

EXECUTIVE

YOU ARE REQUESTED TO ATTEND A MEETING OF THE EXECUTIVE TO BE HELD IN THE PRINCIPAL COMMITTEE ROOM, THE DEANE HOUSE, BELVEDERE ROAD, TAUNTON ON WEDNESDAY 16TH NOVEMBER 2005 AT 18:15.

AGENDA

1. Apologies
2. Minutes
3. Public Question Time
4. Council Tax - Section 13 A - Reduction Procedure
Report of Revenues Manager (enclosed)
5. Capital Programme Update 2006/07
Report of Financial Services Manager (enclosed)
6. Housing Stock Transfer Consultation
Reort of the Housing Transfer Consultation Manager (to follow - following consideration by the Housing Review Panel on 9 November 2005)

G P DYKE
Member Services Manager

The Deane House
Belvedere Road
TAUNTON
Somerset

TA1 1HE

09 November 2005



Members of the public are welcome to attend the meeting and listen to the discussion. Lift access to the main committee room on the first floor of the building is available from the main ground floor entrance. Toilet facilities, with wheelchair access, are also available. There is a time set aside at the beginning of the meeting to allow the public to ask questions



An induction loop operates to enhance sound for anyone wearing a hearing aid or using a transmitter. If you require any further information, please contact Greg Dyke on:



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Website: www.tauntondeane.gov.uk (Council, Executive, Review Board & Review Panel Agenda, Reports and Minutes are available on the Website)

Executive –19 October 2005

Present: Councillor Williams (Chairman)
Councillors Bishop, Mrs Bradley, Cavill, Leighton and
Mrs Lewin-Harris

Officers: Mr J J Thornberry (Strategic Director), Mr K Toller (Head of Resources), Mr P Carter (Financial Services Manager), Mr R Willoughby-Foster (Forward Plan Manager), Mr R North (Chief Personnel Officer), Ms A Derry (Employee Development Manager), Mrs R James (Communications Manager) and Mr G P Dyke (Member Services Manager)

Also Present: Councillors Henley and Wedderkopp.

(The meeting commenced at 6.15 pm.)

99. Apologies

Councillor Edwards, Garner and Hall.

100. Public Question Time

Councillor Henley, as a member of the public, asked the following questions:

- (i) Could he have a written breakdown of offers of sponsorship in connection with the proposed Christmas Ice Rink? Have there been any changes regarding attracting a major sponsor?

Councillor Cavill replied that this scheme was currently without a major sponsor. Discussions had taken place with a major local employer but unfortunately this Company had now dropped out.

- (ii) What was the future of Proms and Pop in the Park?

Councillor Mrs Bradley replied that it would be open to the democratic process in due course.

- (iii) With reference to the purchase of a "Schmidt Swingo" street cleaning machine referred to in Councillor Edward's recent report to Council, why was this not first brought to a Review Panel to explain its advantages?

Councillor Williams explained that this machine had been purchased by the Deane DLO. The Deane DLO had a contract with the Council and it was up to them how they operated it and what equipment they used. The same level of service would be provided at the same cost to the Council.

- (iv) Customers were currently experiencing considerable difficulty in contacting the Council by telephone. How would this problem be dealt with?

It was also interesting to note that the Wellington Community Office were dealing with an increase in personal callers because of the difficulties in contacting the Council by other means.

Councillor Williams replied that although Customer Services was improving, it was still not good enough. Councillors were conscious that the facility needed to be improved further and work was needed to get it right. Despite the problems in the system, productivity of the Customer Services Team was good. The staff were doing well in difficult circumstances and this was an area where the Council should provide support and encouragement.

101. Statement of Community Involvement

Submitted report previously circulated regarding the Second Draft Statement of Community Involvement before a public consultation period took place between 4 November 2005 and 19 December 2005.

The Statement of Community Involvement (SCI) was a Local Development Framework (LDF) document that the Borough Council had to produce. The SCI established the Council's proposals for involving the community in both the preparation of the LDF and the consideration of planning applications. The SCI also explained how the Council would link the LDF with the Community Strategy, an important requirement of the new Planning system.

The First Draft SCI had been prepared in association with the Local Strategic Partnership who had endorsed the document. Consultation had taken place on the First Draft and no objections had been received to the overall strategy. Responses to the First Draft had now been considered by the Strategic Planning Transport and Economic Development Review Panel and the Local Strategic Partnership. The public response to the First Draft and the subsequent consideration of that response had resulted in the production of an improved Second Draft SCI.

RESOLVED that publication of the Second Draft Statement of Community Involvement be agreed for the statutory consultation.

102. Proposed Core Values of Taunton Deane Borough Council

Submitted report previously circulated regarding recommended core values that the Council should adopt.

There was a need for the Council to have agreed and supported values which guided it as to what it stood for and how it operated. Following consultation

inside the organisation, a set of values were proposed together with plans to communicate and bring these to reality.

The current values of the organisation were now out of date and had largely fallen into disuse. It was considered vital to have some underpinning statement that both staff and members believed in and could apply to each other and the customers the Council served. Following consultations with managers and staff, a number of outcomes had been proposed. Details were submitted of the proposed values.

To help the implementation and understanding of these values, a set of behaviours had also been developed. These would help to define behaviour in order to deliver the Council's values in practice and guide it in how staff were recruited and managed. Details were submitted of the behaviours that had been developed by the staff. This related to the type of behaviour that we wanted to see in the staff and also the type of behaviour that we did not want to see.

It was intended to publish the agreed core values in the next issue of the Corporate Strategy and details of an implementation plan was submitted.

This matter had also been considered by the Review Board who had expressed concern regarding the behaviours set out in the report. It was pointed out that the behaviours had been developed by the staff as they were keen that the core values be translated into those which could be clearly identified.

The intention was that the positive behaviours were integrated into the Council's Recruitment Appraisal Training and Development work. In terms of colleagues challenging people who did not strive to live by the agreed values, staff felt that we should be explicit about behaviour that was not acceptable.

RESOLVED that:

1. the core values for the organisation be agreed and
2. the approach, outlined in the report to the description of behaviours that staff wish to adopt, be agreed.

103. The Local Government Pay and Workforce Strategy

Reported that in March 2004 a three-year pay settlement was agreed for Local Government. As part of the settlement both employers and the Trade Unions had agreed that a number of pay and workforce related issues needed to be progressed and that this should be done through a national framework. A National Pay and Workforce Strategy had been developed and Local Authorities were expected to implement this by the end of the three-year period.

Progress had been made on all fronts in particular in workforce planning and leadership development. There was still much work to be done on the pay and grading review and additional resources would be needed to meet the deadline for this exercise.

The National Strategy had identified five priority areas that were critical to developing the Local Government workforce to secure the delivery of better and more efficient customer-focussed public services. Details were submitted of the five priority areas together with the progress that had been made in each of those areas.

It was noted that alternatives were currently being looked at to replace the Council's current job evaluation system with one which met the requirements of this Strategy. Following on from this it would be necessary to plan for a major review of every job in the organisation and re-evaluate them on the new chosen system. This was a very large piece of work that must be finished by March 2007. Further staff resources would be required to achieve this. It was estimated that it would cost in the region of £75,000 which included staff, computer system support and necessary licences.

RESOLVED that:

1. the report be noted and the initiative that help to achieve the Council's obligation within the Pay and Workforce Strategy be supported;
2. Council be recommended that a Supplementary Estimate from the General Fund Reserve of £75,000 for additional resources to implement the new Job Evaluation Scheme be agreed.

(The meeting ended at 7.05pm.)

TAUNTON DEANE BOROUGH COUNCIL

EXECUTIVE 16 NOVEMBER 2005

REPORT OF THE REVENUES MANAGER

COUNCIL TAX SECTION 13A REDUCTIONS PROCEDURE

This matter is the responsibility of Executive Councillor T Hall (Portfolio Holder for Resources)

EXECUTIVE SUMMARY

The report explains the new Council Tax reductions legislation introduced by the recently added Section 13A of the Local Government Finance Act 1992 and sets out a recommended procedure for determining applications for a reduction.

Members of the Executive are asked to consider and recommend acceptance of the procedure to full Council.

1. BACKGROUND

- 1.1. The Local Government Act 2003 introduced various changes to the Council Tax Legislation. One of these changes added a new section, '13A – Billing authority's power to reduce amount of tax payable', to the Local Government Finance Act 1992.
- 1.2. The new powers granted under Section 13A allow the billing authority to reduce the Council Tax payable either for specific classes of cases, as determined by the billing authority, or for individual cases. The billing authority has the power to either reduce or cancel the amount of Council Tax payable.
- 1.3. The intention behind this new legislation is to allow billing authorities to create local discounts or exemptions in order to cater for local circumstances e.g. flooding. The drawback is that the cost of awarding any such reduction has to be wholly funded by the billing authority. No provision is made for the other precepting authorities to contribute.
- 1.4. Consequently the financial implications of any decision to create a class of reduction have to be considered in detail before any such a reduction is created. Therefore it is anticipated that such reductions will only be awarded in exceptional circumstances.
- 1.5. The new legislation allows for applications to be made either for the creation of specific classes of reductions or for reductions in individual cases. We are starting to receive such applications and consequently need to have an agreed process in place to deal with them.

2. THE RECOMMENDED PROCEDURE

- 2.1. We currently have some 46,000 domestic properties within Taunton Deane. Theoretically therefore we could receive a large number of applications for reductions. Consequently it is not feasible to have members consider each individual application. We must also bear in mind that many of the applicants may be supplying sensitive information, which they may not wish to be publicised.
- 2.2. The system of delegation detailed below should ensure that proper and consistent consideration is given to all applications, the financial implications are considered and that members have the final say in deciding upon the creation of specific classes of reductions.

2.3. *Procedure for creating & determining applications for specific classes of reduction*

- 2.3.1. The power to consider and decline applications for the creation of specific classes of reduction should be delegated to the Section 151 Officer and the relevant portfolio holder for Revenues.
- 2.3.2. Where both the Section 151 Officer and the relevant portfolio holder for Revenues decide that consideration should be given to creating a specific class of reduction a recommendation should be made to the Executive. The Executive should have the delegated power to create, amend or cancel any specific class of reduction.
- 2.3.3. Once a specific class of reduction has been agreed by the Executive individual applications in respect of that class are to be considered by the Revenues unit. The Revenues unit should have the delegated power to determine individual applications within an agreed class of reduction.

