

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 23 August 2011 at 18:00.

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## **Agenda**

- 1 Apologies.
- 2 Minutes of the meeting of the Tenant Services Management Board held on 21 July 2011 (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 Halcon North Project. To receive an oral update from the Strategic Director and the Housing Enabling Lead. Supporting documents provided are (attached); Project Brief and Appendices A Map, B Risk Assessment and C Equality Impact Assessment.  

Reporting Officers: Lesley Webb  
Shirlene Adam
- 6 Housing Revenue Account Reform. Project Dashboard from the Tenant Empowerment Manager (attached).  

Reporting Officer: Martin Price
- 7 The Respect Charter. Report of the Estates Officer (attached).  

Reporting Officer: Steven Clarke
- 8 Formalisation of Tenant Involvement to develop Supported Housing Services. Report of the Supported Housing Manager (attached).  

Reporting Officer: Christine Thompson
- 9 Annual Report 2010/2011. To receive an oral report from the Tenant Empowerment Manager and Tenant Services Development Officer.  

Reporting Officer: Martin Price
- 10 TPAS Annual Conference. To receive an update from attendees of Conference.

Tonya Meers  
Legal and Democratic Services Manager

07 February 2012

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.

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.

Full Council, Executive, Committees and Task and Finish Review agendas, reports and minutes are available on our website: [www.tauntondeane.gov.uk](http://www.tauntondeane.gov.uk)



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



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

**For further information about the meeting, please contact Democratic Services on 01823 356382 or email [d.durham@tauntondeane.gov.uk](mailto:d.durham@tauntondeane.gov.uk)**

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**Tenant Services Management Board Members:-**

Mr D Etherington	(Chairman)
Mr M Edwards	(Vice-Chairman)
Councillor R Bowrah, BEM	
Councillor S Brooks	
Mrs J Bunn	
Mrs E Drage	
Mr D Galpin	
Mrs J Hegarty	
Mr K Hellier	
Mrs P Marshall	
Mrs T Urquhart	

**Minutes of the meeting of the Tenant Services Management Board held on Thursday 21 July 2011 at 6pm in Lodge Close, Wellington.**

**Present:** Mr Etherington (Chairman)  
Mr Edwards (Vice-Chairman)  
Mrs Drage, Mr Galpin, Mrs Hegarty, Mr Hellier and Mrs Marshall

**Officers:** James Barra (Community Services Manager), Stephen Boland (Housing Services Lead), Martin Price (Tenant Empowerment Manager), Tracy Vernon (Tenant Services Development Officer), Rosie Reed (Tenant Services Development Officer), Alison North (Performance & Client Lead), Chris Hall (Highways & Cleansing Manager), Sharon Harvey (Supported Housing Team Manager), Christine Thompson (Supported Housing Manager), Gareth Denslow (Supported Housing Team Manager) Phillip Webb (Housing Manager - Property Services)

**Others:** Councillor James Hunt, Cathy Osborn (Savills), Nigel Stuart-Thorn, Beryl Edwards

(The meeting commenced at 6.12 pm)

**32. Apologies**

Apology Councillor Brooks and Councillor Bowrah

**33. Minutes of Last Meeting**

Beryl Edwards and Nigel Stuart-Thorn requested their attendance be recorded on the minutes

The minutes of the Tenant Services Management Board held on 20<sup>th</sup> June 2011 were taken as read and were signed

**34. Declaration of Interests**

The following members of the Board declared a personal interest as a Council house tenant:

- Mr Etherington
- Mrs Drage
- Mr Edwards
- Mr Galpin
- Mr Hellier
- Mrs Marshall
- Mrs Hegarty

### 35. Housing Revenue Account Business Plan

Cathy Osborn from Savills circulated printed copies of the intended powerpoint presentation for the HRA Business Plan 2012-2042.

Savills together with the CIH consultation team have been developing a 30 year business plan for TDBC which reflects:-

- Complete picture of the current service to include the views of residents.
- Future aspirations and objectives for the housing service
- Understand the current position
- Understand the risks and opportunities for the future
- Prepare for self financing.

Cathy Osborn provided an overview of Governments proposals for self financing including:-

- Housing Revenue Account is ring-fenced from other Council finances
- The end of the national subsidy system
- Calculations required for the value of each Councils housing stock and the level of debt the business can support which will result in a one off payment to Government, although Government retain the right to change the settlement terms.
- The level of debt the Council is left with reflects the value and is affordable.
- A draft settle to be issued in February 2011 and updated with a determination in December 2011 /Jan 2012
- Will be implemented by end of March 2012.

In terms of what this means for TBDC:-

- A large increase in housing debt (£87 million)
- 17% Uplift in cost allowances
- Cost of debt should be less than the current subsidy payment and debt is capped at the start
- Long term planning is possible to ensure financial viability and delivery of TBDC's objectives Decisions are required around setting new strategic objectives and priorities for action and to measure whether these have worked and been successful.
- There will be new risks and responsibilities together with new opportunities.

The financial model sets out the financial resources required. The model and document sets out the current position and future aims and objectives of the service, including the risks that have to be managed to meet targets for self financing and planning for the long term.

All background information will be collected by July 2011 and analysed by August 2011. Consultation to review the current strengths and weakness of the service and to develop new strategic objectives will be undertaken by September 2011.

The model will be updated and a draft document will be ready mid October 2011.

Interest accrued on the new proposed debt will be more cost effective than paying into the existing subsidy system and to assist in planning for the future for programmes of work.

TDBC need to consider the importance of changes occurring locally and the changes to legislation which are of importance including the localism bill, comprehensive spending review and Welfare benefit reform etc.

A comprehensive consultation with a wide range of stakeholders will be required over the coming months. This will assist with building up a picture of current service delivered and gain the views of residents including where they would like to see the service going in the future.

In September stakeholder consultation days are planned and will need to identify an understanding of the current strengths and weaknesses of the service.

The board were asked for their views on issues that should be considered within the business plan. Responses included:-

- Benefit payments reform converting to universal credit may have a major impact on rental payments made to landlord. The impact of the Government policy (Localism Bill) and those who under occupy accommodation will also create problems. There should be provision for the tenants in the form of removal grants to assist households to move.
- The plan should incorporate building of new houses by TDBC and include renewable energy sources.
- Discussion were had on Right To Buy receipt constraints.

The board were also asked for their views on the current level of service TDBC provide and whether any improvements could be made, responses include:-

- Higher decorating standards should be achieved wherever possible
- A choice of heating should be made available, especially considering tenants in rural areas
- Energy certificates should continue to be made available including details of average fuel costs.
- Non-traditional houses should be regularly assessed to identify and determine whether it is more cost effective to repair or consider demolition. This should include realistic timeframes for works.
- Consider Community issues, i.e. problems with parking on estates and the use of gardens. These should also be identified within new builds.
- Bathrooms in flats need to come up to a higher standard especially for those disabled tenants. Walk-in showers should be made available for rather than going through Disabled Facility Grant process.
- Fuel poverty for tenants, this should be a high priority for TDBC.

The timescales for disabled adaptations were discussed and whether improvements to this service could be made to include the Homefinder Somerset choice based lettings system.

The TSMB was considered to be forward thinking and could feed updates from the meetings to the Tenants Forum and all tenants.

**Resolved** that the presentation be noted and that the board's responses be taken into account when formulating the business plan.

### **36. Housing Revenue Account Reform Project Dashboard**

The Community Services Manager introduced the report. The first project dashboard was discussed at the previous TSMB meeting, all work streams feed back to the project brief and are currently on track with key people in place and progressing well within the timescales. These have been awarded a green light status.

Key accomplishments give specific examples of what has been done to move the project forward - key activities will be undertaken during the next period. Further details will be brought to future TSMB meetings. A risk register will be circulated at the next meeting to identify issues that can go wrong and how these are managed.

The timetable for business plan is now in place to identify key dates. Community Scrutiny is meeting on 2<sup>nd</sup> August and a Members Session on HRA reform will be organised so everyone has and understanding of the business plan.

The next meeting will set out what options are available for securing the funding and a Housing Accountant will be asked to attend the next TSMB meeting to explain this in more detail.

Comparisons with other Local authorities has been undertaken to share in experiences. The Association of Retained Council Housing (ARCH) is currently looking at the merits of Local Authorities working together with a view to applying for a bigger loan and improved rate of funding.

**Resolved** that the that the actions and progress to date be noted

### **37. Halcon North Project**

The Project Manager for Halcon North provided an update. The Performance and Client Lead took over the project in January 2011 with the aim to ensure the project progresses within timescales. A draft project brief and dashboard is currently being produced and this will be available for the TSMB to give their views and comments.

The project has a 4 stage process – at the beginning of the process focus was around the importance of the project, to collect evidence by working closely with residents in Halcon. Savills have assisted with figures for the project.



In September a full appraisal and consultation with members and the board is required to identify how this project can be delivered before progressing to Stage 2.

The Halcon North Project is very complex and requires a clear business case. There will be lots of activity from September 2011 onwards. Tenants and stakeholders will be involved, looking at the proposals in detail and pulling together a brief of who will deliver the project and procurement which will also involve tenants

Feedback will then be brought back to the TSMB.

The following concerns were raised by the TSMB members:-

- Aids and adaptations and allocation of properties
- The use of Tenant removal grants
- How disabled tenants currently living in Halcon North were being supported by moving to another property.
- How decants of the properties will be dealt with and the need to be well organised and planned.

The Performance and Client Lead advised that an Equality Impact Assessment will be undertaken as part of the project.

Further details of the cost of the scheme will be available at the next TSMB meeting in August and Shirlene Adam as Project Sponsor will also attend to assist with further detail.

**Resolved** that that the update and board concerns be noted.

### **38. DLO Internal Transformation – Final Proposals**

The Highways and Cleansing Manager provided a comprehensive update on the DLO transformation Theme 3 of the Core Council. Copies of the report were circulated.

Following the Core Council review back in 2009 an option appraisal was carried out looking at possibilities for the future delivery of the DLO service which included the possibility of outsourcing.

Outsourcing DLO services was rescheduled pending the completion of a four year budget strategy and revised specification for DLO services.

In December 2010, the Executive approved the interim proposals to concentrate on the DLO internal transformation to identify how TDBC can improve the delivery of services to include area-based and generic working methods to assist in improving the business and developing services.

