government Standards - To improve energy efficiency of housing stock  Percentage of dwellings with a valid gas safety certificate	Target = 100%	Q1 – 99.84% Q2 – 99.93% Q3 – 99.90% Q4 - 99.98%	AMBER	AMBER	AMBER	AMBER	Q1 - 99.90%  Q2 - (As at month 5) 99.97%  1 property non-compliant.  Tenant in a nursing home, Estates Officer having no response from NOK.&nbsp; Will gain access to property 4.10.16 @ 2.00  Q3 - 99.93  3 properties Two on next gas hit - one Homeless Hostel and waiting for access via Letting Department (meter disked)  Q4 - 99.95%  2 properties Both not added to contract after new build - confirmed appointments 21.4.17 and 28.4.17

Housing and Communities Scorecard Q4 2016-17 - Tenant Services Management Board

Reference	Description	Measure	Previous Year Performance	Q1 (RAG)	Q2 (RAG)	Q3 (RAG)	Q4 (RAG)	Comments
<b>Operational Delivery</b>								
HC4.1	Housing Stock To manage the housing stock and maintenance service to meet the needs of the tenants  Average re-let time (calendar days)	Target = 26 days	Q1 - 24.8 days Q2 - 26.9 days Q3 - data not available Q4 - data not available	RED	Not Available	RED	RED	There remains data that has not been captured, this linked to the recent restructure of property services has resulted in reduced data collection for the above period. Confident that once new structure settled in we will be able to return to more accurate and timely reporting. Q2 - No Data We are still not in a position to collect accurate data. Changes to O/C and the introduction of tablets will give us more data going forward however data collection for the remainder of the year will not accurately reflect the service Q3 - 44 days Based on information currently in system which we know also includes some major voids. Reports are being developed to identify more robust and accurate data and will be available from April 17. Q4 - 42.92 days An improvement since last quarter, but no change from previous report in relation to data collection, hopeful that by end of next quarter will be able to report accurate data that reflects performance.
HC4.2	Housing Stock To manage the housing stock and maintenance service to meet the needs of the tenants  Completion of repairs within priority target times: Urgent (Emergency) - within 24 hours	Target =98%	Q1 - 86% Q2 - 87.10% Q3 - 88.26% Q4 - 91.70%	AMBER	RED	RED	RED	Q1 - 95.29%  There are further actions to be taken in accuracy of data entry. For example some P1 jobs were attended as callouts but completion dates have not been correctly updated. This also happens when interfaces between Academy and OC fail at a weekend so it is not possible to accurately record completion dates.&nbsp; The reality is that more P1 job are completed that data suggests.  Q2 - 80.25% As at month 5 We are still not in a position to collect accurate data. Changes to O/C and the introduction of tablets will give us more data going forward however data collection for the remainder of the year will not accurately reflect the service.  Q3 - 80.1% As with Q2 the introduction of tablets will give us more data going forward however data collection for the remainder of the year will not accurately reflect the service.  Q4 - 82.01% We have identified several issues with the collation of this data most revolve around operative error and administrative errors. Improvements have been made regarding the collection of this data and have more confidence in the data. Although we are exceeding target we expect significant improvements for the next financial year. A more comprehensive scorecard has been developed and will be presented to both scrutiny and TSMB.