2.4. *Procedure for determining individual one-off applications for reductions*

- 2.4.1. The power to determine individual one-off applications (i.e. all applications other than those to create a specific class of reduction or for a reduction under a specific class) should be delegated to the Section 151 Officer. (This is consistent with our approach to dealing with Hardship Relief applications for Business Rates).

3. CONCLUSIONS

- 3.1. The new legislation requires Taunton Deane, as a billing authority, to consider and determine applications for Section 13A reductions.
- 3.2. The Council is potentially faced with receiving a large number of such applications. Consequently we need to be able to process applications quickly whilst ensuring consistency in approach and giving due consideration to the financial implications.

4. RECOMMENDATIONS

- 4.1. Members of the Executive are asked to recommend to full Council that they authorise the procedure and the delegation of powers, as outlined in Section 2 above, for considering applications for Section 13A Reductions.

Richard Sealy

Revenues Manager

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TAUNTON DEANE BOROUGH COUNCIL

EXECUTIVE 16 NOVEMBER 2005

REPORT OF THE FINANCIAL SERVICES MANAGER

This matter is the responsibility of Executive Councillors Bradley, Cavill and Garner.

CAPITAL PROGRAMME UPDATE 2005/06

1 Executive Summary

1.1 The Executive is asked to seek Full Council approval for changes to the Capital Programme for the following schemes:

- Additional funding for the Indoor Tennis Centre extension of £60k,
- Virement of £44k from the "Grants to Parish Play Areas" budget towards Health & Safety Improvements in TDBC play areas within parishes,
- Virement of a total of £28k from the Depot Improvements Budget to DDA works and to the DLO reserve,
- Reductions to the Housing capital programme and an additional RCCO from the HRA working balance (plus associated GF revenue costs) to meet a shortfall in Right to Buy Capital Receipts.

2 Introduction

2.1 Over recent months Officers have reported to their respective Review Panels some expected changes to the Capital Programme of the Council. This report consolidates these variations into one report and seeks Executive endorsement prior to final approval by Full Council. The following sections of this report deal with each relevant portfolio in turn.

3 Leisure Portfolio (Executive Cllr Bradley)

3.1 There are 2 variations to the Leisure Portfolio which require approval, these are:

- Changes to the funding of the Indoor Tennis Centre Extension, and
- Virement of an underspend on the "Grants to Parish Play Areas" budget towards Health & Safety Improvements in TDBC play areas within parishes.

Each is detailed below.

3.2 Changes to the funding of the Indoor Tennis Centre Extension

The Health & Leisure Review Panel on 29 September considered and approved a confidential report that sought Executive approval to increase the level of funding provided by the Council for this scheme by £60k from £90k to £150k.

3.3 The original funding for this scheme was as follows:

Funding Partner	Financial Input £000
LTA (40% grant/60% loan)	150
Taunton Tennis Club	30
Richard Huish College	30
TDBC	90
Total	300

The funding from Taunton Tennis Club and Richard Huish College was dependant upon these organisations agreeing with Tone Leisure the amount of court time that such an investment would secure. Following a more detailed examination of the business case and extensive discussions with all partners, it is now apparent that this arrangement is not in the best interests of Tone Leisure, TDBC or the 2 groups concerned. In summary, the level of return required by these partners would be disproportionate to the amount of investment that they would be putting into the new asset.

- 3.4 As an alternative to the above Tone Leisure have indicated that they would be willing to borrow £60k to replace the lost funding. However, it would be economically more sensible for the Council to draw down on its existing unallocated capital resources to meet this additional cost and for Tone Leisure to repay the Council over a period of years. The Council would charge Tone Leisure an interest charge based on the favourable borrowing rates which it enjoys with the Public Works Loan Board. This would save Tone Leisure around £7k in interest costs, when compared to borrowing from an external lender.
- 3.5 If the Executive were to support the additional £60k funding loan for this scheme, it would represent a change to the capital programme and, as such would require approval from Full Council. Further details are shown in the original report to the Health & Leisure Panel.
- 3.6 **Virement of an underspend on the “Grants to Parish Play Areas” budget towards Health & Safety Improvements in TDBC play areas within parishes.**
On 15 November the Health & Leisure Review Panel will consider a report from the Leisure Development Manager, which recommends that an accumulated underspend of £44k which has built up over recent years on the Parish Play Area Grants budget be vired to fund Health & Safety Improvements on TDBC owned play areas within parishes which have been identified during a recent survey.
- 3.7 The proposal makes good use of the resources available and does not jeopardise any future applications for grant funding. At the time of writing this report the decision of the Health & Leisure Review Panel is not known however if the proposal is supported then it will require both

Executive and Full Council approval. A verbal update on the Panel's decision will be given at the meeting. Further details are shown in the original report to the Health & Leisure Panel.

4 Economic Development, Property & Tourism Portfolio (Executive Cllr Cavill)

- 4.1 There is one variation to this portfolio. Work to re-roof part of Priory Depot was included in the Capital Programme at a cost of £28k. This was due to be funded from the DLO reserve. The view of the Corporate Property Officer and the Housing Property Services Manager is that this work is no longer required and as an alternative it is proposed that £13k of this budget be vired to fund DDA works at the Depot and the remaining £15k will no longer be required.
- 4.2 As this work was to be funded from DLO reserves this proposed saving does not impact on unallocated capital resources. If the Executive were to support this virement, as it is greater than £25k, it will be necessary to seek Full Council approval.

5 Housing Portfolio (Executive Cllr Garner)

- 5.1 Performance and Budget Monitoring reports to both the Review Board and to the Housing Review Panel have identified a shortfall in the level of capital receipts which the Authority has received in 2005/06 from Right to Buy (RTB) sales of Council dwellings. For each property sold the Council is able to retain 25% of the receipt, which is then able to be used to finance capital expenditure. At TDBC these receipts are used primarily to finance General Fund Housing capital works ie grants to RSLs.
- 5.2 The estimated number of sales, which are likely to complete in 2005/06, is 20, this is 80 lower than the volume allowed for when setting the budget for 2005/06. In monetary terms this represents a shortfall of £1.1m in useable capital receipts. When slippage in expenditure from 2004/05 to 2005/06 is taken into account this shortfall increases to £1.21m.
- 5.3 This shortfall in capital receipts is a major drain on the Council's Housing Capital Programme. Within Housing there are no unallocated capital resources with which to meet this shortfall therefore over recent months Officers have been drawing up a list of budget reductions and considering other options available to ensure that the capital programme remains affordable. This list is shown below:

Scheme	Proposed Budget Reduction/New Resources £000
Deficit in Resources	-1,210.0
New Resources Generated	
Additional in year RCCO from the HRA Working Balance	500.0
Reductions to Capital Programme:	
General Fund Housing	
Renovation Grants	290.0
Housing Revenue Account Capital Schemes	
Cash Incentive Scheme	8.5
Door Entry Systems	20.0
Soundproofing	15.0
Communal TV Aerials	20.0
Aids & Adaptations for Disabled People	65.0
Extensions	40.0
Environmental Security Measures	45.0
Work to achieve Adoptable Standards	5.0
Elderly Persons Clubrooms/DDA	20.0
Sheltered Housing Alterations	25.0
Housing Management System (purchase of key elements of the system would be deferred until 2006/07)	200.0
Associated fees	20.0
Total	-63.50

- 5.4 The reductions to the Programme fully meet the anticipated shortfall in resources and allow a small contingency to be built into the programme. Savings have been directed at the “discretionary” areas of spend and work towards the Decent Homes standard has been protected. However in order to manage the above reductions within the HRA Capital Programme the replacement of windows within the Halcon area will not commence until the end of 2005/06. A summary of the revised Housing capital programme is now shown at Appendix A.
- 5.5 Turning to the General Fund Housing programme, the table above shows that this can be largely maintained at the budgeted level (with the exception of the Renovation Grants budget which will reduce to £680k) and all grants to support the Council’s Affordable Housing programme (a key priority of the Council) can continue as budgeted. However in order to do this it has been necessary to transfer £620k of supported borrowing approval from the HRA to the GF programme. By doing this the General Fund will incur additional debt costs of approximately £60k. This transfer is necessary, as the majority of RTB receipts would have been used to fund grants to Housing Associations rather than works on the Stock itself.

- 5.6 Included in the recommendations below is a request for a supplementary estimate from reserves to meet the additional debt costs of £60k. The Executive is asked to support the reductions to the programme as outlined above.
- 5.7 Members will note that an additional Revenue Contribution to Capital of £500k is proposed in the table above. The effect of this, if approved, will be to reduce the HRA Working Balance to £1,575,901. This equates to approximately £254.55 per dwelling. This is deemed by Officers to be more than sufficient when considering the demands faced by the Housing Revenue Account. The majority of this new RCCO has been generated from the 2004/05 underspend on the HRA (£376k) which was returned to the Working Balance. The in year RCCO from the working balance would now be £1.2m.

6 Recommendations

- 6.1 The Executive is asked to support the proposed changes to the Capital Programme detailed above and to seek Full Council approval for the following:
1. Additional funding for the Indoor Tennis Centre extension of £60k.
 2. Virement of £44k from the "Grants to Parish Play Areas" budget towards Health & Safety Improvements in TDBC play areas within parishes.
 3. Virement of a total of £28k from the Depot Improvements Budget to DDA works and to the DLO reserve.
 4. Reductions to the Housing capital programme as outlined in paragraph 5.3 above.
 5. A supplementary estimate from the HRA working balance of £500k.
 6. A supplementary estimate from General Fund Reserves of £60k to meet the additional debt costs that will result from a switch of supported borrowing approvals from the HRA to the GF.

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Background Papers: Health & Leisure Panel 29 September 2005, Report of the Sports Services Manager, Taunton Tennis Centre Extension.

Health & Leisure Panel 15 November 2005, Report of the Leisure Development Manager, Financing Health & Safety works on Play Areas in the Parished Areas.

Review Board 8 September 2005, Report of the
Financial Services Manager, April - July
Performance Monitoring.