The difficult but necessary decision to change the structure of the team will place 12 employees at risk of redundancy, reducing Supervisory Management and Administrative posts. Some of the new posts will be ring-fenced.

There will also be the creation of new posts for multi-skilled staff and a new Business Support Team.

The proposed changes will make efficiency savings of £1 million within year one. The DLO savings created will not come as surplus at the end of the year but will be used to reduce charges for customers.

All staff have been briefed and consulted with the changes. The consultation will continue until 29<sup>th</sup> July so further ideas can be put forward.

Some of the key proposed changes included in the delivery model:-

- Method of working – how work is received, handed over and completed.
- The changes to the supervisory structure will enable the supervisors to concentrate on delivering the work rather than getting involved in the day to day tasks.
- This will be combined with new technology to support the transformation, to include hand held devices to streamline the work involved in stores and the necessity for administration processing.
- Home working, where practical, will also assist with productivity and may include vehicle tracking.
- The area working model differs from open spaces areas etc. so they will vary in each case and will need to take a common sense approach for a cost effective service.

An ongoing commitment is to look at every part of the service and to challenge this before concluding with recommendations

Further details are contained with the report.

**Resolved** that that the proposals be approved.

### **39. Board Members' Responses to Draft Asset Management Strategy**

The draft Asset Management Strategy was circulated at TSMB June meeting. Setting out key issues, choices and change around the asset management strategy. This document will become a key part of the business plan and provides comprehensive details to cover the next 30 years.

It identifies what TDBC have to do to maintain the stock to Decent Homes Standard and the cost of works required for the lifecycle of works.

Details will be profiled into the action plan and suggestions from the TSMB and tenants can assist with setting priorities for future investment.

TSMB reiterated the suggestions for improvements as per the Housing Revenue Account Business Plan and included:-

- How older tenants can be supported to remain in their homes when mobility becomes a problem. I.e. Opening windows/ doors etc.

- Tenants to be consulted on design of a property, this is a widespread problem.
- Contractors carrying out work vary in standards delivered.
- Tenants should help shape contract procurement process.
- Air source heat pumps and solar panels should be considered to combat fuel poverty.

**Resolved** that progress and comments of board be noted

**40. AOB**

A TSMB BBQ is planned for 14 August 2011 at Newton Road Community Hall from 2pm -6pm. This invitation is open to all TSMB members and staff. Attendees are welcome to bring partners and food/drink along for the event.

The next TSMB meeting is scheduled for 6pm on Tuesday 23 August 2011 at Deane House, Taunton.

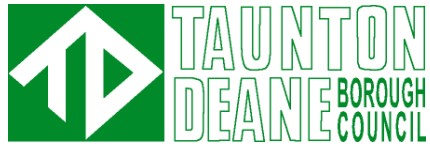
(The meeting ended at 8.11pm)

## **Declaration of Interests**

### **Tenant Services Management Board**

Taunton Deane Borough Council Housing Tenants – Councillor Brooks,  
Mrs Drage, Mr Edwards, Mr Etherington, Mr Galpin, Mrs Hegarty, Mr Hellier  
and Mrs Marshall

Member of Somerset County Council – Councillor S Brooks



TAUNTON DEANE BOROUGH COUNCIL

**PROJECT BRIEF**

**Halcon North Regeneration Project**



**Version 3.2 – AN 01 August 2011**

## Project Brief Definition

Project process and documentation will be managed in accordance with PRINCE 2, the Council's chosen project methodology

The purpose of this document is to provide a commonly understood and well defined start point for the project. This documentation will be refined and extended into the Project Initiation Document (PID) should the project proceed to the next phase. The Project Brief will contain:

- Project Definition
- Outline Business Case (OBC)
- Project management & governance
- Description of the project team and roles

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# CONTENT

## Section 1

Project Definition:

- Project Vision
- Scope
- Objectives
- Deliverables
- Constraints & Assumptions
- Stakeholders

## Section 2

Outline Business Case:

- Business & Strategic case
- Delivery Options
- Benefits and Dis-Benefits
- Finance and Delivery Appraisal
- Risks

## Section 3

Project Management & Governance

## Section 4

Project Plan

Appendix:



## **SECTION 1**

### **Project Definition**

#### **1. Background**

North Halcon features in the top 5 % of the most deprived wards in the country. Despite much good work over a number of years by a range of agencies the indices have shown no material improvement. Whilst it may only be part of the solution to the many problems here, a major regeneration project will result in more efficient use of the land, a better mix of housing in terms of both size and tenure, improved community facilities. It will also provide a better quality public realm and living environment for those living there in the future. The benefits to be derived from regeneration have been promoted by a range of agencies and individuals working locally. The Homes and Communities Agency have also indicated that this would be the type of scheme which they would like to give support to.

In June 2010 the Council's Executive approved the regeneration of this area as a formal Council project. Work has subsequently taken place to develop a business case, as well as continued consultation with the local community to inform objectives, outcomes and potential delivery options. This project will be closely aligned to the development of the Priority Areas Strategy (a multi agency project) as well as supporting the Council's Corporate priorities which are Tackling deprivation, affordable housing, regeneration and climate change.

#### **2. Project Vision**

2.1 To regenerate the area of Halcon North through a change in physical and social environment, by providing green space, community facilities and improvements in housing quality and choice.

2.2 The change in physical and social environment will promote access to learning, job skills and healthier living standards. Halcon North will therefore become a place where people want to live and where residents are no longer disadvantaged economically, socially or through health problems.



2.3 This physical and social regeneration is key to increasing opportunity and achieving long term prosperity for the area and its residents.

### 3. Project Scope

3.1 The project scope is the regeneration of the North Halcon Area standing on 7.25 hectares of housing land comprising of 192 council owned houses/flats and 31 privately owned properties

Specifically:

- Moorland Road
- Valley Road
- Beadon Road
- Creechbarrow Road.

Please refer to Appendix A for a full map of the area

3.2 Whilst this project is focused on a specific area of Halcon it is important that it is aligned to the Council's wider regeneration agenda and specifically the work in the Halcon area undertaken through the Priority Areas Strategy (PAS) and the multi-agency group.

### 4. Project Objectives & Deliverables \*\*\*\* How do these align with PAS findings & report do we need to make any alterations?

Objective	Critical Success Factor	Measures/targets
To meet the housing needs of the community	A wider choice of housing size, quality and tenure	<ul style="list-style-type: none"> <li>• Range of offer in terms of accessibility size, number of bedrooms etc</li> <li>• Buildings for Life score of 16 or above</li> <li>• An appropriate mix of owner/occupier, social and affordable rent properties</li> </ul>
	Reduction in over occupied dwellings	<ul style="list-style-type: none"> <li>• Improved internal space standards and layout</li> <li>• Creation of lifetime homes</li> <li>• Better attendance, achievement and behaviours at school</li> <li>• Reduction in domestic abuse</li> </ul>
	More sustainable housing	<ul style="list-style-type: none"> <li>• Compliance with the</li> </ul>

	<p>and community green stuff</p> <p>To provide an exemplar housing development which demonstrates the highest environmental standards?</p>	<p>Taunton Protocol</p> <ul style="list-style-type: none"> <li>• Reduction in fuel poverty</li> <li>• A minimum of Code for Sustainable Homes level 4</li> <li>• Passive housing</li> <li>• Community environment</li> <li>• Allotments</li> <li>• High levels of carbon reduction (Code 5 or 6) through energy efficiency and use of renewables</li> <li>• Water recycling and overall reduction of water consumption</li> <li>• Promotion of health and wellbeing through design</li> <li>• Reduction in fuel poverty;</li> <li>• Ecological gain through overall design, including green roofs, landscaping and allotments</li> </ul> <p>Compliance with the Taunton Protocol.</p>
<p>To support the aims of the Priority Areas Strategy</p>	<p>Improvements in health and well-being</p>	<ul style="list-style-type: none"> <li>• Support the delivery of community facilities</li> <li>• Green open space</li> <li>• Health Indicators</li> <li>• Reduction in Social Security referrals</li> <li>• Reduction of teenage pregnancy</li> </ul>
	<p>Development of a pride of place and formation of a close knit community</p>	<ul style="list-style-type: none"> <li>• Number of and success of community groups operating in the locality</li> <li>• A public realm that scores highly in terms of both Buildings for Life and Secured by Design</li> <li>• Creation of a permeable environment allowing good access to shops and</li> </ul>

		services <ul style="list-style-type: none"> <li>• Reduction in crime levels</li> <li>• Resident participation in development solutions</li> <li>• Increased CBL's</li> <li>• Increased house prices</li> </ul>
	Increased access to safe open space, play and youth facilities	<ul style="list-style-type: none"> <li>• Continued investment in public open spaces through s106/CIL</li> <li>• New play spaces delivered as part of project (LEAPs Neaps etc)</li> </ul>
	Safe access to public transport	<ul style="list-style-type: none"> <li>• Maintained access to bus provision</li> <li>• Increased number of people accessing public transport</li> </ul>
	Increase in economic activity	<ul style="list-style-type: none"> <li>• Number of residents accessing skills and training</li> <li>• Reduction in unemployment rates</li> </ul>

#### 4.2 Project deliverables

1. Increased housing supply in the area
2. Widened choice of housing size, quality and tenure
3. Accessible Community Facilities
4. Safe open spaces
5. Network of safe pedestrian routes
6. Create a place where people want to live
7. Reduction in fuel poverty
8. Support and influence raised income through employment opportunities
9. Support and influence skills training and employer placement programmes
10. Low carbon living
11. Act as a catalyst for change in an area of deprivation

### 5. Constraints and Assumptions

The success of the project delivery will be dependant on the management of key constraints and assumptions. An initial identification of these is detailed below however these may change over time as the project develops. The management of these will be through the formal project process and governance

#### 5.1 Constraints

- Shrinking Public Sector Financial environment
- Limited Funding From Homes and Communities Agency
- Long-Term Viability of the Housing Revenue Account
- Decreased Land Values and Developer Profit Margins
- Difficult property market conditions
- Additional costs of brown field development
- Complexity of social housing reforms
- Access to required private sector funding
- Priorities of other agencies might not be focused on Halcon
- Capacity to deliver a project of this complexity
- Expertise and ability to conduct robust analysis

## 5.2 Assumptions

- Continued cross party political support for the project following the May 2011 election
- Residents continue to engage positively with the consultation
- Project continues to align with the Council's corporate priorities

## 6. Stakeholders

6.1 The project has cross party political support and is supported by the Corporate Management Team (CMT) . Initial engagement with key partners through Multi Agency Group and Taunton Development Partnership have also confirmed endorsement of this project.