Housing and Communities Scorecard Q4 2016-17 - Tenant Services Management Board

Reference	Description	Measure	Previous Year Performance	Q1 (RAG)	Q2 (RAG)	Q3 (RAG)	Q4 (RAG)	Comments
HC4.3	Housing Stock To manage the housing stock and maintenance service to meet the needs of the tenants  Completion of repairs within priority target times: Non Urgent (up to 28 days)	Target =85%  Show breakdown of Building Services and external contractors.	Q1 – 90% Q2 – 92.95% Q3 – 93.30% Q4 - 91.94%	GREEN	AMBER	GREEN	GREEN	Q1 - 89.05%  Q2 - 86.11%&nbsp;As at month 5 We are still not in a position to collect accurate data. Changes to O/C and the introduction of tablets will give us more data going forward however data collection for the remainder of the year will not accurately reflect the service  Q3 - 90.1% As per Q2, data collection for the remainder of the year will not accurately reflect the service.  Q4 - 87.87% Improvements have been made regarding the collection of this data and have more confidence in the data. Although we are exceeding target we expect significant improvements for the next financial year. A more comprehensive scorecard has been developed and will be presented to both scrutiny and TSMB.
HC4.4	Disabled facilities grants - Average time taken to complete DFG process once allocated by SWPSHP. Measures the time from allocating the case until the work has been completed.  KPI 52	Target - 24 weeks (as per the Home Improvement Agency's target) (To be reported as one indicator but split by GR and HRA)	Amended indicator for 2016/17	RED	RED	RED	RED	Q1 - 44 weeks Wetroom installation. One case was under the old contract, beset by 6 months delay at Aster. Situation improving with staff structure and new case management systems.  Q2 - (As at month 5) 32 weeks (11 cases) for Council properties and 40 weeks (9 cases) for non Council. Overall average combining the two = 37.5 weeks. 24 weeks for Council if we exclude an extension (18 months which is normal) and one exceptional case, where delays were due to the client.; General Fund position due to staffing issues with Aster which have been resolved and this position is improving month to month.  Q3 - 32 weeks for Council - the cases reflect the past problems with obtaining permissions to undertake works, asbestos surveys and indecision with the Decent Homes programme. If the exceptions are removed then the time is reduced to 23 weeks. There is now a 4 weekly case review meeting put in place with the asset Manager, OT and Case Manager to review all cases. 44 weeks for non-council (26 cases) The timescale has increased due to 16 cases allocated in 2015 when there were issues with the Home Improvement Agency Contract. Improved management and monitoring of the caseload since Jan 2016 has seen vast improvement. All 3 2016 cases have averaged 13 weeks. Adding Council and non-council provided an average of 38 weeks - 0.5 down on the last quarter.  Q4 - Average 32 weeks (32 weeks for non HRA and 32 weeks non HRA). The first time that both HRA and non Council have both jointly improved to 32 weeks. Cumulative total 34 weeks

Housing and Communities Scorecard Q4 2016-17 - Tenant Services Management Board

Reference	Description	Measure	Previous Year Performance	Q1 (RAG)	Q2 (RAG)	Q3 (RAG)	Q4 (RAG)	Comments
HC4.8	Sheltered Housing Percentage of tenants receiving annual review of Support Plans or review of needs and risks	Target = 100%	New Indicator	GREEN	AMBER	AMBER	AMBER	<p>Q1 -100% Using current data the reviews are meeting expectations .</p> <p>Q2 - Staff are still being trained in completing the Support Monitoring database, which will allow us to report up-to-date information. We have recruited new sheltered housing officers which will give us full capacity to deliver on this and meet the target by year end.</p> <p>Q3 - Some SHOs are not fully using the Outcome Star system and still have manual records. Although the system shows Wellington with 79% COMPLETED, North taunton 62% and Halcon 53% we are confident that the actual figure is close to 100%.</p> <p>Q4 - We still have work to do to improve our data collection for this and will improve reporting for 2018-19.</p>
HC4.10	Extra Care Percentage of Extra Care tenants receiving annual review of Support Plans	Target = 100%	<p>Q1 - 100%</p> <p>Q2 - 100%</p> <p>Q3 - 100%</p> <p>Q4 - 100%</p>	GREEN	AMBER	GREEN	GREEN	<p>This quarter is still the quarter where the bulk of reviews were established. Kilkenny is rescheduling the reviews so show 50% overdue and Lodge close is showing 24% overdue.</p> <p>There is a plan to rectify the schedule by March 2017 when contract is handed over to new provider.</p> <p>Q 3 showing significant improvement as the only reviews overdue. This is as a result of tenants in hospital so not 100% overall but 100% for those present at scheme.</p> <p>Q4 Reviews were all completed to enable handover to WAC as the new service provider.</p>