REVISIONS TO HOUSING CAPITAL PROGRAMME 2005/06

SCHEME	ORIGINAL BUDGET 2004/05	REVISIONS TO BUDGET		REVISED BUDGET 2005/06	ACTUAL YEAR TO DATE & COMMITTED
		SLIPPAGE 2004/05	REDUCTIONS 2005/06		
HRA					
LOFT CONVERSIONS	90,000.00		(40,000.00)	50,000.00	41,241.01
ENERGY EFFICIENCY/INSULATION					2,088.99
PRIORSWOOD PLACE SHOPPING CENTRE					(3,415.51)
ELDERLY PERSONS CLUBROOM	35,000.00		(20,000.00)	15,000.00	(1,065.50)
STOCK CONDITION SURVEY	80,000.00			80,000.00	142,838.00
MISCELLANEOUS	87,000.00		(40,000.00)	47,000.00	37,560.98
AIDS & ADAPTATIONS	264,800.00		(65,000.00)	199,800.00	111,071.90
COMMUNAL TV AERIALS	30,000.00		(20,000.00)	10,000.00	1,650.00
KITCHEN/BATHROOM REFURBISHMENTS	3,568,000.00	286,719.00		3,854,719.00	2,420,855.46
SHELTERED WARDENS	90,000.00		(25,000.00)	65,000.00	47,603.38
ENVIRONMENTAL SECURITY MEASURES	65,000.00		(45,000.00)	20,000.00	10,302.04
PIPER SYSTEMS	45,000.00			45,000.00	24,396.16
TENANT IMPROVEMENTS	5,000.00			5,000.00	561.32
TENANTS INCENTIVE SCHEME	250,000.00		(8,500.00)	241,500.00	241,500.00
HOUSING MANAGEMENT SYSTEM	300,000.00		(200,000.00)	100,000.00	310.00
DISABLED FACILITIES GRANTS	200,000.00			200,000.00	77,510.38
REDUCTION IN FEES INCLUDED ABOVE			(20,000.00)	(20,000.00)	
	5,109,800.00	286,719.00	(483,500.00)	4,913,019.00	3,155,008.61
NON-HRA					
PRIVATE SECTOR RENEWAL SCHEMES	118,000.00			118,000.00	69,162.22
RENOVATION GRANTS	880,000.00	90,000.00	(290,000.00)	680,000.00	457,014.37
HOUSING ASSOCIATION GRANTS	850,000.00	(99,000.00)		751,000.00	361,584.00
	6,957,800.00	277,719.00	(773,500.00)	6,462,019.00	4,042,769.20

LATEST ESTIMATE	
FUNDING	
MAJOR REPAIRS ALLOWANCE	3,427,317.00
CONTRIBUTION FROM HRA 04/05	59,340.00
CONTRIBUTION FROM HRA 05/06	700,000.00
RIGHT TO BUY SALES 04/05	289,952.00
RIGHT TO BUY SALES 05/06	387,249.00
SCA FOR DFSGS	174,000.00
APPROVED BORROWING	869,799.00
SHIP FUNDING	118,000.00
	<hr/>
	6,025,657.00
ADDITIONAL RCCO	500,000.00
	<hr/>
	6,525,657.00
LESS REVISED BUDGET	<hr/>
	(6,462,019.00)
SURPLUS	<hr/>
	63,638.00

TAUNTON DEANE BOROUGH COUNCIL

EXECUTIVE – 16th NOVEMBER 2005

Report of Housing Transfer Consultation Manager
(This matter is the responsibility of Councillor Garner)

HOUSING STOCK TRANSFER CONSULTATION

Executive Summary

The purpose of this report is to provide the Executive with both an update on the work that has been undertaken recently, the current position on the Warranted Stock Condition Survey and agree a change to the make up of the Shadow Board.

Attached to this report are a number of Appendices, being:

- i) Communication Log
- ii) Warranted Stock Condition Survey
- iii) Shadow Board Job Profile
- iv) Shadow Board Members

1. Background

- 1.1 Members will be aware that progress reports have been provided through a number of guises recently, for example one at Full Council on the 10th October. Further to this report, newsletters have been provided to tenants, leaseholders and staff, with Councillors being provided with copies. Attached for information as Appendix 1, is the Communication Log for the process.
- 1.2 Both the Tenants Forum and the Housing Review Panel have discussed and endorsed the contents of this report and appendices.

2.0 Ongoing work

2.1 *Project Team:*

- 2.2 The Project Team has now been fully operational for several months and driving this important process forward. Key work that the team has undertaken or is undertaking since October's Full Council is:
 - i) Supporting the Shadow Board with assistance from the appointed advisors
 - ii) Workshops for Housing and Building DLO Staff with assistance from the appointed advisors
 - iii) Newsletters to staff
 - iv) Newsletters to tenants and leaseholders
 - v) Tenant "drop in sessions" and "door knocking" on estates
 - vi) Analysis of returned tenant Priority Surveys

3.0 **Warranted Stock Condition Survey**

- 3.1 Attached to this report as Appendix 2, is a First Draft Report by Savills, who were appointed to undertake a 20% Warranted Stock Condition Survey of the Council's stock. An aim of the survey was to confirm the condition of the stock and the investment required over a thirty-year period. Working with PricewaterhouseCoopers (PWC) and key staff such as John Seabrook within Housing and Paul Carter within Finance, the next step was to link this information to the expected resources, which the Housing Service could expect over thirty years if the stock was retained or a stock transfer took place.
- 3.2 The appendices mentioned in the Savills Report are available upon request.
- 3.3 The conclusions of undertaking this work is that the previous reported position of needing to reduce the Proposed Housing Capital programme by 27% per year for the next ten years has been confirmed and in fact the position is now worse. The survey undertaken indicates that there is a 32% (£2.1 million) difference each year for the next ten years between resources and expenditure required in achieving the minimum standard of works required; i.e. Decent Homes Standard and Statutory Obligations.
- 3.4 Linked to the previous mentioned in 3.3, is the secondary aim of undertaking this survey was to enable information to be relayed to tenants, to enable them to fully understand the difference between what the Council could continue to provide if the stock was retained and what a newly formed, locally based and totally independent Registered Social Landlord (RSL) could provide. In effect, providing two standards of service delivery. Analysis of the Priority Survey recently sent will be instrumental in deciding the standard offered to tenants within the "Offer Document".
- 3.5 The Council cannot now provide the Government's Decent Homes Standard and Statutory Obligations, which is incidentally, less than what is currently and has been provided to tenants of this Council for many years. The formation of a new RSL would enable tenants to continue to receive the existing service delivery and potentially an enhanced service. Ultimately, this is a decision that will be taken by our customers – our tenants.

4.0 **Shadow Board of Management**

- 4.1 Members will be aware that since August's Executive, where there was an agreement on the reporting arrangements for this project and the make up of the Shadow Board, all four independent positions have been filled. In addition to this, three of the four tenant places have been filled. I am optimistic that the remaining place will be filled by the end of December.
- 4.2 On the Council side, Members will be aware that one of the Council nominee places has not been taken by the Liberal Democrats. It is believed appropriate to leave this place open till the end of December 2005 when the matter can be reviewed.

- 4.3 Attached to this report as Appendix 3, is the Job Profile of a Shadow Board Member, which clearly outlines their role.
- 4.4 Attached as Appendix 4, is a list of all the Shadow Board Members and a simple overview of their backgrounds.
- 4.5 What was key to the recruitment of all the Shadow Board Members was to ensure there was a balance of skills across the entire Shadow Board to ensure compliance with the Housing Corporation expectations. Secondly, to ensure that if tenants voted in favour of a transfer that the new RSL would be successful in delivering an excellent service.
- 4.6 At the first meeting that was held on the 6th October, the Shadow Board:
- i) Received a presentation from PWC and Pinsent Masons (Legal Advisors) on the introduction to Governance, including the role of the Shadow Board
 - ii) Agreed a rolling programme of future agenda items and training requirements
 - iii) Agreed dates of future meetings
- 4.7 In November, the Shadow Board will :
- i) Receive an update on both work that has, is, or will be undertaken
 - ii) Agree their Code of Conduct
 - iii) Receive a report from Savills on the Warranted Stock Condition Survey
 - iv) Receive training on their duties and responsibilities
 - v) Receive training on Registration and the Housing Corporation
 - vi) Discuss the type of RSL that may be formed
 - vii) Discuss staffing matters such as Union Recognition, Transfer of Undertakings and Protection of Employment Regulations (TUPE) and Admitted Body Status (Pensions) should a transfer take place
 - viii) Discuss a Communication Protocol

5.0 **Recommendation**

- i) To note the contents of the report and appendices
- ii) To note the contents of Appendix 2 and agree to the development of the two standards being proposed, whilst taking account further work will be undertaken, in order to take into consideration the conclusions of the Priority Survey
- iii) To agree to the proposal in 4.2 of this report on the Shadow Board, being:
 - a) To keep a place open for the Liberal Democrats until the end of December 2005 when the matter will be reviewed

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Housing Transfer Consultation Manager
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Appendix 1 - Pre Ballot Communications Log April - Oct 2005

Index No.	Date sent/ received	Format	Subject	Author(s)	Stakeholders/ Audience	Sent to or Meeting Group	Action req. by Project Team
PB 1	01-Apr-05	Report	Housing Stock Transfer Ballot Work	Carl Brazier	TDBC Councillors, Tenant & Senior Staff	Housing Review Panel - 01 June 05	None
PB 2	05-Apr-05	Press Release	Exploring the Housing Stock Transfer Option	Emma Brewster	General Public	Taunton Gazette	None
PB 3	12-Apr-05	Meeting	Stock Transfer Update	Carl Brazier	TDBC Tenants Forum	TDBC Tenants Forum Pre-housing review panel meeting	None
PB 4	22-Apr-05	Letter	Change of Roles within Senior Management	Carl Brazier	TDBC Tenants	TDBC Tenants	None
PB 5	25-Apr-05 & 26-Apr-05	Presentatio n	Briefing to Housing & DLO staff on housing restructure and next steps for Stock Transfer Ballot	Carl Brazier Malcolm Western	Housing & DLO Staff	Staff Briefing	None
PB 6	30-Apr-05	Newsletter	Deane Housing News Issue No. 29 Spring 2005 "Stock Transfer Update"	Carl Brazier	TDBC Tenants	TDBC Tenants	None
PB 7	01-May-05	Report	Housing Stock Transfer Ballot Work	Carl Brazier	TDBC Councillors, Tenant & Senior Staff	Housing Review Panel - May 05	None
PB 8	06-May-05	Advert	Expression of Interest	Carl Brazier	Consultants	Inside Housing, TDBC Website, Intranet	None
PB 9	25-May-05	E-mail	New Project Team	Carl Brazier	TDBC Councillors	TDBC Councillors	None
PB 10	26-May-05	E-mail	New Project Team	Carl Brazier	All Managers & Staff	TDBC Staff	None
PB 11	31-May-05	Meeting	Restructure Update	Carl Brazier	TDBC Tenants Forum	TDBC Tenants Forum Pre-housing review panel meeting	None
PB 12	01-Jun-05	Report	Housing Stock Transfer Ballot Work	Carl Brazier	TDBC Councillors, Tenant & Senior Staff	Housing Review Panel - June 05	None
PB 13	14-Jun-05	Meeting	Stock Transfer update	Carl Brazier	Cllr John Clark	Cllr John Clark	None
PB 14	15-Jun-05	Core Brief	Housing Stock Transfer Ballot Work	Carl Brazier	All Managers & Staff	All Managers & Staff	None
PB 15	28-Jun-05	Meeting	Stock Transfer Briefing/Update	Carl Brazier	CMT/Executive	CMT/Executive - 28-Jun-05	None