The project will need to align and will affect many aspects of service delivery for Taunton Deane Borough Council as well as requiring support from external agencies and citizens. Clear identification of all stakeholders is essential along with a robust plan of engagement and joint working.

Identification of key stakeholders groups are identified below. Engagement will be maintained through the communication strategy project process and governance

1. Residents
2. Schools
3. Landlords
4. Faith groups
5. Support Groups
6. Healthcare Providers
7. Police & Fire and Rescue
8. Social Services and other Somerset County Council Service Providers
9. Skills development support
10. Utility Providers, County Highways, Waste Services

11. Local business and transport infrastructure
12. Taunton Deane Borough Council, Members, CMT, Services and union
13. Resident and multi agency boards
14. Tenant Services Board
15. North Halcon Multi agency group

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## Section 2

### Outline Business Case

#### 1. Summary

1.1 The purpose of the Outline Business Case (OBC) is to set out the business need for the proposed regeneration project, and to identify any investment in resources necessary to progress the project. It will outline the reasons for carrying out the project, why it will benefit the residents of Taunton Deane and how it will support the Councils Corporate Objectives. It will contain:

- Strategic case
- Benefits
- Dis-benefits
- Delivery Options
- Finance and Delivery Appraisal

1.2 The OBC will act as verification at each project key decision point ensuring that the project remains justified and the objectives can be realised

1.3 The OBC is written as a 'live' document and will be continually updated as new information becomes available to ensure it can act as the key verification for project decision points

#### 2. Strategic Case

2.1 North Halcon features in the top 5 % of the most deprived wards in the country. Good work has been carried out over a number of years by a range of agencies and the Council. The indices for multiple deprivation show that deprivation has been improving across a number of important themes including health and education however more is required and the regeneration of the physical living space is a key way of building on this current work.

2.2 For over three decades TDBC has invested significant amounts of money into the modernisation, maintenance and repair of these properties built in the 1930's. Whilst they are superficially reasonable looking properties, built of brick with a tiled roof, they do not make good family homes due to the small nature of

the rooms. They generally do not have a dining room or a separate area big enough to put a table. Most families eat on their lap in the sitting room. There is no room for children to study quietly. Overall, the layout and size of the rooms do not cater for the day to day living requirements of the modern family impacting health and well being.

2.3 The houses on Halcon North were extremely land hungry and gardens are often overgrown or simply dumping grounds. However, this land hungry layout does afford an opportunity to increase the density significantly which would allow for the retention of a significant element of Council Housing stock whilst introducing other tenures as well as a range of dwelling sizes. The local Police Beat Sergeant is convinced that improved layout and better public realm will reduce problems and increase self-policing of the area. The combination of factors affecting these four streets make them the right choice for redevelopment.

2.4 It is widely accepted that the area has for a long time had a 'stigma' attached to it. Many people will not admit where they live when asked. There are significant numbers of single parent families housed on this estate. This has come about by these roads being very difficult to let in the past and priority homeless applicants have been the only people who would accept an offer of housing in these streets. This has come about by these roads being very difficult to let at times in the past when priority homeless applicants have been the only people who would accept an offer of housing here

2.5 Many households have very young children who have to share a bedroom with much older teenagers. This mix does not work well. The younger children are kept awake by the activities of the older siblings and are therefore then not fit for school in the morning. The Head teacher at Halcon Primary School was convinced that overcrowding was having a serious impact on educational achievement and as a result was having to let some of the children have a sleep and breakfast each morning before they could engage with school work.

2.6 Over time kitchen and bathrooms have been replaced or updated. However, during discussion with residents they have identified damp as a major issue on parts of the estate. Tenants who try to keep their home decorated feel that their precious money is wasted because the damp keeps coming through the paint or wallpaper.

2.7 Whilst redevelopment alone cannot deliver all the solutions for Halcon, it can create an area in which people will want to live and ultimately become proud of. It will deliver much needed additional housing in an area in which it is hoped that Taunton can be justifiably proud.

The project will make a significant contribution towards the achievement of all of the council corporate aims:

- Tackling Deprivation and sustainable community development
- Regeneration
- Affordable Housing
- Climate Change

The Councils commitment to tackling deprivation and sustainable community development is largely progressed by the Priority Areas Strategy (PAS) The PAS is a multi-agency project whose governance rests with the Taunton Deane Partnership and multi agency groups for North Halcon and Taunton East. TDBC provides leadership and scrutiny. The aims of the PAS are:

- Supporting the local community to take action on its own
- Enabling strong, informed and active communities whose members are involved in decisions that affect them
- Improving the quality of life in local communities
- Coordinating how we interact with local communities to ensure that resources allocated to communities are efficient and effective
- Providing an insight into local needs and priorities for service providers

The North Halcon projects scheme can play a significant part in helping to deliver the aims of the PAS

### 3. Delivery Options appraisal

Delivery Options appraisals identify and appraise a range of options that will deliver the outputs required. Best Value is achieved by a thorough and robust comparison of these various options. The aim of the options appraisal is to determine the option(s) that best meet our objectives and which delivers Best Value.

The following list of potential delivery models have been identified as part of the options appraisal work.

Model	Description
Do nothing	An option to look at in the light of the housing market conditions that exist is “doing nothing.”
Retrofit to provide	Carbon emission reduction relies on two broad types of housing intervention: improving energy efficiency measures (e.g.



energy efficiency	insulation and efficient heating) and providing local energy and heat generation (e.g. combined heat and power plants, district heating schemes, and utilising renewable energy sources).
Joint venture with a private developer	This would involve setting up a joint venture company with a private sector developer on the basis that risks and rewards of a site redevelopment are shared.
The Traditional Housing Association Enabling Route	The traditional “enabling” route through the National Affordable Housing Programme (NAHP) was administered by the Homes and Communities Agency (HCA). Previously, HCA money was designated for local authorities under the NAHP to deliver new affordable housing projects through registered providers (housing associations). This NAHP money provided capital cover for housing association borrowing serviced from future rental income streams. Combined with land subsidy from local authorities, it was a successful route for regeneration schemes not involving local authority ownership of homes.
HCA Delivery Initiatives	the HCA announced their new Public Land Initiative (PLI) to improve housing delivery. The aim of this scheme is to streamline affordable housing development on publicly owned land by introducing new ways of working, creating better local delivery conditions in the current market, and ensuring more diverse delivery partners are involved
Development Partnership led by the Council	A hybrid option is the one being led by Cambridge City Council where 4 housing associations and 2 developers have been formed into a development partnership. The role of this partnership is to develop or redevelop several sites owned by the Council for affordable housing, either to be retained in Council ownership and/or to be in housing association ownership.
Local Authority New Build	Under the NAHP there was a delivery option open to all local authorities to develop their own affordable housing, using HCA funding, local authority land and prudential borrowing serviced by rental income from their new properties

#### 4. Delivery Options Analysis

4.1 The delivery options have been evaluated by Officers with support from external expertise , Housing Quality Network (HQN)

Option	Funding	Benefits	Risks	Explore
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				Yes or No
<b>Doing Nothing</b>	Cheapest of all the options as will not require any staff or financial resources for regeneration – and would utilise existing resources in the HRA.	Easiest to implement in the short term with minimal disruption. Council retains ownership and management.	Unpopular with residents hoping for regeneration. Adverse impact on HRA through increased re-let times/more difficult to let through social problems not being addressed.	No
<b>Retrofit</b>	Affordable for HRA @ cost of £60k per dwelling – total cost to HRA £11.5 million.	Would reduce carbon emissions from HRA stock. Could be managed as part of a standard improvement scheme. Keeps stock in HRA and Council control.	No assistance for private owners. Could prove unpopular with tenants hoping for regeneration. Only addresses one aspect of deprivation. If Council subsequently decides to go for regeneration, money invested in retrofit wasted.	No
<b>Joint Venture with a Private Developer</b>	Would be more costly and time consuming to develop than traditional housing association enabling work. Extra costs would make big inroads into financial benefits of this approach.	Risks and rewards of selling open market housing would be shared. Detailed planning, build and marketing of scheme would draw on skills and experience of developer.	Exposure to sales risks in a relatively low demand housing market. Tenants could have some concerns about the nature of such a joint venture and how it would benefit them. Tight contractual arrangements needed to protect Council. Borrowing for scheme could remain on the Council's balance sheet.	No
<b>Traditional Housing Association Enabling at sub-market "social" rents</b>	Combination of land and/or capital subsidy from Council plus grant from Homes and Communities Agency (HCA) made low cost social housing viable.	Allowed new affordable housing to be provided at sub-market rents with appropriate financial input from Council. Risks and scheme management dealt with by partners.	No longer a viable option. This pre-dates the HCA's February 2011 framework for affordable housing – in this HCA grants for social housing schemes will only be given in "exceptional circumstances" as the emphasis will be on new rents nearer market levels.	No