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PB 16	29-Jun-05	Newsletter	Deane Dispatch	Carl Brazier	TDBC Residents	TDBC Residents	None
PB 17	05-Jul-05	Meeting	Stock Transfer update	Carl Brazier	TDBC Tenants Forum	TDBC Tenants Forum Bi-Monthly Meeting	None
PB 18	14-Jul-05	Meeting	Stock Transfer update	Carl Brazier	TDBC Tenants Forum	TDBC Tenants Forum AGM	None
PB 19	18-Jul-05	Email	Staff Briefings Details	Carl Brazier	All Housing Managers & Staff	All SUMS	None
PB 20	19-Jul-05	Meeting	Stock Transfer update	Cllr Garner	Full Council	Full Council	None
PB 21	20-Jul-05	Email	Stock Transfer update	Carl Brazier	All Managers & Staff	All Managers & Staff	None
PB 22	20-Jul-05	Email	Stock Transfer update	Carl Brazier	All Councillors	All Councillors	None
PB 23	20-Jul-05	Meeting	Stock Transfer update	Carl Brazier	HSMT	HSMT	None
PB 24	23-Jul-05	Newsletter	Tenants' Talk Issue No 3 Summer 2005 'Stock Transfer update	Carl Brazier	All Staff/Tenants/Cllrs	All Staff/Tenants/Cllrs	None
PB 25	25-Jul-05	Email	Staff Briefings Details	Carl Brazier	All Managers	All Managers	None
PB 26	25-Jul-05	Email	Staff Briefings Details	Carl Brazier	All Heads of Service	All Heads of Service	None
PB 27	27-Jul-05	Letter	Invite for interest to join Shadow Board	Jayne Hares	Insight Group/Tenants Forum	Insight Group/Tenants Forum	None
PB 28	27-Jul-05	Meeting	Update on Stock Transfer Process	Carl Brazier	Kevin Toller's Heads Meeting	Kevin Toller's Heads Meeting	None
PB 29	28-Jul-05	Meeting	Update on Stock Transfer Process	Carl Brazier	Sheltered Housing Forum AGM	Sheltered Housing Forum AGM	None
PB 30	29-Jul-05	Meeting	Staff Briefing	Carl Brazier	Housing Staff	Staff Briefing	None
PB 31	01-Aug-05	Letter	Covering ltr to go with Tenants Newsletter	Housing Transfer Team Seymour-Cotton Partnership	All Leaseholders	All Leaseholders	None
PB 32	01-Aug-05	Meeting	Staff Briefing	Carl Brazier	Housing Staff	Staff Briefing	None
PB 33	02-Aug-05	Meeting	Stock Transfer Update Report	Carl Brazier	Tenants Forum	Tenants Forum Pre Housing Review Panel	None
PB 34	02-Aug-05	Meeting	Staff Briefing	Carl Brazier	All TDBC Staff	Staff Briefing	None
PB 35	03-Aug-05	Meeting	Stock Transfer Process Update Report	Carl Brazier	Councillors/Managers/Pu blic	Housing Review Panel	None
PB 36	03-Aug-05	Meeting	Staff Briefing	Carl Brazier	DLO Staff	Staff Briefing	None
PB 37	04-Aug-05	Meeting	Staff Briefing	Carl Brazier	Housing Staff	Staff Briefing	None

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PB 38	09-Aug-05	Letter	Covering ltr to go with Tenants Newsletter	Housing Transfer Team, Seymour-Cotton Partnership	All Stakeholders	All Stakeholders	None
PB 39	09-Aug-05	Meeting	Staff Briefing	Carl Brazier	DLO Staff	Staff Briefing	None
PB 40	10-Aug-05	Meeting	Staff Briefing	Carl Brazier	Housing Staff	Staff Briefing	None
PB 41	11-Aug-05	Meeting	Staff Briefing	Carl Brazier	Housing Staff	Staff Briefing	None
PB 42	12-Aug-05	Meeting	Staff Briefing	Carl Brazier	Housing Staff	Staff Briefing	None
PB 43	13-Aug-05	Meeting	Presentation on Transfer Process	Aldbourne Consultancy, Pricewaterhouse Coopers	Members	Members Briefing	None
PB 44	15-Aug-05	Meeting	Staff Briefing	Carl Brazier	All TDBC Staff	Staff Briefing	None
PB 45	19-Aug-05	Meeting	Staff Briefing	Carl Brazier	DLO Staff	Staff Briefing	None
PB 46	22-Aug-05	Leaflet	Stock Transfer Update	Housing Transfer Team	All Staff/Cllrs	All Staff/Cllrs	None
PB 47	22-Aug-05	Meeting	Staff Briefing	Carl Brazier	All TDBC Staff	Staff Briefing	None
PB 48	22-Aug-05	Political Briefing	Stock Transfer Process Briefing	Carl Brazier	Conservative Party Councillors	Political Leaders Group Meeting	None
PB 49	23-Aug-05	Political Briefing	Stock Transfer Process Briefing	Carl Brazier	Labour/Liberal Democrat Councillors	Political Leaders Group Meeting	None
PB 50	24-Aug-05	Meeting	Stock Transfer Update Report	Carl Brazier	Councillors	Executive	None
PB 51	24-Aug-05	Press Interview	Press Briefing on Stock Transfer	Carl Brazier, Cllr Garner, Cllr Williams	Local Press	Press Briefing	None
PB 52	26-Aug-05	Newsletter	Staff Newsletter	Housing Transfer Team, Seymour-Cotton Partnership	All TDBC Staff/Cllrs	All TDBC Staff/Tenants	None
PB 53	30-Aug-05	Press Interview	Press Briefing on Stock Transfer	Carl Brazier, Cllr Garner, Cllr Williams	Local Press	Press Briefing	None
PB 54	31-Aug-05	Newsletter	Special Issue Deane Housing News, Aug 2005	Housing Transfer Team, Seymour-Cotton Partnership	All TDBC Tenants/Staff/Cllrs	All TDBC Tenants/Staff /Cllrs	None
PB 55	01-Sep-05	Letter	Leaseholders Covering Letter - Newsletters	Tracey-Ann Biss	All Leaseholders	All Leaseholders	None
PB 56	06-Sep-05	Meeting	Stock Transfer Update	Steve Fox, Housing Corporation Sarah Johnston, CHTF	Tenants Forum	Tenants Forum Bi Monthly	None
PB 57	13-Sep-05	Meeting	Stock Transfer Update	Aldbourne Consultancy, Jayne Hares, Pricewaterhouse Coopers	Members	Members Briefing	None

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PB 58	13-Sep-05	Staff Briefing	Joint Housing Transfer / ISIS Staff Briefing	Penny James Shirlene Adam	All Staff	All Staff	None
PB 59	27-Sep-05	Meeting	Stock Transfer Briefing / Housing Update	Carl Brazier Malcolm Western	MP Jeremy Brown	Meeting	None
PB 60	27-Sep-05	Meeting	Initial Tenants Panel Meeting	Sian Humphreys, Aldbourne Consultancy	Potential Tenants Panel Members (Ex Insight Group Members)	Initial Tenants Panel Meeting	None
PB 61	03-Oct-05	Meeting	Tenants Panel Meeting	Sian Humphreys, Aldbourne Consultancy	Tenants Panel Members	Tenants Panel Meeting	None
PB 62	07-Oct-05	Questionnaire	Tenants Priority Survey	Housing Transfer Team Seymour-Cotton Partnership	All TDBC Tenants	All TDBC Tenants	None
PB 63	11-Oct-05	Press Release	A Better Standard For Taunton Deane Tenants	Miles Seymour, Seymour Cotton Partnership, Emma Brewster	All TDBC Tenants	Wellington Weekly, Taunton & Wellington Star	None
PB 64	12-Oct-05	Core Brief	Housing Stock Transfer Consultation Update	Carl Brazier	All Managers/Staff/ Councillors	All Managers/Staff/ Councillors	None
PB 65	13-Oct-05	Weekly Bulletin	Housing Stock Transfer Consultation Update	Carl Brazier	All Managers/Staff	All Managers/Staff	None
PB 66	14-Oct-05	Newsletter	Special Issue Deane Housing News, Oct 2005	Housing Transfer Team Seymour-Cotton Partnership	All TDBC Tenants/Staff/Cllrs	All TDBC Tenants/Staff /Cllrs	None
PB 67	17-Oct-05	DLO Staff Briefing	Staff Housing Transfer Briefing & Workshop Sessions	Carl Brazier, Miles Seymour, Hugo Stephens, Martin Price, Tracey-Ann Biss, Jayne Hares	All DLO Staff	Staff Briefing	None
PB 68	18-Oct-05	Press Release	Priority Survey Reminders	Miles Seymour, Seymour Cotton Partnership, Emma Brewster	All TDBC Tenants	Taunton & Wellington Star	None
PB 69	19-Oct-05	Press Release	Priority Survey Reminders	Miles Seymour, Seymour Cotton Partnership, Emma Brewster	All Wellington Tenants	Wellington Weekly	None
PB 70	21-Oct-05	Housing Staff Briefing	Staff Housing Transfer Briefing & Workshop Sessions	Carl Brazier, Miles Seymour, Hugo Stephens, Martin Price, Tracey-Ann Biss, Jayne Hares	All Housing Managers & Staff	Staff Briefing	None

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PB 71	24-Oct-05	Newsletter	Staff Newsletter	Housing Transfer Team Seymour-Cotton Partnership	All TDBC Staff/Cllrs	All TDBC Staff/Cllrs	None
PB 72	27-Oct-05	Meeting	Stock Transfer Process Update	Carl Brazier	Sheltered Housing Forum	Sheltered Housing Forum	None
PB 73	29-Oct-05	Meeting	Tenants Panel Meeting	Sian Humphreys	Tenants Panel Members	Tenants Panel Meeting	None

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Appendix 2

Taunton Deane Borough Council

Stock Condition Survey First Draft Report - November 2005

TAUTON DEANE BOROUGH COUNCIL

STOCK CONDITION SURVEY

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APPENDICES

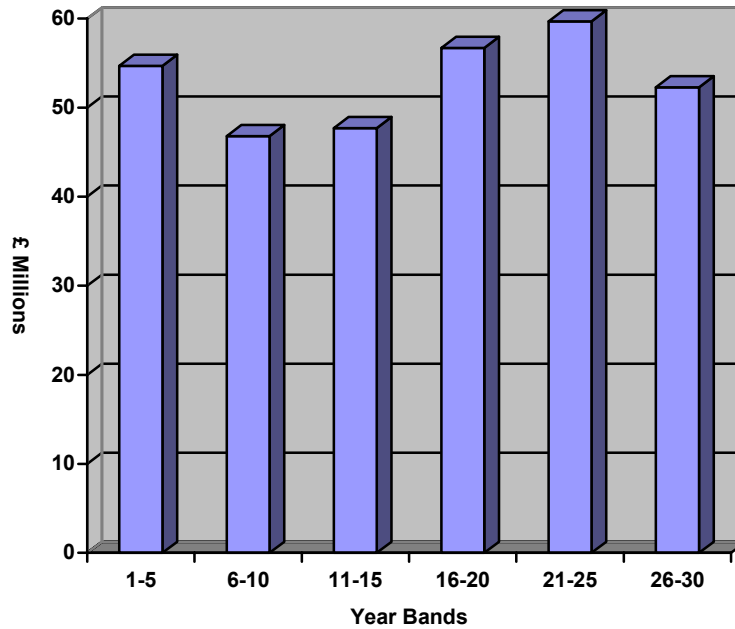
- Appendix 1** Summary of All Costs (not available at draft stage)
- Appendix 2** Element Costs (not available at draft stage)
- Appendix 3** Schedules of Rates and Life Cycles
- Appendix 4** Detailed Decent Homes Analysis and Guidance
- Appendix 5** Energy Report
- Appendix 6** Limitations of Survey
- Appendix 7** Supporting Information

**TAUNTON DEANE BOROUGH COUNCIL
STOCK CONDITION SURVEY**

PART A - EXECUTIVE SUMMARY

- 1.0 Savills were invited to tender for a stock condition survey by Taunton Deane Borough Council and we duly submitted our proposal in March 2005, following further discussions we were instructed to undertake the work. In summary, the main objectives of the exercise were:
- a. To provide accurate and statistically reliable information concerning repairs and maintenance as well as improvement costs forecast over a 30 year term;
 - b. To collect, validate and report upon attribute and condition information about the stock for the purpose of improving existing records and future maintenance planning;
 - c. To facilitate and inform the transfer of the stock to a new RSL.;
 - d. To measure the stock against the decent homes standard;
 - e. To measure the energy efficiency of the stock.
- 1.1 In accordance with your instructions we have undertaken a stock condition survey of your housing stock with a view to assessing the current and future repairs and maintenance liability. We have surveyed a representative sample of 20% of the Council's housing stock, which is currently declared as 6197 units currently rented by the Council (excluding leaseholders) along with associated related assets. The majority of properties within the stock are of traditional construction with approximately 15% being identified as non-traditionally constructed.
- 1.2 The stock has generally been reasonably well maintained on a day-to-day basis and although evidence was identified by the survey of capital investment to components such as doors and windows, a significant number of additional components have been identified for replacement in the short/mid term, such as kitchen and bathroom replacement.
- 1.3 The total forecast expenditure to improve and maintain the stock and related assets over 30 years equals £317.9m. This equates to £51,312 per dwelling or £1,710 per dwelling per annum. The costs are at a base date of November 2005 and comprise items of capital and revenue maintenance expenditure and includes contract preliminaries, but excludes professional fees, leaseholders, management costs and VAT. This expenditure is shown graphically on the following chart.

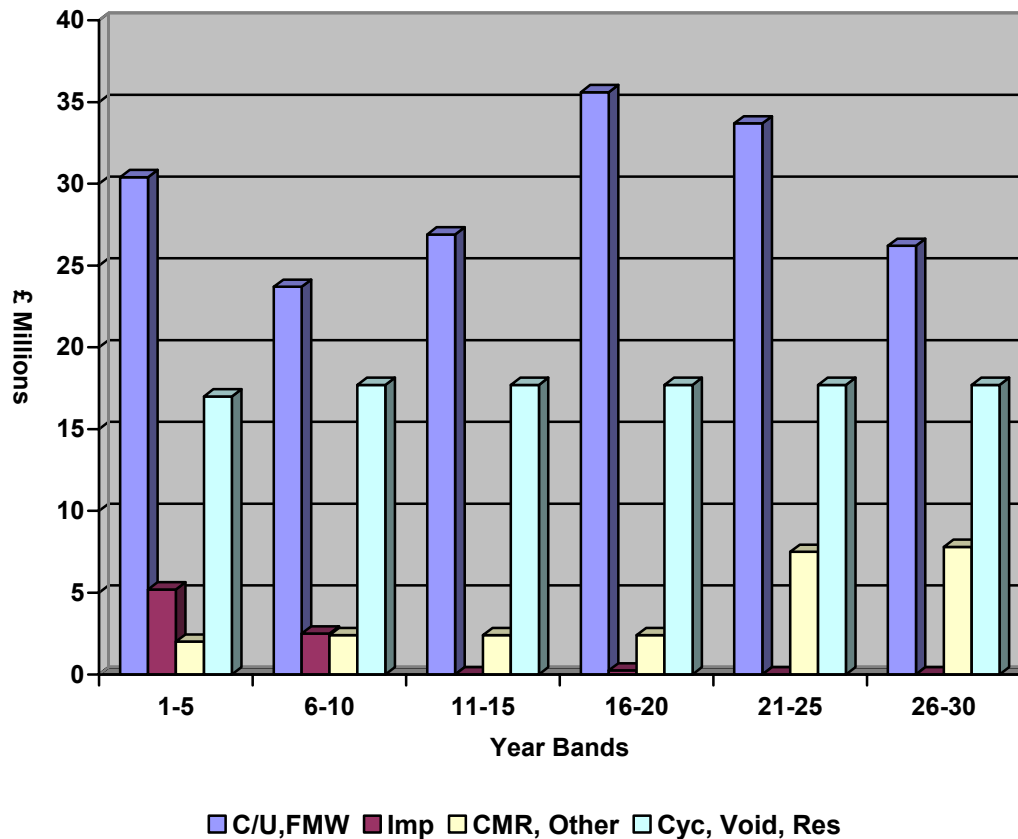
30 Year Profile All Categories



This profile clearly demonstrates that in the first 5 years a significant investment is required to improve and maintain the housing stock. This expenditure need reduces over the following 10 years before rising again in the long term. This 'peak and trough' of expenditure across the 30 year horizon is familiar to Savills and reflects not only the current condition of the stock but also the second replacement of certain components across the 30 year horizon.

- 1.4 The following graphic demonstrates the overall expenditure profile demonstrated over the same time period, but broken down across the key expenditure headings.

30 Year Category Breakdown



Again this profile demonstrates that early expenditure is needed to maintain and improve the stock, whilst continuing existing ongoing regimes regarding cyclical, and responsive maintenance.

- 1.5 The overall level of costs falls within Savills expected benchmark totals for a stock of this size and type and confirms our comments in 1.2.
- 1.6 Externally, the fabric of the properties is generally sound with a large majority of dwellings benefiting from replacement windows. However, through the mid term, a number of properties will require replacement doors and re-roofing, as they approach the end of their life expectancy.
- 1.7 Internally, a large majority of properties have a full central heating system and cavity/loft insulation where appropriate. However, little evidence was identified by the survey of a bathroom/kitchen replacement programme. Consequently a significant number of properties have been identified for replacement bathroom/kitchens in the first 5 years.

- 1.8 We predict that there is a £1,324,238 backlog of catch-up repairs that are required to bring the stock up to a reasonable standard. This allowance accounts for the repair of elements that can be brought up to a reasonable standard and a degree of whole component replacement.
- 1.9 The spread of costs for Future Major Works (capital replacement works) is split over the 30 year forecast period with approximately £79m (45%) required for external works and approximately £97m (55%) for internal works. However, within the first five years approximately 80% of the recourses apply to the internal elements of the stock.
- 1.10 The programmed renewal works to dwellings (over 30 years) is supplemented by a £8m improvement programme that will provide new or improved amenities to dwellings that currently do not exist. This typically comprises items such as internal alterations to kitchen layouts, upgrading partial central heating systems, installing door entry systems.
- 1.11 Whilst our survey has not included a specific assessment of the condition of the environment around the properties, it is clear that, in some cases, general environmental improvements are required. Work would include the provision of additional landscaping, additional security measures and improved lighting etc. The need for this work was also amplified by many of the tenants visited as part of the survey.
- 1.12 The responsive/void and cyclical, or 'revenue', works total £77.7m and £28m respectively over the 30 year forecast period. These costs were derived from reviewing historic Council expenditure and will ensure that existing commitments in this regard will continue to be met.
- 1.13 The stock includes 957 non-traditional dwellings. Although evidence of encapsulation and licensed work was identified by the survey, which will significantly reduce the risk of any potential future structural defects becoming manifest, it is considered prudent to allow a financial provision to this regard which equates to a total allowance of £12.5m over the 30 year period.
- 1.14 We have also undertaken an energy survey to assess the energy efficiency of the properties and the current NHER (National Home Energy Rating) and SAP (Standard Assessment Procedure) ratings. The energy data collected during the survey has been passed to our energy consultants, Powergen Energy Solutions, who have analysed the data and produced a separate report. A copy of this report is included in **Appendix 5**
- 1.15 The average NHER rating of the properties is 7.3 and the average SAP rating of the properties is 64.7. The national average SAP rating is 51. Any housing stock with a large proportion of properties benefiting from central heating and replacement windows is likely to score well on the SAP rating.