Option	**** Costs	Benefits	Risks	ExploreExplore re Yes or No
<b>Housing Association Redevelopment Scheme at new “Affordable Rents”</b>	<p>Would require land and/or capital subsidy from the Council, plus HCA grant.</p> <p>Vacant property transfer to housing association would require the Council to decant, compensate and re-house affected tenants. If tenants are transferred to another landlord it would require consultation and a ballot. Both are costly and time consuming.</p> <p>Privately owned properties would have to be purchased. All of this impacts on costs and scheme viability.</p>	<p>Has the cost advantage of being able to access HCA funds, which makes other contributions go further.</p> <p>This housing association transfer option (vacant property or tenanted) shifts the offloads the onerous complexities of managing estate redevelopment, re-letting and regeneration to someone else. A tenanted transfer, unlike a vacant transfer, to a housing association, would also mean the Council does not have to find suitable alternative accommodation for tenants, and deal with private owners, for the scheme to go ahead, as the association would do all this. A vacant transfer would allow the Council to exert more influence over final scheme design, mix of tenures and</p>	<p>Vacant property transfer depends on Council’s ability to decant tenants and to persuade private owners to move. With this, the Council could be held to ransom and delay, from unreasonable demands. With a tenanted transfer, the Council would have to manage the risks of tenant consultation and balloting. Vacant and tenanted housing association transfer have common risks: the ability of the Council to influence and control the subsequent redevelopment; the HRA would be left with a level of debt associated with the existing dwellings, with no income to pay it; the deal would have to pass strict value for money tests and obtain Secretary of State consent; and there is limited HCA funding.</p> <p>The new “Affordable Rent” may not be acceptable to tenants and the Council.</p>	<p>Yes</p>

		any added value regeneration sought.		
<b>Local Authority New Build at new “Affordable Rents”</b>	Total cost of £19.2 million. A number of assumptions were used for an indicative feasibility assessment of this option. These included costs of all fees, demolition and construction, buying privately owned properties.	Possible through the self-financing HRA route as “broad-brush” indicative figures suggest it may be feasible within existing “headroom”. However, more detailed financial appraisal and sensitivity modelling is needed to get to a definitive position.	Subject to earlier provisos, this might allow the HRA to facilitate redevelopment without HCA grant and the Council to retain control over both ownership and management. Existing tenants could be more enthusiastic about this option over other options. Higher “Affordable Rents” could increase arrears, bad debts and re-letting times. Existing tenants might be resistant to higher rents. The Council would take all the risk of managing the redevelopment at a time when the relevant skills, experience and appetite for this risk is insufficient for success. A further significant risk is the cap on the HRA debt: by including new build the cap could be exceeded and using available HRA “headroom” for this could preclude future flexibility.	No
<b>Homes and Communities Agency Delivery Initiatives</b>	Costs for these initiatives are fully met by the HCA through their support staff.	Maximises the delivery potential of land in public ownership by utilising different approaches to housing procurement. Has unlocked some new sites for affordable housing.	Government has already allocated HCA resources for these initiatives over the 4 year (2010-2014) Spending Review period and there are currently no new initiatives to bid for. The risk is waiting for any new initiatives when they may not materialise.	No
<b>Developme</b>	Significant set up	The Council retains	Complexity of partnership	No

<p><b>nt Partnership Led by the Council</b></p>	<p>costs for the Council are anticipated based on the experience of this option elsewhere.</p>	<p>control over the procurement and development process, and thus can exert influence over the design, tenure and added. The Council (not the developer or the housing association) makes the decision on the amount of risk and reward it is prepared to take in the scheme. The scheme is not necessarily reliant on cross-subsidy from market sales to make it viable.</p>	<p>arrangements with both developers and housing associations requires robust legal and delivery frameworks to manage effectively. Possible insufficient size of estate to attract sufficient developer and housing association interest as these partnerships are suited more to much larger (500+ homes) schemes.</p>	
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## 5. Recommended Delivery Option overview

5.1 With help from Housing Quality Network (HQN), a high level viability review was undertaken of potential delivery options for the Halcon Regeneration Project.

5.2 This review took account of the latest Government initiatives on the Housing Revenue Account (HRA), and the new Affordable Housing Framework introduced by the Homes and Communities Agency (HCA).

5.3 The review assessed the ability of different options to deliver the project objectives and deliverables outlined in section 4 of this report.

### Viability Review

5.4 A summary of the delivery options assessed and the initial conclusions drawn from this viability review is summarised in the Delivery Options Analysis table in section 4 above.

5.5 The high level review identified the most viable option to explore in more depth was a housing association redevelopment of the site – this would either involve the transfer to a housing association of the vacant site (after Council tenants have been decanted) or a transfer of Council tenants in their homes to a housing association.

#### Vacant Transfer

5.6 Transferring the vacant site to a housing association would result in more up front costs and risks for the Council than a tenanted transfer. The Council would endeavour to recoup all this through negotiations with any housing association(s) on the redevelopment.

5.7 It is estimated that a vacant transfer would have significant General Fund financial implications: estimated £3m-£4m buy back costs for 31 ex-Right to Buys (RTBs); estimated up to £1.4m (£6-£7k per tenancy) decant home loss costs; the punitive impact of empty homes on New Homes Bonus payments; lost Council Tax revenue whilst old homes are empty and until new homes are built and occupied; any compulsory purchase costs to ensure the sight is vacant before transfer; the added Housing Benefit costs of new homes at higher “affordable” rents, and the associated risk of increased Council Tax Benefit costs to cover this.

5.8 Apart from the above General Fund up front costs to factor into the negotiations with any housing association development partner(s), vacant transfer is likely to have a major impact on the HRA: there could be a risk of debt settlement costs for 200+ HRA demolitions, without any rental income to service this; and it would limit headroom in the HRA at a time when maximum HRA business plan capacity is needed for self-financing – to fully finance future HRA ambitions and to ensure the theoretical HRA debt cap is not breached.

5.9 Nevertheless, whilst it is still possible include all of the above costs in negotiation(s) with any housing association partner(s), this could then potentially mean the Council obtaining less out of scheme, in terms of the balance of new low cost “social” housing and new “affordable” homes developed at much nearer market rents. This compensatory balancing of costs and returns during negotiations could also impact adversely on the Council’s aspiration to “add value” to a regeneration scheme on the site, by creating the conditions to deal with deprivation.

5.10 A vacant transfer also could run reputational risks for the Council of: bad publicity over ex-RTB purchases and home loss payments offers not being regarded as sufficient; new tenants on higher “affordable” rents with fewer

rights than previously; and an increase in density at the expense of environmental space to make the scheme viable for redevelopment.

- 5.11 Even so, a vacant transfer precludes the huge risks and costs of tenanted transfer ballot and the extensive tenant consultation that is needed for this. This should be seen as a big advantage of this option.

### Tenanted Transfer

- 5.12 Tenanted transfer has huge risks and costs for the Council. This is a well tried and tested process that would involve the Council in taking on major up front costs and risks, with no guarantee of any return on them if tenants decided not to transfer. The Council has been in this position before and would need to think very carefully before doing this again.
- 5.13 The tenanted transfer process is a long, time-consuming and extremely resource hungry option, which usually starts with tenant involvement in the choice of housing association(s) partner(s). Tenants are balloted on a potential transfer following a formal consultation offer, but, in this ballot, if the majority of tenants vote against the proposal it will not go ahead. If this happens, the Council will not be able to recoup its costs.
- 5.14 However, should tenants vote for transfer, costs for subsequent decants and ex-RTB purchases to make the site vacant would fall on the development partner(s) instead of the Council. But (as above) this could impact adversely on overall scheme viability and “added value” regeneration flexibility for Council. If tenants vote in favour, extensive tenant consultation, legal and independent tenant advice costs, whilst the Council’s responsibility, could be picked up by the partner(s). Either way on the vote, the Council would run reputational risks during the transfer ballot, and still lose HRA rental income and HRA business plan capacity (as above).
- 5.15 As with vacant transfer, transferring tenants are also more likely to be at higher rents than in Council homes once the scheme is redeveloped – which would add to the General Fund bill for Housing Benefit and potentially increase rather than decrease benefit dependency. This criticism equally applies to the vacant transfer option where new homes are developed at the 80% “affordable” rents being encouraged by the HCA.
- 5.16 If tenants decide not to transfer the Council could revert to a vacant transfer to a housing association, which would not require tenant consent in a ballot, but this would not look good after tenants had rejected it in the first place.

5.17 Tenanted transfer has some advantages for the Council: it would not need to find alternative accommodation for tenants that is required for a vacant transfer; and the significant risks and costs of ex-RTB buy back and decants to ensure a vacant site to redevelop belong to the development partner(s). Housing associations also have experience of 200+ home redevelopment schemes and are used to managing risks of this magnitude.

5.18 Both options have undergone risk analysis and equalities impact assessment as per appendix A and B

## **6. Finance**

### **6.1 HRA Reform**

The Council currently manages 6000+ homes. All the associated costs and income from being a “landlord” are collected for in the Housing Revenue Account (HRA). Historically, Taunton Deane has been in a negative subsidy position – paying around £7m annually to the Govt to support the national Housing position.

6.1.1 The Government are progressing plans to move away from this system to a system of self-financing. For Taunton Deane, this would mean the Council taking on additional debt of £87m. The costs of servicing this debt would be met from the money no longer paid to the Govt in negative subsidy. This will be finalised via the Localism Bill which is currently progressing through the various Parliamentary stages of debate and approval.

6.1.2 The move to self-financing is welcomed, and will bring new freedoms and flexibilities to local authorities in how they manage their housing stock. Clearly there are also new risks that have to be managed. To support this change, a corporate project team (supported by advisors) is developing a 30 year business plan. The Business Plan will be a very important document, and a key tool in managing the service moving forward, and in supporting decision making on future investments and future regeneration projects. The team working on self-financing is linked to the team progressing this project as there are very important linkages to be made. The settlement debt figure of £87m assumes that the properties currently managed by the Council will continue to be managed by the Council over the next 30 years. This equates to approximately £19k of settlement debt per property.



6.1.3 Any changes to this, through regeneration projects for example, will impact on future rental income for the Council and therefore our ability to repay the debt etc. This regeneration project could – if no properties are retained in Council ownership – result in a £700k reduction in rental income each year. There would be a reduction in spend (in maintenance and management costs) to help offset this – but potentially we could be left with “settlement debt” on our books for these properties (approximately £3.6m).

6.1.4 The Government recognise that there are Councils who have some regeneration schemes “in progress” and have asked for details. We have logged this Councils regenerations projects with the Government – even though many are at a very early stage. We hope they are minded to take these into account in the final debt settlement figures.

6.1.5 The Government will look for hard evidence of the Councils commitment to the schemes, of community consultation, and of plans to physically deliver the schemes within the next 5 years. We won't know until the end of this year whether the Halcon Regeneration Project is recognised or not. If it isn't, it doesn't mean the scheme can't progress. It just means that Councillors will have to make choices on priorities with the HRA Business Plan.

## 6.2 Financial Issues To Consider

6.2.1 From the earlier section on delivery options, it appears the most appropriate delivery option for this particular scheme is a Housing Association scheme. As explained in para 5.6 – 7.17, there are 2 routes to achieving this:-

- A Vacant Transfer (where the Council is responsible for decanting the properties prior to redevelopment)
- A Tenanted Transfer (where the Housing Associations is responsible for the tenants. This is effectively a mini stock transfer.)

6.2.2 The end result of both routes is that the new properties will be in Housing Association ownership and management. The Vacant Transfer route may offer some opportunity for some Council owned properties to be delivered – but this will be significantly less than at present

6.2.3 The issues to consider are ones of “control”.

Should the Council retain some control and influence over the decanting of the existing tenants, the redevelopment scheme itself?

OR

Should the Council legally transfer all the responsibility for these properties and their tenants, and the control of the regeneration scheme to a Housing Association?

6.2.4 The estimated financial issues associated with a Housing Association regeneration project of this scale are set out below.

Estimated One-Off Costs	£'000
• Home Loss Payments	1,128
• Potential Disturbance Claims	146
• Buy Back Privately Owned Homes	3,000
• Planning & Design Costs	?
TOTAL	4,274
Ongoing Financial Issues To Be Considered	£'000
Impact on HRA Business Plan – Loss of Rent	700
Impact on HRA Business Plan – Savings in Maint	?
Impact on HRA Business Plan – Savings in Mgt	?

6.2.5 In the Vacant Transfer route – the Council would attempt to pass the one-off costs on to the project (to be funded by a combination of support from the HCA, and the chosen Housing Association partner). The Council cannot afford to pick up these costs. Historically the Council has been successful in negotiating these costs into project costs and we have no reason to believe that this can't be achieved on this scheme. However – the financial environment we are operating in has changed significantly and it may be that this may not be deliverable.

6.2.6 In the Tenanted Transfer route – the Housing Association would bear 100% of the costs. The Council would not bear the risk of the project. It isn't clear what the "transfer value" would be on such a deal (whether the Housing Assoc would pay TDBC for the transfer of these properties – or whether TDBC would have to pay the Housing Assoc to take them on).

### 6.3 Conclusion

6.3.1 The challenge facing the Council is that none of the above will be known with any certainty until we progress the next stage of the project. If this scheme is something the Council wants to see delivered, then we have to move forward to the next stage. This brings risk to the Council but there are ways of minimising the impact.

6.3.2 These could include include:-

- Engagement with the HCA to try and gain their financial support to the project.
- Making it clear in the brief issues to prospective Housing Association partners that we expect them to bring money to the table to help deliver this scheme.

- Setting aside some Council funds to support this scheme. This could be from capital receipts or from General Fund reserves. Set some parameters for the next stage negotiations

\*\*\*Place holder for Delivery Appraisal

## 7. Resource Costing

7.1 If the project continues to the next stage continued Council Officer resource will be required along with the provision of external expertise as follows

- Specialist Legal advise for Procurement
- Housing Regeneration Project expertise
- Business Development

## 8. Risks

8.1 Risk is the chance of something happening that will have an impact upon objectives. Risk can be defined as the chance of exposure to the adverse consequences of future events. Risk becomes a major factor to be considered at a all stages in the life of a project:

8.2 Other risk areas to consider are reputational risk - risks from any of the project stages that might impact on customers, users, stakeholders and political risk – an uncertain political climate can adversely affect the effectiveness of the partnership or the willingness of others to partner with the authority.

8.3 Risks will be managed by the Councils adopted risk management methodology

## 9. Conclusion of Findings

9.1 There is a clear desire on behalf of a range of stakeholders as well as the Council, to do something tangible in the Halcon area which can act as a catalyst for social and economic change.

9.2 A regeneration project covering these four roads will increase the density of development significantly and as a result deliver much needed new housing as part of Taunton Deane's commitment to the growth agenda. It will also introduce a wider mix of tenure and therefore a more balanced community. Better quality public realm and a more permeable layout will improve security and the self policing of the area.

Modern methods of construction and design will minimise the running costs of these new properties.

- 9.3 None of the delivery options assessed come without risk. However, the assessment has clearly identified a Housing Association Redevelopment scheme at new “affordable rents” as the option with most benefits when assessed against risk. This leaves the Council with the option of progressing a vacant or tenanted transfer. Whilst there could be some advantages in terms of cost and risk from a tenanted transfer, this would require formal consultation and a ballot of tenants. Previous experience would suggest that a positive response to such a ballot could not be guaranteed. It is therefore concluded that vacant possession would appear to be the preferred option, but in line with Savills advice a development appraisal ( a mechanism for improving scheme financial viability) needs to be carried out before a final decision is taken on delivery vehicle.
- 9.4 This preferred option inevitably brings with it risks around delivery and financial impact, both on the Housing Revenue account and the General Fund, and therefore managing these risks will be a key component of the Project initiation stage, and will tie in with work already being undertaken by Savills on the Housing Revenue Account Business Plan.
- 9.5 This project has benefited from cross-party support within Taunton Deane as well as from a wide range of stakeholders and a significant proportion of the local community. Whilst one regeneration project is not going to solve all of Halcon’s problems, there is a strong belief that physical regeneration of this part of the estate can act as a catalyst for wider social and economic change.
- 9.6 It is therefore concluded that there is a very strong case to progress to the Project Initiation stage.



## **.Section 3**

### **Project Management & Governance**

#### **1. Project Management Arrangements**

1.1 The project is managed in accordance with the principles of Prince 2.

1.2 The proposed governance structure is as follows:

##### **Executive Board**

- To approve the strategic direction, outline scope of activity, agrees outcomes and benefits and authorises procurement process
- To approve recommended partner(s) at the end of the procurement process

##### **Member Change Forum**

- Provides political direction to the project
- Review project progress and approves any exceptions to the approved scope
- Ensures process is properly aligned at all stages to the strategic outcomes required.
- Supports key communication processes across all key stakeholders

##### **Corporate Management Team *Director Project Sponsor: Shirlene Adam***

- The Corporate Management Team exists to monitor and give guidance to the Project Lead or Project Manager
- The Corporate Management Team will monitor and review the project, provide guidance on project conflicts, act as a sounding board and formally accept the project deliverables once agreed.
- Owns the strategic vision for the project provides clear leadership and direction during the course of the project
- Takes key decisions
- Receives monthly highlight reports.

Project Lead: **Tim Burton**

- Is directly accountable for the delivery of the project delivering agreed outputs to required specification and quality within budget
- Maintains close liaison and communication with Key Stakeholders
- Provides day to day direction for the project, responds to project issues and takes decisions to ensure project maintains momentum and that the timetable is achieved
- Ensures business case is maintained and remains relevant to the overall strategic aims
- Ensures that communications with internal and external stakeholders are effective
- Manages the key strategic risks facing the project
- Meets with the project manager at least weekly to review progress
- Commissions and chairs reviews during the project to ensure alignment with objectives, capability of delivery and measurable achievement of benefits

Project Manager **Alison North**

- Directs and motivates the project team
- Provides project information and advice to partner organizations and stakeholders
- Project manages and plans all stages of the project
- Prepares project reports and monthly highlight report
- Manages on a day to day basis the business and project risks
- Liaises with members of associated activities e.g PAS and Communications
- Monitors progress, expenditure, resources and initiates corrective Action
- Keeps Officer Working Group and CMT informed of deviations in plans and associated action (ie Change Control)
- Establish quality strategy with appropriate members of the Officer Working Group
- Prepare End Project Report
- Identifies and obtains support and advice necessary for the management, planning and control of the project
- Manages the development of the communication strategy and delivery of the communications plan

## Officer Working Group:

The Working Group exists to represent the user side and to represent any specialist input. The Project Manager will report regularly to the group, keeping them informed of progress and highlighting any problems she can foresee.

- Actively leads the working groups and contributes expertise to the project
- Supports the communication with external stakeholders as agreed through the Communication Strategy
- Receives regular reports on project progress
- Informs discussions on and develops business objectives and expected benefits
- Coordinates and provides all service specific information required by the project team at all stages of the project
- Approves key procurement documents
- Takes decisions to resolve any business or project issues
- Identifies, owns and actively supports/leads the management of project risks and related contingencies
- Ensures adequate resources are available during the life of the project
- Makes recommendations to the CMT Project Board via the Project Manager
- Receives feedback from and directs and advises on action to be taken by work stream leads as they are appointed to project activities.

Frequency of Meetings: Fortnightly from Jan 2011 or as project issues demand.

### Working Group Officers:

Shirlene Adam; James Barra; Stephen Boland; Tim Burton; Martin Daly; Paul Fitzgerald; Jayne Hares; Mark Leeman; Stephanie Payne; Dan Webb; Lesley Webb; Scott Weetch; Phil Webb, David Evans, Fiona Gudge,

1.3 The project will be managed by stages as shown below with high level activities. Each stage will be run by work streams . In the project current stage of Start up work stream leads are also identified below and within the project plan

<b>Stage</b>	<b>Description of activity</b>
Start up	Formation of Project Management , Outline Business case produced, Procurement of consultants to support delivery options appraisal, Delivery options appraisal Development of communication strategy

	Stakeholder consultation Equality Impact Assessment Executive Board sign off to move to the next stage
Initiation	Production of Project Initiation Document (PID ) Production of detailed business case & costs Formation of detailed project management Detailed communication strategy Stakeholder consultation Equality Impact Assessment Executive Board sign off the move into delivery
Delivery	Delivery of project plan Delivery of Communications Strategy Regular checkpoints for approval through governance Continued monitoring of Business case and benefits against objectives
Closure	Project evaluation Outcomes and criteria evaluation Benefits Review Executive Board authorisation to close the project

#### Start Up Stage Work stream Leads

<b>Work stream</b>	<b>Lead</b>	<b>Supported By</b>
Business Case & Strategy Development	Tim Burton	Mark Leeman, Steve Boland, James Barra, , Scott Weetch, Lesley Webb
Risk Analysis	Dan Webb	Officer Working Group
Delivery Options	Martin Daly	Fiona Gudge, Steve Boland, Tim Burton, , Lesley Webb
Finance	Fiona Gudge	151 officer support Paul Fitzgerald
Assets	Phil Webb	Fiona Gudge Tim Burton
Community Engagement	Lesley Webb	Jayne Hares, Penny Comley-Ross, Lucy Hawkins and Debbie Rundle
Stakeholder analysis &	Alison North	Mark Leeman, Debbie



Communications Plan		Rundle, Jayne Hares, Penny Conley Ross, Lucy Hawkins, Lesley Webb
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## **Section 4**