- 1.16 Part of our stock condition survey has included an assessment of the properties against the recently issued decent homes criteria as set out by the ODPM, results of which are shown in **Appendix 4**. In undertaking this piece of work, we have assessed the properties in terms of the fitness standards, together with the assessment of the key/other building components, modern facilities and thermal comfort.
- 1.17 Approximately 19% of the stock is currently non decent in accordance with the criteria. In addition between now and 2010, approximately 80% of dwellings within the stock, are classified as potentially non-decent. This figure of 80% will include properties that may already be non-decent, but are projected to fail on other aspects of the decent homes criteria in later years (e.g. a property that fails due to a roof failure now may also be projected to fail on rewiring in year 4). Likewise there will be properties that repeatedly fail between now and 2010 (e.g. a dwelling may fail on kitchen/bathroom in yr 2, external doors in Year 3 and boiler in Year 4). Of the properties that currently fail, the majority are due to kitchens and bathrooms.
- 1.18 Our survey has identified all of the works required for the decent homes obligations to be met in within the Government's prescribed time limit of 2010. We would also like to clarify that although the decent homes guidance encourages councils to interpret the guidance in accordance with its own particular housing stock no such interpretation has been made at this stage to the results of the decent homes analysis. Consequently these results are to be viewed as the lowest possible standard of decency, and we encourage the Council to bear this mind when considering the aspirations of both itself and its residents, as the decent homes standard in isolation rarely delivers an acceptable level of housing.
- 1.19 All information recorded during the stock condition survey has been loaded onto a Microsoft SQL database and this has been used as a basis for analysing the data and producing the cost reports. This information will be provided to the Council for on-going use.
- 1.20 The site inspections were carried out for the purpose of this survey during September and October 2005.

PART B

2.0 INTRODUCTION

- 2.1 In connection with the Council's evaluation of the investment requirements of their housing stock, we were asked to submit a proposal for a stock condition survey in March 2005 and, following discussions with the Council our quotation was subsequently accepted.
- 2.2 We have undertaken a representative 20% internal and external survey of the stock to provide reliable information on costs and programming of works.
- 2.3 We worked with the Council to obtain the information we required, such as address lists, location plans, details of construction types, etc. The survey work was undertaken during September and October 2005 and the survey data was subsequently loaded onto our computer system. A summary of all costs is included at **Appendix 1**, and a detailed elemental cost break down included at **Appendix 2**. (this information is not available at draft stage)
- 2.4 The primary purpose of the Stock Condition Survey has been to assess the cost of the work to repair and maintain the stock for the next 30 years, the results of which will be used to inform the Council's option appraisal process. Also, the survey has separately assessed the requirements to bring all properties to a decent standard and then to maintain them at that standard up until 2010.

3.0 SAMPLING TECHNIQUE

- 3.1 The purpose of the sampling process is to present a representative financial picture of the maintenance requirements of the stock using detailed surveys of a limited number of properties. The most straightforward approach to this is a simple random sample, however where characteristics are known in advance, there is benefit in creating a "stratified" sample. Typically, maintenance requirements will correlate closely with the characteristics of the sample data, thereby increasing the reliability of the results from a limited sample.
- 3.2 The properties within the archetypes within the areas are relatively similar and, as such, the sample survey has enabled us to produce an accurate financial picture of the repairs and maintenance liability of the stock as a whole. Further to this, statistical accuracy assessments have been undertaken which have resulted in an overall statistical confidence level of at least 95%.

4.0 PROPERTY DATABASE

- 4.1 A database of properties was provided by the Council which was used as the basis to select the sample and to extrapolate the costs from the survey. Great reliance has therefore been placed on the contents.
- 4.2 The housing stock as at September 2005 totals 6,197, rented dwellings, which we have broken down into the following archetypes and sampled accordingly:

ODPM Archetype	Count	Surveyed	%
Non Traditional House	957	187	15%
Traditional Bungalow	866	185	14%
Traditional Flat 1945-64	658	130	11%
Traditional Flat 1965-74	322	69	5%
Traditional Flat Post 1975	526	108	8%
Traditional Flat Pre 1945	120	26	2%
Traditional Flat Sheltered	551	112	9%
Traditional Hostel	7	1	0%
Traditional House 1945-64	489	93	8%
Traditional House 1965-74	93	19	2%
Traditional House Post 1975	444	87	7%
Traditional House Pre 1945	1164	227	19%
Total	6197	1244	20%

5.0 METHODOLOGY

5.1 The Survey Team

- 5.1.1 The Savills team specialising in planned maintenance and stock condition surveys undertook the survey. The team of surveyors, all of whom are Chartered Surveyors or staff of similar standing, have extensive experience in mass survey projects and were fully briefed on the requirements of the survey before any inspections were carried out on site. The survey team was based in the area whilst the on site inspections were carried out.

5.2 Quality Control

- 5.2.1 Prior to survey commencement, a pro-forma was devised which was used for data collection. The content of which is included at **Appendix 3**. The information was entered into our computer database for it to be checked, collated and validated. The methodology and survey objectives were shared and tested by the Savills survey team throughout the assignment.

5.2.2 In addition to a comprehensive briefing of all surveyors prior to commencing the inspections, de-briefing meetings were held with all surveyors at the end of each day to enable queries to be dealt with immediately. Spot checks were also made on site of completed surveys to check compliance with the agreed methodology.

5.3 Validation of Data

5.3.1 Once the surveys were completed, they were loaded onto our computer database and extensive validation was undertaken electronically to check for anomalies and inconsistencies.

6.0 REPAIR/INVESTMENT CATEGORIES

The survey brief identified various investment categories as to how the survey results were to be presented. These categories mirror those required by the ODPM for a number of their statistical returns. We can confirm that we have complied with this aspect of the brief and fuller explanations of each individual category are provided below.

6.1 Catch-up Repairs

6.1.1 These are defined as repair of elements that can be brought up to a reasonable standard along with the complete replacement where necessary.

6.1.2 The full detail of the catch up repair costs are identified at **Appendix 2**, however many of the elements can be listed into generic groups and are as follows:

Catch up Repairs	
Roofs, Chimneys and Eaves	£140,950
Windows	£19,700
External Doors	£66,980
Walls/Canopies	£105,150
Fences, Paths, Boundaries and Stores	£319,858
Kitchens	£39,250
Bathrooms	£108,250
Wiring	£102,150
Plumbing and Heating	£41,400
Other	£380,550
Total	£1,324,238

6.2 Future Major Works

6.2.1 These are defined as “the provision, which should be adequate to cover the periodic overhaul / refurbishment / renewal of the building components and landlords’ fixtures and fittings, to keep the property in lettable condition”.

6.2.2 All building elements have a natural life expectancy, at the end of which they have to be replaced. The life expectancies used in generating costs were based on the following:

- Industry standards.
- HAPM Property Mutual Limited manual.
- RICS and BRE publications: “Life Expectancies of Building Components”.
- The Council’s experience.
- Our experience.

6.2.3 Our surveyors used their professional judgement to establish when a building component requires replacement and inserted the appropriate year on the survey form. For older building components, or those, which we believed to have a limited remaining life, life cycles were ignored and our assessment was based on the condition as, found on site from our survey.

6.2.4 We have only recorded those items that will require renewal within the next 30 years and those items falling outside that period have not been subject to a replacement cost within our report. However we would anticipate a similar level of expenditure identified over the next 30 years to be maintained thereafter.

6.2.5 A full breakdown by individual element is included at **Appendix 2**. The elements, however, can be grouped together to present the costs under larger grouped headings, as shown below:

Future Major Works	
Roofs, Chimneys and Eaves	£17,928,285
Windows	£15,512,200
External Doors	£9,871,180
Walls/Canopies	£14,609,730
Fences, Paths and Boundaries	£22,043,353
Kitchens	£34,073,750
Bathrooms	£15,885,600
Wiring	£12,866,850
Plumbing and Heating	£27,146,200
Other	£6,220,250
Total	£176,157,398

As can be seen from the table above, substantial investment is required for all groupings with heating and kitchen renewals being the most prominent.

6.3 Improvements

6.3.1 Improvement work generally involves the installation of components that do not currently exist at a property but would enhance the property, or upgrading an element to be replaced (e.g. increasing insulation to walls and lofts) or replacing an element, such as a kitchen or bathroom, well before the end of its life. The improvements included within this report all relate to property enhancements/upgrading with no planned acceleration of works. We set out below a list of the improvements that we have assessed as part of the survey:

- Revise/Extend kitchen layout (larders, cooker position)
- Revise/Extend Bathroom layout
- Install smoke detectors
- Install/Upgrade central heating systems
- Thermal insulation
- Security works
- Environmental Works

6.3.2 All improved works will have life cycle impacts as they will eventually require renewal in future years. The analysis below concentrates on the overall cost of improvements over the thirty-year period.

Improvements	
Kitchen Improvements	£1,059,100
Bathroom Improvements	£69,550
Installing smoke detectors	£25,500
Install/Upgrade Central Heating Systems	£1,135,300
Thermal Insulation	£148,800
Security Works	£490,300
Environmental Imp	£4,999,998
Total	£7,928,548

6.3.3 The improvement costs are generated through information collected on site as part of the survey and through discussions with the council.

6.4 Environmental Improvements

6.4.1 Whilst our survey has not included a specific assessment of the condition of the environment around the properties, it is clear that, in some cases, general environmental improvements are required. Work would include the provision of additional landscaping, additional security measures and improved lighting etc. The need for this work was also amplified by many of the tenants visited as part of the survey. The cost for this work has been demonstrated as approximately £5,000,000 which has been spread over the first 10 years of the profile reflecting the anticipated delivery of this work. It should be noted that care has been taken to avoid any potential double counting within this cost heading.

6.5 Response and Void Property Maintenance

6.5.1 Responsive and Void property maintenance is defined by the DTLR as “maintenance arising from the landlord’s obligation to carry out repairs to a property, either upon a tenant’s request or arising from staff inspection or in connection with the re-letting of a property”.