### **Project Plan**

#### **1. Summary**

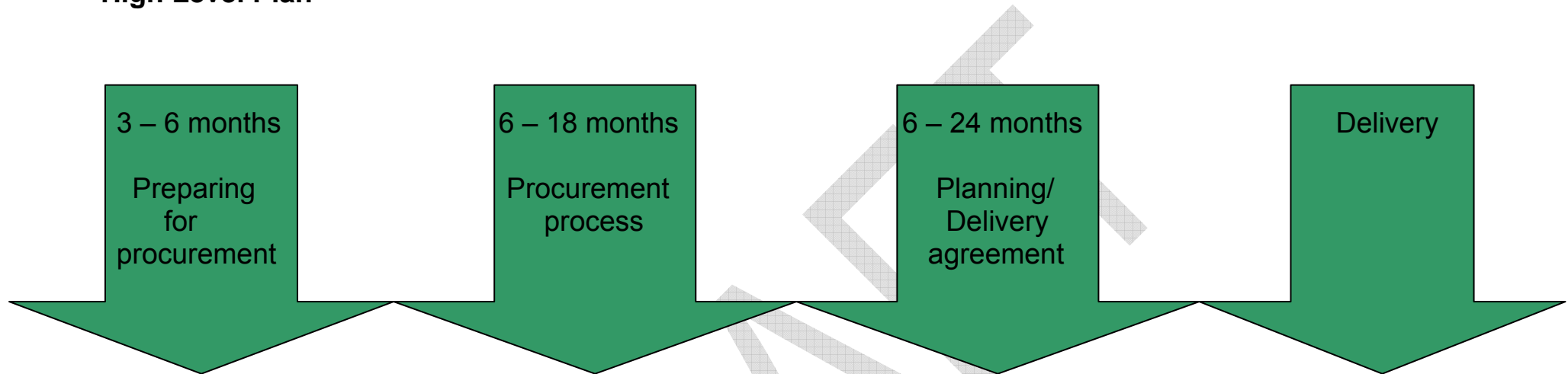
- 1.1 The purpose of the project plan is to ensure effective communication and control of the project deliverables. It describes how, when and by who project targets will be achieved and will provide a means by which to monitor project progress.
- 1.2 The project plan will be kept in line with the business case at all times and will be approved by the project governance in place.

#### **2. Next Project Steps – Initiation Stage**

If the project proceeds to the next stage the following activities will be completed:

1. Development Brief – this will be produced in consultation with tenants and partners. It will provide high level design work which will help bidders understand the requirements and the aspirations of the Council and residents. It will also enable the bids to be assessed on a like for like basis
2. Member agreement and sign off of the development brief
3. Procurement of developer /partner – this will be as per OJEU and will follow the usual three step process

## High Level Plan



Preparing for Procurement

- Information brief
- Resident/member consultation
- Legal and procurement advice
- Heads of term
- Evaluation panel

Procurement process

- OJEU route/HCA panel

Planning and Delivery agreement

Appendix:

- Appendix A - Map of Halcon
- Appendix B - Delivery Options Risk Analysis
- Appendix C - Equalities Impact Assessment

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Hypermarket

CREECHBARROW ROAD

BEADON ROAD

VALLEY ROAD

MOORLAND ROAD

PW

CROSSWAY

YORK ROAD

PW

BEADON ROAD, VALLEY ROAD, MOORLAND ROAD

Date: 27-06-2015 Scale: 1:1000

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## Halcon North regeneration - Vacant Transfer (option A)

16-Jun-11

Risk No.	Risk & descriptions	Risk Owner	Consequences	Existing Control Measures	Assessment		Score	Proximity	Risk response (initial thoughts)
					Impact	Probability			
<b>A FINANCIAL RISKS</b>									
A1	TDBC may be unable to recover upfront costs (min £5m)		Detrimental impact on TDBC finances		Critical	Feasible	15		
A2	Loss of rental income if local authority housing stock not replaced through the new housing provision (c£700k p.a)		Less income available to repay settlement debt and invest in stock maintenance.		Significant	Very Likely	15		
A3	HRA Self Financing debt settlement could assume TDBC retains income potential from these properties? (£19.5k per property = approx £3.6m of debt repayment + interest)		HRA liable for settlement debt on properties no longer owned by the Council. Potentially reduced debt cap restricting opportunity for investing in new houses & other investment priorities		Significant	Very Likely	15		
A4	New rents nearer market levels		Increased Housing Benefit payments. Reduced number of social lets / increase in need for temporary accommodation		Minor	Very Likely	10		
A5	Interest rates increase leading to higher than anticipated capital financing costs		Capital financing costs in the General Fund are unaffordable reducing availability of funding for direct service costs		Significant	Feasible	9		
A6	Capital investment costs exceed Prudential Borrowing limits (dependent on overall costs and other Council investment plans)		Council may not be able to afford capital financing costs, placing the business case at risk		Significant	Slight	6		
A7	Additional maintenance costs may be incurred		Repairs & maintenance investment not efficient. Funds would need to be directed away from other properties		Minor	Very Likely	10		
<b>B TIMESCALE</b>									
B1	Project initiation stage could be time and resource intensive		Diversion from other corporate projects and workloads.		Significant	Very Likely	15		
B2	Project demands generally are difficult to implement to required quality within a reasonable timescale		Loss of momentum in project and fatigue in project team		Significant	Feasible	9		
<b>C RISKS TO RESIDENTS</b>									
C1	May not be able to meet tenants' rehousing expectations		Reputational damage / stress to tenants		Significant	Feasible	9		
C2	Owner-occupiers are disgruntled		Reputational damage		Significant	Feasible	9		
C3	Tenant/Resident support diminishes		Tenant/Resident dissatisfaction		Minor	Slight	4		
C4	Increased feeling of vulnerability after decamp starts (those 'left behind')		Tenant/Resident dissatisfaction/fear of crime etc		Significant	Very Likely	15		
<b>D TDBC OPERATIONAL RISKS</b>									
D1	Failure to achieve OJEU compliance (European procurement legislation)		Legal challenge and reputational damage		Major	Very Unlikely	4		
D2	Managing the complexities of a development appraisal and matching this with the project vision		Decisions not informed / Project objectives not met		Major	Feasible	12		
D3	Partner selection is not objective		Potentially Self-limiting in terms of delivery of aspirations. Lack of interest from potential partner(s) and/or poor quality bids		Significant	Feasible	9		
D4	Insufficient funding from Homes and Communities Agency for this project to achieve outcomes & vision		Vision & outcomes not achieved		Critical	Feasible	15		
D5	Partner(s) fails to deliver council's objectives		Opportunities from scheme not realised		Significant	Slight	6		

## Halcon North regeneration - Tenanted Transfer (option B)

16-Jun-11

Risk No.	Risk & descriptions	Risk Owner	Consequences	Existing Control Measures	Assessment		Score	Proximity	Risk response (initial thoughts)
					Impact	Probability			
<b>A</b>	<b>FINANCIAL RISKS</b>								
A1	TDBC may be unable to recover upfront costs (£?)		Detrimental impact on TDBC finances		Major	Feasible	12		
A2	Loss of rental income if local authority housing stock not replaced through the new housing provision (£700k p.a)		Less income available to repay settlement debt and invest in stock maintenance.		Significant	Very Likely	15		
A3	HRA Self Financing debt settlement could assume TDBC retains income potential from these properties? (£19.5k per property = approx £3.6m of debt repayment + interest)		HRA liable for settlement debt on properties no longer owned by the Council. Potentially reduced debt cap restricting opportunity for investing in new houses & other investment priorities.		Significant	Very Likely	15		
A4	New rents nearer market levels		Increased Housing Benefit payments. Reduced number of social lets / increase in need for temporary accommodation		Minor	Very Likely	10		
A5	TDBC may have to pay recipient Housing Association (need to determine if a revenue or capital item)		HRA would need probably need to borrow funds or use HRA working balances		Significant	Very Likely	15		
<b>B</b>	<b>TIMESCALE</b>								
B1	Project initiation stage could be time and resource intensive		Diversion from other corporate projects and workloads		Significant	Very Likely	15		
B2	Project demands generally are difficult to implement to required quality on time		Compromise on strength of transfer proposal offer to tenants		Significant	Feasible	9		
<b>C</b>	<b>RISKS TO RESIDENTS</b>								
C1	May not be able to meet tenants' rehousing expectations		Reputational damage		Significant	Feasible	9		
C2	Owner-occupiers are disgruntled		Reputational damage		Significant	Feasible	9		
C3	Tenant/Resident support diminishes		Tenant/Resident dissatisfaction		Significant	Feasible	9		
<b>D</b>	<b>TDBC OPERATIONAL RISKS</b>								
D1	Failure to achieve OJEU compliance (European procurement legislation)		Legal challenge and reputational damage		Major	Very Unlikely	4		
D2	Managing the complexities of a development appraisal and matching this with the project vision		Decisions not informed / Project objectives not met		Major	Feasible	12		
D3	Partner selection is not objective		Potentially Self-limiting in terms of delivery of aspirations. Lack of interest from potential partner(s) and/or poor quality bids		Significant	Feasible	9		
D4	Insufficient funding from Homes and Communities Agency for this project to achieve outcomes & vision		Vision & outcomes not achieved		Critical	Feasible	15		
D5	Partner(s) fails to deliver council's objectives		Opportunities from scheme not realised		Significant	Slight	6		



## Equality Impact Assessment – pro-forma

<b>Responsible person</b>	<i>Tim Burton &amp; Lesley Webb</i>	<b>Job Title North Halcon Project Lead &amp; Housing Enabling Officer</b>
<b>Why are you completing the Equality Impact Assessment? (Please mark as appropriate)</b>	Proposed project	North Halcon Regeneration
	Change to Policy or Service	n/a
	Budget/Financial decision – MTFP	n/a
	Part of timetable	Project Plan requirements
<b>What are you completing the Equality Impact Assessment on (which policy, service, MTFP proposal)</b>	<b>The impact of recommended delivery option of vacant transfer</b>	
<b>Section One – Scope of the assessment</b>		
What are the main purposes/aims of the policy?	The vision is to regenerate Halcon North by a change in its physical and social environment. The means to do this is through a vacant transfer – where the Council transfers ownership of a vacant site to one or more housing association partners who then redevelop the site. This requires the Council to move its own tenants and acquire any properties that have been purchased under Right to Buy before transferring ownership of the whole site on a vacant possession basis to the partner(s), so that regeneration on a vacant site can take place. The housing association partner(s) subsequently demolish empty properties, rebuild and manage the site in accordance with the regeneration vision set by the Council.	
Which protected groups are targeted by the policy?	General community of North Halcon and all protected groups	
What evidence has been used in the assessment - data, engagement undertaken – please list each source that has been used  The information can be found on....	Resident consultation Idiocies of multiple deprivation PAS survey results PAS Bench marking report Front line staff	

**Section two – Conclusion drawn** about the impact of service/policy/function/change on different groups highlighting negative impact, unequal outcomes or missed opportunities for promoting equality

**People who could be affected by the Regeneration of Halcon North.**

- Disabled individuals, family members
- Mental Health suffers
- Single parent/s
- Unemployed
- Ethnic minorities
- Low income households
- Schooling
- Alcohol/drug dependency
- Elderly
- Overcrowded households
- Community interdependent
- Hard to reach groups – young.