6.5.2 The council currently manages an annual responsive repairs budget of approximately £2.7m to provide this responsive service. Savills have reviewed this budget in detail and have ensured that any items of work relating to component replacement (such as replacing a boiler) carried out under this budget have not been included, as the financial provision has already been allowed for under the Future Major Works section of this report. **Appendix 7** provides details of the calculations applied to this budget. Following a review of this information an annual allowance of £2,043,320 has been taken forward for the basis of this report.

6.5.3 As with the responsive budget the council have provided information relating to the current expenditure level to provide an adequate void service, which currently stands at approximately £700,000 per annum. **Appendix 7** provides details of a sample of the calculations applied to this budget. Following a review of this information, which included ensuring that no double counting existed elsewhere in this report, a revised annual expenditure of £570,000 has been taken forward for the purposes of this report.

6.6 Cyclical Maintenance

6.6.1 Cyclical Maintenance is defined as “maintenance and servicing, generally similar to that stated for programmed repairs”. However, it is more specifically identified as various items recurring on an annual basis and the servicing of installations.

6.6.2 The cyclical investment forecasts were produced by initially assessing the Council's historic expenditure as to the cost and extent of work in this area. Each specific area was then reviewed in more detail to assess whether projections from this base position were acceptable for future projections. This would take into account the previous level of service provision and the impact of the programmed renewal forecasts.

We found that in general any potential reductions to the headings in this area were neutralised by uplift considerations in the same category, e.g. a reduction in decorations reflecting the installation of minimum maintenance products can be considered. However the obligation to them wipe down, ease and adjust the same new items cyclically can also be argued. For the purpose of this report a flat line expenditure has been projected over the 30 year horizon. The following table demonstrates the costs over 30 years within each category:

Cyclical maintenance	
Decorations	£15,000,000
Gas servicing	£11,100,000
Sewage treatment works	£1,980,000
Painting common areas/hostels/allowances/OAP	£1,320,000
Total	£28,080,000

6.7 Related Assets

6.7.1 As part of the stock condition survey we have undertaken an assessment of the Council's financial obligation to maintain the stock's related assets. These have been recognised as various garage sites and unadopted areas.

6.7.2 The costs to maintain these areas has been assessed as £3,600,000 over the 30 year horizon. This cost is exclusive of VAT and administration charges. We have assumed that ad-hoc repairs required to the various assets will be picked up as part of the day-to-day maintenance budget.

6.8 Contingent Major Repairs

6.8.1 Contingent major repairs are defined as repairs of a kind, which cannot be specifically foreseen and may arise from latent defects in construction. We have allowed a provision of approximately 2% on programmed renewals over the 30 year period.

6.8.2 The allowance is specifically in respect of unforeseen work that has not been identified elsewhere in the survey but, from both our experience and that of the Council, can be predicted as likely to occur. Examples include, but are not limited to, cavity wall tie failure, uninsured subsidence/settlement, general structural defects, drainage failure and latent defects in construction.

7.0 DECENT HOMES ASSESSMENT

7.1 As part of our survey we have made an assessment of the level of non-decency in the housing stock. This assessment has been measured in accordance with the guidelines set out by ODPM at **Appendix 4**. We have identified that approximately 19% of properties fail this assessment, which compares against a national average of 46%.

7.2 The works identified in the first 5 years of our costs will bring the currently non decent properties up to a decent standard and prevent further properties becoming non decent. The works identified in the following 25 years will ensure decent properties do not become non decent during this period. We would also like to clarify that although the decent homes guidance encourages councils to interpret the guidance in accordance with its own particular housing stock no such interpretation has been made at this stage to the results of the decent homes analysis. Consequently these results are to be viewed as the lowest possible standard of decency, and we encourage the Council to bear this mind when considering the aspirations of both itself and its residents, as the decent homes standard in isolation rarely delivers an acceptable level of housing.

7.2.1 A decent home, as described by Central Government, is one that is wind and weather tight, warm and has modern facilities. In order for a social landlord to achieve this aim any individual dwelling must meet the following criteria:

a) It meets the current statutory minimum standard for housing

This is currently defined as properties becoming unfit under section 604 of the Housing Act (as amended by the 1989 Local Government and Housing Act). It is expected that the future minimum standard may be based on the Housing Health and Safety Rating System (HHSRS), first published as a guidance paper in July 2000 by the former DETR.

The assessment of the current minimum standard for our reports is based upon the fitness standard, however, we have collected information on the HHSRS and it is contained within the database, thereby ensuring the future viability of the survey information.

b) It is a reasonable state of repair

Dwellings that fail this criterion are those elements such as roofs, rewires, boilers etc that are **old** (i.e. their age exceeds their life cycle) **and in poor condition** (i.e. identified by the surveyor as needing replacement or a major repair).

The elements listed within this criteria are sub-divided into two sections, namely key components and non-key components. Failure of a single key component will fail the dwelling completely, whereby the non-key components require two or more failures to make the property non-decent. The list of key and non-key components is contained within **Appendix 4**.

Obviously whenever a key component fails then the property will become non-decent in that year, however the culmination of two non-key components may occur over several years (e.g. a kitchen in year 1 and bathroom in year 5).

Within the example listed above there is no fixed guidance upon how it should be reported. To avoid confusion and maintain consistency with the general cost reports, we would include the cost for the kitchen and bathroom in the years that they fail. We would **not** include any costs for a dwelling that only has one non-key component failure over the forecast period.

c) It has reasonably modern facilities and services

The guidance lists six points of failure and any individual dwelling must fail on three or more items to be deemed as non-decent. As with the methodology employed for non-key components, we have included the items within the predicted year of failure in our decent homes reports and will only include costs for those dwellings that have three or more failures before 2010.

Both modern facilities and non-key components can fail on kitchen and bathroom installations, therefore producing the potential for double counting within our decent homes reports. To overcome this our database identifies upon which criteria the property fails first and then prevents the other criteria from becoming populated by the same data.

An example of the above would be a dwelling that has an **old** kitchen/bathroom and one other modern facilities failure in year 1. The survey also recognizes that the kitchen and bathroom are **old and in poor condition** in later years. In such instances we would not include any costs for the non-key component potential failures.

d) It provides a reasonable degree of thermal comfort

This criterion requires dwellings to have both effective insulation and efficient heating.

Again there is a potential for double counting in such situations where a dwelling does not have efficient heating and the boiler or heating distribution system is old and in poor condition under criterion b. In such circumstances we will include for the requisite replacement when it first appears and then exclude it from re-appearing in the other criterion.

7.4 Further detail of the decent homes guidance is attached in **Appendix 4**. This expands on the criterion listed above and we can confirm that our survey methodology reflects the requirements contained therein.

8.0 EXCEPTIONAL EXTENSIVE WORKS

8.1 Exceptional Extensive Works are major works which are required to remedy particular significant defects and fall outside the definition of routine repairs and maintenance. They are usually works needed to provide the most effective technical solutions and will reduce future repair and maintenance costs. An example would be overcladding of a block to prevent water penetration which was causing damp or structural works to non traditional properties.

8.2 Although the Authority has carried out considerable encapsulation work and licensed scheme work to the non traditional stock, it is considered prudent to allow a financial provision relating to these properties. The following demonstrates the total cost of these provisions over the 30 years

Non Traditional Stock	
Woolaway	£10,200,000
Other Non Trads	£2,300,000
Total	£12,500,000

8.3 In addition to the categories listed above and through discussions held with the Council an additional allowance of £2,478,798 has been made in respect of managing any asbestos containing materials that may exist within the housing stock.

9.0 LEVELS OF PRICING

9.1 The work recorded as part of the Stock Condition Survey has been priced using a Schedule of Rates, a copy of which is included at **Appendix 3**. The Schedule has been based on the Council's experience of letting contracts locally and our experience with other Local Authorities/Housing Councils with similar types and numbers of property.

9.2 If the work is planned and procured correctly, we believe that the unit rates identified can be achieved, if not improved. However, poor planning/procurement could result in large volumes of work put on the market at the same time resulting in "overheating" and cost increases as a consequence.

10.0 COST REPORTS

10.1 A summary of all costs and an elemental summary for the whole stock is included at **Appendix 1**. An elemental breakdown of cost is included at **Appendix 2**. All costs are exclusive of management and administration charges, professional fees, any decanting costs and VAT.

11.0 LIMITATIONS OF SURVEY

11.1 The inspections and report are subject to the limitations set out at **Appendix 6**.

12.0 ENERGY ASSESSMENT

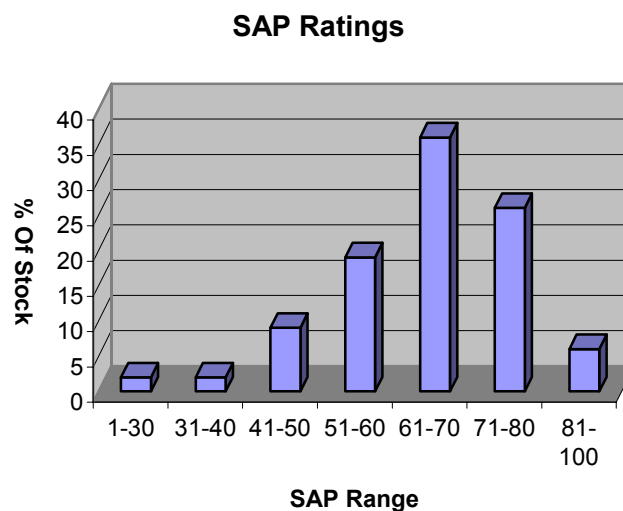
12.1 As part of the stock condition survey, we have undertaken an assessment of the energy performance of the properties by carrying out an NHER Enhanced Level 0 survey. The data collected has been processed by our energy consultants, Powergen Energy Solutions, and they have analysed the results and prepared a report with their findings. A copy of this report is included at **Appendix 5**.

12.2 Generally the properties score reasonably well on the SAP (Standard Assessment Procedure) ratings with an overall average of almost 64.7, which compares favourably against the national average of 51.

12.3 All energy related software systems are heavily weighted towards the heating systems within the dwelling. The council has a large majority of properties with full central heating, consequently a reasonably good overall rating is reflected in the findings of the survey. Additional package improvement works have also been carried out which have contributed to

increasing the overall energy efficiency of the properties such as window replacements, and insulation works.