**How we propose addressing these issues:**

Communication has a major role. To keep people well informed through regular news letters, phone calls, visits to residents homes and consultations. All communication should be delivered in Braille or large text for those partially sighted or with sight impairment. Induction loop system to be available to assist the hard of hearing, and the provision of interpreter on visits or at consultations where appropriate.

To ensure that no one is disadvantaged by their disability, all new builds should incorporate level access, life time homes, hand rails, heat regulator on taps or water systems for those people with sensory loss. Provision for adjustable working levels in the kitchen to assist those with disability, but also for convenience to other family members.

Tenants with a disability should be identified at an early stage so that the correct or most suitable adaptations can be built in at construction time. This will help to keep costs down.

Personal interviews have been held with Mental Health sufferers, this will continue.

Support workers, carers and family members, where appropriate, will always be included in these meetings. Plenty of time should be allowed and careful explanations are essential.

For single parents, the unemployed and low income households could have similar issues. Personal meetings and interviews should be arranged where requested. Careful discussion regarding compensation payments, costs associated with the move to be explained clearly.

Worry over future schooling should be alleviated at all times where possible. We should explain we will do everything possible to keep children at the same school or as close to their school as possible. We will also give consideration to future housing when there is a change of school on the horizon. Explaining the cost of new school uniforms can be included in the displacement compensation.

Many elderly residents see change, especially moving house, as a great source of worry. Every effort should be made to dispel this. Regular contact is paramount. Support to be given at all times. This could include packing and unpacking. Help with letters to utility companies, change of GP etc. Keeping family and friends informed where appropriate. Provision of an information pack.

To assist ethnic minority groups information should be available advising the location of religious establishments, specialised food shops, schooling and GP centres.

It is necessary to be proactive when other minority groups of people present themselves. We should look carefully at how we can provide the relevant support in line with the best practice.

The introduction of a 'site' office situated close to Halcon North as soon as possible will help to provide hands on assistance and relevant information and guidance to all the residents and also to any other groups which may not be immediately obvious. Many minor worries can be alleviated by friendly talks over

tea or coffee.

**I have concluded that there is/should be:**

No major change - no adverse equality impact identified	
Adjust the policy	
Continue with the policy	We have identified actions to mitigate identified impacts
Stop and remove the policy	

Reasons and documentation to support conclusions

**Section four – Implementation – timescale for implementation**

Take out

**Section Five – Sign off**

Responsible officer Tim to sign  
Date

Management Team  
Date

**Section six – Publication and monitoring**

Published on website and public report. Will be monitored

Next review date

Date logged on Covalent

**Action Planning**

The table should be completed with all actions identified to mitigate the effects concluded.

<b>Actions table</b>					
<b>Service area</b>				<b>Date</b>	
<b>Identified issue drawn from your conclusions</b>	<b>Actions needed</b>	<b>Who is responsible?</b>	<b>By when?</b>	<b>How will this be monitored?</b>	<b>Expected outcomes from carrying out actions</b>

HRA Reform Project Dashboard – July 2011  
Phase 1: Policy & Priority & Development of Outline Business Case



Status Of Project		Last Report	This Report	Comments
<b>HRA Reform – Phase 1</b>		<b>G</b>	<b>G</b>	
Status by Key Project Activities for Phase 1	Workstream Lead	Last Report	This Report	Comments
<b>1. Treasury Management</b>	Maggie Hammond	<b>G</b>	<b>G</b>	
<b>2. Data Checking</b>	Fiona Gudge	<b>G</b>	<b>G</b>	
<b>3. Financial Control &amp; Reporting</b>	Paul Fitzgerald	<b>G</b>	<b>A</b>	Progress is behind schedule on HRA Coding Structure.
<b>4. Affordable Housing</b>	Martin Daly	<b>G</b>	<b>A</b>	Delay in receiving information required for GIS Mapping.
<b>5. Policies/Best Practice</b>	Martin Price	<b>G</b>	<b>G</b>	
<b>6. Income Management</b>	Stephen Boland	<b>G</b>	<b>G</b>	
<b>7. Business Plan</b>	Stephen Boland	<b>G</b>	<b>G</b>	
<b>8. Stakeholder Engagement</b>	Martin Price	<b>G</b>	<b>G</b>	
<b>9. Assets</b>	Phil Webb	<b>G</b>	<b>G</b>	
<b>10. Baselineing/Benchmarking</b>	Stephen Boland	<b>G</b>	<b>G</b>	

Key	
<b>Red</b>	Unsatisfactory progress – milestones & timescales not being met corrective action or re-plan required
<b>Amber</b>	Issues against some milestones but remedial action will keep project under control overall
<b>Green</b>	All milestones being met & project on target/completed

Key Accomplishments LAST Period
<p><b>Treasury Management –</b></p> <ul style="list-style-type: none"> <li>Maggie Hammond has attended two workshops with Arlingclose (Treasury Management Advisors) on HRA funding and alternatives to the Public Works Loan Board (PWLB) Both workshops were interesting and will inform the report Maggie is producing due on the 2<sup>nd</sup> August.</li> </ul> <p><b>Financial Control &amp; Reporting –</b></p> <ul style="list-style-type: none"> <li>Additional resources are now secured for HRA Coding Structure; Adrian Rutter will be the lead finance contact on the delivery of this work.</li> </ul> <p><b>Policies/Best Practice</b></p> <ul style="list-style-type: none"> <li>Initial findings on relevant good practice and HRA reform policies reported to the project group.</li> </ul> <p><b>Business Plan –</b></p> <ul style="list-style-type: none"> <li>Programme and timetable of actions and events agreed with Savills to ensure completion of business plan project.</li> <li>Structure of the business plan document has been agreed.</li> <li>'Strategic Tenancy Policy' for Somerset was discussed at a County wide project group meeting – TDBC is awaiting further information and determinations from Somerset Strategic Housing Officers Group (SSHOG) on this.</li> </ul>

- HRA Business Plan Model (Savills) discussed and agreement has been reached to purchase the model.
- Cathy Osborn from Savills attended the Tenant Services Management Board on the 21<sup>st</sup> July to provide a briefing and discussion session on the HRA Reform project and business plan.

**Assets -**

- 30 year Investment Plan draft is now with Savills to feed into the business plan.
- The Draft Asset Management Strategy has been introduced to the Tenant Services Management Board for feedback.

**Baselining/Benchmarking –**

- A Meeting with Business Support and Financial Advisory Service was held and agreement reached on a series of meetings between July and the end of August to ensure successful completion of Housemark E-form.
- 25% of the Housemark E -Form on data collection has been completed to date.

**Key Activities NEXT Period**

**Treasury Management –**

- Completion of a list of borrowing options including rates and other borrowing terms and conditions due 2<sup>nd</sup> August.

**Financial Control & Reporting –**

- The MTFP Model needs to be updated to incorporate features from the General Fund Model, taking a simplified approach but learning from HQN model used for self financing modeling.
- Adrian Rutter to commence work on key deliverables within the finance workstream, working with others in finance and housing.
- Continue to support financial modeling work by Savills for the Business Plan.

**Affordable Housing –**

- Remedial action required to access information to map on GIS location, the extent and timing of potential HRA disposals for affordable housing.

**Income Management –**

- Undertake further research work into Income Policy and Rent Policy

**Business Plan –**

- Cathy Osborn is attending a Councillor Awareness session on the 1<sup>st</sup> August to provide a briefing and discussion session on the HRA Reform project and business plan.
- Cathy Osborn is attending Community Scrutiny on the 2<sup>nd</sup> August to provide a briefing and discussion session on the HRA Reform project and business plan.

**Stakeholder Engagement –**

- Link HRA Reform project consultation with business plan consultation to be held in September.

**Assets –**

- Review and update Asset Management Strategy and revise figures as may become necessary.

**Baselining/Benchmarking –**

- Business Support and Financial Advisory Service continue to work on Housemark E-Form

**Issues**

**Business Plan –**

- It has been identified that we need to undertake more detailed work re: quality of our stock condition data. Managers continue to work with Savills on agreeing our next steps forward. Stock condition data is a key component of our business planning process.

# **Taunton Deane Borough Council**

## **Tenant Services Management Board – 23 August 2011**

### **The Respect Charter**

#### **Report of the Estates Officer**

(This matter is the responsibility of Executive Councillor Jean Adkins)

#### **1. Executive Summary**

This report has been produced to provide the Board with the opportunity to comment on the merits of Taunton Deane Borough Council signing up to the Respect Charter.

It outlines the background to the Respect Charter and what the benefits to the organisation will be as a result of becoming accredited. The Respect Charter is a living document and will be reviewed on a regular basis to reflect changes in legislation and the views of our tenants.

Taunton Deane Borough Council did not sign up to the Respect Standard, the fore-runner of the Respect Charter. On completion of the self assessment process for the Respect Standard there were a number of areas that required improvement before sign up. Additionally the elected member led task and finish group report identified issues that required to be addressed to improve the council's Anti Social Behaviour service. From that report two Housing Officers were recruited to deal specifically with Anti Social Behaviour. As part of the service improvement it is felt that we are now better placed to achieve the aims of the Respect Charter.

#### **2. Background to this report**

The Respect Agenda was launched in September 2005 by Tony Blair. Its aim was to help central government, local agencies, local communities and citizens to work together to tackle anti-social behaviour more effectively.