- 12.4 The following graphic demonstrates the results of the surveyed properties relating to energy efficiency:



13.0 DATABASE

- 13.1 A requirement of the Brief was to provide the survey data in a user-friendly database. In the first instance, we have loaded all survey data into our own specialist software to enable us to validate the survey results, undertake the necessary analysis and produce the cost reports. The completed survey database will be provided to the Council.

14.0 AIDS AND ADAPTATIONS (also known as Disabled Adaptations)

- 14.1 Housing adaptations play an important role to help disabled people remain in the comfort and safety of their own homes, rather than having to go into residential care.
- 14.2 Through information provided from the Council we have allowed a provision of £200,000 per annum for the 30 year of the forecast. Due to the ongoing reactive nature of this work it is unlikely that this allowance will reduce over time and consequently has been taken forward at this rate across the 30 year horizon.

APPENDIX 1

SUMMARY OF ALL COSTS

APPENDIX 2

ELEMENT COSTS

APPENDIX 3

SCHEDULES OF RATES AND LIFE CYCLES

APPENDIX 4

DETAILED DECENT HOMES ANALYSIS AND GUIDANCE

APPENDIX 5

ENERGY REPORT

APPENDIX 6

LIMITATIONS OF THE SURVEY

LIMITATIONS OF SURVEY

- 1.1 Repairs and replacements have been costed on a “like for like” replacement basis, with improvements and contingency works dealt with as a separate exercise where they do not clearly form part of the repair process. In the event of remedial works requiring vacation of the property, no allowance has been made in the costings for such relocation.
- 1.2 Savills have not undertaken structural surveys of the properties and have not inspected woodwork or other parts of the structure, which were covered, unexposed or inaccessible. It is therefore not possible to report that such parts are free from defects.
- 1.3 Inspections have not been made of flues, ducts, voids or any similarly enclosed areas, access to which was not readily available at the time of our inspection and we are therefore unable to report that such areas remain free from defect.
- 1.4 No specific inspection (other than a Type 1 visual asbestos inspection) or specialist testing has been undertaken to establish whether high alumina cement concrete, calcium chloride additives, woodwall slab permanent formwork construction, or other deleterious materials are present within the construction.
- 1.5 No samples have been taken nor any analysis made of the sulphate content of the load bearing sub-soil adjacent to the foundations.
- 1.6 No testing of electrical, mechanical, water, drainage, air conditioning, lifts or other services have been undertaken by Savills.
- 1.7 Savills have not made any formal enquiries in respect of existing user rights, town planning and road widening, legal interests, fire certificates, effluent agreements, party wall agreements, prescriptive rights, easements, wayleaves, statutory consents or contaminated land.
- 1.8 We have not included in our calculations any costs or fees incurred which might arise from the application of the Party Wall Act 1996.

APPENDIX 7

SUPPORTING INFORMATION



Shadow Board Member Job Profile

- POST:** Shadow Board Member
- SALARY:** Voluntary, but travel and expenses incurred in fulfilling the role of the Shadow Board Member will be reimbursed. (As laid out in Schedule 1 of the Housing Act 1996)
- RESPONSIBLE TO:** The stakeholders (tenants, funders, employees, local authority, wider community, future customers).
- RESPONSIBLE FOR:** The guardianship of the organisation; deciding on policy and strategy; acting as the final point of accountability; monitoring, supervision and control; and providing a bridge between the organisation and the outside world.

PURPOSE OF THE BOARD:

- Provide a balanced, diverse and effective Board, which leads and directs the organisation.
- Provide the managing director and senior staff with the conditions under which they can manage the organisation; as well as taking care to recruit people with suitable skills, experience and qualities. This involves working closely with senior staff, providing them with support but giving them space to get on with their jobs.
- Support the managing director in empowering staff and enabling them to take ownership for their area of work. We would anticipate at this stage that this will be undertaken by adopting a compassionate approach through the further development of a “Learning” and “No Blame Culture” similar to that already being embarked on by the Housing Service within Taunton Deane.
- Ensure that members collectively have the knowledge and skills needed to work effectively; taking time to organise the way in which it goes about its work; and reviewing its performance as a Board.
- Define and ensure compliance with the values and objectives of the company;
- Establish plans and policies to achieve those objectives;
- Approve each year’s budget, accounts and business plan;
- Define levels and standards of service to tenants;
- Monitor the performance and financial control of the company;
- As an employer, appoint and appraise the performance of the managing director and other senior managers;

- Manage the company's public relations;
- Satisfy itself that the company's affairs are conducted lawfully and in accordance with generally accepted standards of performance and propriety.

While the company is being set up, in the pre-transfer stage, the Board will also need to consider issues about the future organisation of the company and the basis on which the stock transfer would take place. It will have to agree, for example, its own structure, rules and procedures and the key policies on which it will perform. It will need to agree the transfer transaction with the Council and set up good working relations with tenants.

The Board will have three main categories of member:

- a) Independent members
- b) Tenant/resident representatives
- c) Council nominees

All Board members will share the responsibility for each other's contributions and seek to resolve any differences of view amicably. It is important the Board works together as a team with all members engaging.

PERSON SPECIFICATION:

- Commitment to the values and objectives of the organisation (primarily concerned with providing affordable social housing);
- Commitment to the organisation's core policies including equal opportunities;
- Maintain the confidentiality of any private information relating to the Board's decision or the business of the Company;
- Prepare for, attend and contribute to Board and committee meetings, and share responsibility for decisions;
- Attend and take part in training sessions and other events;
- Take part in other meetings within and outside the organisation and tell the Board of relevant information;
- Take part in activities designed to strengthen Board performance by developing your understanding of the organisation and its work;
- Take action to understand how the organisation goes about its business;
- As well as Board papers, read background briefings, articles in the housing press and other publications so you are aware of the context in which the organisation operates;
- Bring to the role your independence, skills and experience;
- Declare any relevant interest;

- Ability to commit up to 30 days a year to the business of the organisation, attending at least 75% of relevant training sessions provided to develop your role, and a minimum 75% annual attendance at Board, committee and other meetings.

TASKS:

- Establish policies, procedures and plans to define, achieve and ensure compliance with the values and objectives of the organisation;
- Monitor performance concerning plans, budgets, controls and decisions;
- Establish and oversee a framework of delegation and systems;
- Ensure the conduct and work of the organisation and its staff is accountable and the final responsibility of the Board;
- Finance and Human resources are properly and effectively used, including the appointment of the chief executive and other senior staff of a suitable calibre;
- Agree policies and decide on all matters that might create significant financial or other risk to the organisation, or which raise material issues of principle;
- Develop an effective risk management framework to ensure the proper consideration of risk management is applied to the organisation's activities;
- Resources are available to meet the commitments of the organisation to its tenants and staff;
- Affairs are conducted lawfully and in accordance with generally accepted standards of performance and propriety;
- Values, policies and activities are represented and communicated to staff, stakeholders and the outside world;
- Quality, relevance and appropriateness of the work is accountable and the final responsibility of the Board.
- Policies and procedures are in place to ensure the financial security and stability of the organisation.

PRINCIPLES:

- Uphold the values and objectives of the organisation;
- Contribute to and share responsibility for the Board's decisions;
- Comply with the Code of Conduct;
- Respect confidentiality;

- Declare all financial or other interests that may relate to the work of the organisation and never use the position for personal gain;
- Undertake an annual appraisal with the Chair of the Board;
- Regularly attend Board meetings and contribute;
- Attend training sessions and other relevant events as required;
- Represent the organisation on occasions.

IMPORTANT NOTE

Schedule 1 Housing Act 1996

The Housing Act 1980 introduced legal measures to prevent committee members, officers and staff of registered housing associations from abusing their positions. Those measures were re-enacted in Section 15 of the Housing Associations Act 1985 and were subsequently amended by Schedule 6 of the Housing Act 1988. The Housing Act 1996 has now re-enacted and amended what went before and the measures can now be found in Part 1, Schedule 1 to the 1996 Act. The text is set out in Appendix 1. From Appendix 1, it can be seen that a housing association may not make a payment or grant a benefit to:

- An officer or employee;
- A person who at any time within the previous twelve months has been an officer or an employee;
- A close relative of an officer or an employee;
- A business trading for profit which has as principal or proprietor an officer or employee.

Appendix 4

Shadow Board Members

Cllr Jean Allgrove:

Jean has been interested and involved in housing for many years at the Council. Jean is a Member of the Housing Review Panel and was also a Member of the Stock Options Appraisal Steering Group.

Cllr Catherine Biscoe:

Catherine has been interested and involved in housing for many years at the Council. Catherine is a Member of the Housing Review Panel and was also a Member of the Stock Options Appraisal Steering Group.

Cllr Norman Cavill:

Norman is the Portfolio Holder for Economic Development, Property & Tourism and by undertaking this role has a keen interest in housing matters.

John Beaman:

The Tenants' Forum selected John as one of their two nominees. He has been a tenant for over ten years and in addition has been involved in tenant participation for over ten years, locally, regionally and nationally.

Francis Ginty:

Frances was selected as one of the two non-Forum tenant representative and went through an interview process to be selected. Francis has been a tenant for nearly ten years and she became involved in tenant participation by being a member of the Insight Group in the Stock Options Appraisal.

Pauline Kershaw:

The Tenants' Forum selected Pauline as one of their two nominees. She has been a tenant for over thirty years and in addition to this has been involved in tenant participation locally for over fifteen years.

Graham Briscoe:

Graham has been selected as an Independent Member. He lives in Weston Super-Mare and retired from Royal Sun Alliance a year ago, whilst there he was a senior manager in Project Management but was a chartered engineer by training. Graham is also involved in Further Education both in a voluntary capacity as a Governor and as a visiting lecturer.

Tony MacGregor:

Tony has been selected as an Independent Member. He lives in Ottery St Mary and works in Exeter for Devon & Cornwall Housing Association as the Director of Resources & Finance. He has also previously been a Board Member for a Somerset based RSL.

Gerry Wadham:

Gerry has been selected as an Independent Member. She lives in Taunton and works for Rethink, an organisation that provides housing and support for people who have a mental health illness. She is also the Chair of Rethink National Housing Forum.

Bob Weatherall:

Bob has been selected as an Independent Member. He lives in Ilminster and works for the Exeter Housing Society as the Head of Finance and Resources. Prior to this, he worked as the Head of Finance and Resources for Connexions Ltd (previously known as Somerset Careers Ltd).