The Agenda was co-ordinated by the Respect Task Force based at the Home Office. The key policies of the Task Force were published in the Respect Action Plan in January 2006. The Respect Standard followed on from the action plan and was put in place by the Government and aimed to ensure that local agencies tackled unacceptable behaviour and its causes to improve the quality of life for residents - particularly those in the most disadvantaged communities.

The original Standard played an important role in driving up performance in both preventing and effectively tackling anti-social behaviour (ASB). With over 500 signatories signed up to the standard in 5 years being testament to its success.



The Respect Standard for Housing Management formed part of this drive and it was aimed at social landlords. It was a voluntary standard which the Government wanted as many landlords as possible to sign up to. However, it was used as an industry standard self-assessment tool. The standard provided recognition for those delivering a good service, while providing a benchmark to aim towards for other landlords.

There were 6 core commitments that formed the Respect Standard for Housing.

These 6 core commitments are:

- Accountability, leadership and commitment
- Empowering and reassuring residents
- Prevention and early intervention
- Tailored services for residents and provision of support for victims and witnesses
- Protecting communities through swift enforcement
- Support to tackle and causes of anti-social behaviour

In January 2011 it was announced that the Standard would be passed from the government to the Chartered Institute of Housing (CIH), Social Landlords Crime and Nuisance Group (SLCNG) and HouseMark.

In June 2011 CIH, SLCNG and HouseMark introduced 'RESPECT - ASB Charter for Housing', the sector-owned replacement for the Respect Standard for Housing Management.

The resulting Charter (attached as appendix A) has been developed through wide consultation, and embodies best practice from around the country. As against the Respect Standard that was set by central government. Following the consultation process it was decided to retain the 'Respect' name, it being well-recognised and understood within the sector. The Charter continues to be voluntary, and is a key part of the new, co-regulatory approach within housing. It should be noted that the Charter is not intended to be a wider community safety charter - it is about landlords' ASB services. However, the importance of partnership working in improving outcomes for service users is acknowledged throughout the Charter. The Charter is intended to be a framework for us to use and adapt to our local circumstances and priorities. We recognise that there will be a wide range of diverse organisations who will want to sign up to the Charter and, as such, not all of the Commitments and Building Blocks will be appropriate. The aim is for us to work with our tenants to understand what issues are important to them, and work towards ultimately achieving this.

Housemark and SLCNG provide an ASB Accreditation service which can externally review our self-assessment against the Charter, and verifies independently whether you are meeting the Commitments and Building Blocks. We can get support from the above organisations to achieve this. More than 25 organisations have already achieved ASB Accreditation.

The Charter will be validated on an on-going basis unless there is a fundamental need to change it significantly. CIH, SLCNG and Housemark aim to work with us to ensure that the Charter remains up-to-date, outcome focused

and relevant. However, there will be no requirement to re-sign again following minor changes.

The Charter aims to be outcome-focused and not prescriptive or process-driven. Its purpose is to improve ASB services, and consists of seven core commitments:

- Demonstrating leadership and strategic commitment
- Providing an accessible and accountable service
- Taking swift action to protect communities
- Adopting a supportive approach to working with victims and witnesses
- Encouraging individual and community responsibility
- Having a clear focus on prevention and early intervention
- Ensuring a value for money approach is embedded in the service

These commitments are supported by a series of building blocks based on sector good practice. Signing up to the charter is by self-assessment. Completion of an online application and the Certificate is sent electronically within 5 days. The Certificate which can be copied and displayed around the organisation. The new Respect - ASB Charter can be used for a Housing logo. It can be used on our letterheads, website, newsletters etc to demonstrate our ongoing commitment to tackle ASB. Once we have become accredited and we are achieving the seven core commitments, Taunton Deane should apply to be externally accredited.

### **3. Approximate Costs**

The only costs will be officer time in completing the forms and any updating of Taunton Deane Borough Council paperwork with the additional logo.

### **4. Impact on Tenants**

By signing up to the Charter, Taunton Deane Borough Council are making public their commitment to provide a high quality Anti Social Behaviour service, and be accountable to tenants for its delivery.

### **5. Recommendation**

The Board is requested to support the officer recommendation that Taunton Deane Borough Council apply for accreditation to the Respect Charter.



# Respect

ASB charter for housing

June 2011



## Introduction

CIH, SLCNG and HouseMark are pleased to introduce 'Respect – ASB Charter for Housing', the sector-owned replacement for the Respect Standard for Housing Management.

Introduced by the government in 2006, the original Standard played an important role in driving up performance in both preventing and effectively tackling anti-social behaviour (ASB). Over 500 signatories are a clear testimony to its success over the last five years. ASB continues to be a key issue for landlords, tenants and communities, and when the housing minister announced in January 2011 that the Standard would be passed from government to sector ownership, CIH, SLCNG and HouseMark were delighted to be asked to take up the baton.

The resulting Charter has been developed through wide consultation, and is essentially an updating of the Standard. Indeed, following the consultation process it was decided to retain the 'Respect' name, it being well-recognised and understood within the sector. The Charter continues to be voluntary, and is a key part of the new, co-regulatory approach within housing. It should be noted that the Charter is **not** intended to be a wider community safety charter – it is about landlords' ASB services. However, the importance of partnership working in improving outcomes for service users is acknowledged throughout the Charter.

## Scope of the Charter

The Charter aims to be outcome-focused and not prescriptive or process-driven. Its purpose is to improve ASB services, and consists of seven core commitments:

1. Demonstrating leadership and strategic commitment
2. Providing an accessible and accountable service
3. Taking swift action to protect communities
4. Adopting a supportive approach to working with victims and witnesses
5. Encouraging individual and community responsibility
6. Having a clear focus on prevention and early intervention
7. Ensuring a value for money approach is embedded in the service

These commitments are supported by a series of building blocks based on sector good practice.

By signing up to the Charter, landlords are making public their commitment to provide a high quality ASB service, and their accountability to tenants for its delivery. Smaller landlords with fewer resources may need to take a proportionate view of the commitments and building blocks within the Charter, whilst maintaining their key focus on outcomes for tenants. The Charter will continue to be based on a self-assessment approach and can be used as a framework for improvement, tailored to local needs and priorities.

This Charter is intended for landlords, but it will be important for them to then consult with their tenants about what this means, locally, for them and for the services they expect from their landlord. It was very important that tenants were involved in the development of the Charter. Representatives from both TPAS and TAROE were on the steering group.

The remainder of this document sets out the Charter itself. Information on how to sign up to the Charter and a list of current signatories can be found at [www.cih.org/respectstandard](http://www.cih.org/respectstandard).

## A note on language

Several key words recur throughout the Charter and should be interpreted in their widest possible sense as indicated below:

“**Tenant**” includes all types of potential tenants, existing tenants, residents, leaseholders, etc.

“**Landlord**” refers to housing associations, stock retaining local authorities and (where appropriate) their ALMOs.

“**Complainant**” is the person reporting the ASB to the landlord.

“**Victim**” includes any person affected by the ASB.

“**Witness**” refers to any person who has seen or heard the ASB complained of; it includes but is not restricted to individuals providing evidence in support of formal enforcement action(s).

“**Perpetrator**” refers to individuals found to be responsible for committing anti-social acts or for permitting or encouraging such acts.

ASB Commitments	Building Blocks
<p><b>1. We demonstrate leadership and strategic commitment</b></p> <p>(There is strong leadership, corporate commitment and accountability about preventing and tackling ASB. This is embedded throughout our business and across key partners)</p>	<p>1.1 Our values, aims and objectives are reinforced by our approach to ASB and this approach is subject to ongoing ratification, assessment and review by both us and our tenants.</p> <p>1.2 Tackling ASB is a core strategic and operational business activity and we will ensure that we commit sufficient capacity and resources to tackle ASB effectively.</p> <p>1.3 We provide relevant training, capacity-building and support across all levels of the organisation (including staff, tenants, the governing body and relevant partners) that supports the delivery of a targeted action/service improvement plan for ASB.</p> <p>1.4 We clearly communicate to all tenants that ASB will not be tolerated. Our staff and contractors are supported to identify and report incidents where they have been subject to or have observed ASB.</p> <p>1.5 We proactively engage with relevant partners to support a joined-up approach to tackling the root causes of ASB and promoting positive behaviours.</p> <p>1.6 We have performance management frameworks in place to report, monitor and review ASB performance. These include challenging performance targets and are also reflected in service plans at a team and individual level. Our ASB targets are subject to regular review and demonstrate year-on-year improvement.</p> <p>1.7 Information on our performance against ASB targets is readily available and shared across the organisation to drive continuous improvement. It is regularly reported to our senior management, our governing body, partner agencies and our tenants.</p>
<p><b>2. We provide an accessible and accountable service</b></p> <p>(All our tenants can easily report ASB and access the service. Tenants are provided with useful and timely information and are actively encouraged to influence how we deliver the service)</p>	<p>2.1 All of our tenants can easily access our ASB services.</p> <p>2.2 We collect information which helps us to understand local demographics and the overall profile of our tenants. We use this information to tailor how the service is delivered to individuals and to demonstrate equality in service provision.</p> <p>2.3 We provide clear information which sets out what the service is, how it is delivered and how it can be tailored to meet local needs. All information about our services can be made available in a variety of formats, and translated into relevant community languages on request.</p> <p>2.4 There is a range of ways for our tenants, including marginalised groups, to be involved in shaping the service. We do this routinely and systematically to support continued service improvements.</p> <p>2.5 We publicise what we and our partners have done to tackle ASB in our communities - both our enforcement activity and the activities we do to prevent ASB occurring. Our approach balances the need to protect communities and build confidence that ASB will not be tolerated.</p>

ASB Commitments	Building Blocks
	<p>2.6 We take seriously all complaints about the services we provide. This is demonstrated in our overall approach to handling complaints which are regularly monitored against targets and contribute to the process of continual learning.</p> <p>2.7 We regularly assess satisfaction with the ASB services and gather feedback on what we could do to improve them. We publicise survey results and customer feedback to our tenants.</p> <p>2.8 We have mechanisms in place to allow our tenants to assess how we are performing. We provide our tenants with regular, robust and appropriate information in a format which has been agreed with them. Tenants are encouraged and empowered to hold us to account about the delivery and performance of our ASB services.</p>
<p><b>3. We take swift action to protect communities</b></p> <p>(We take prompt, appropriate and decisive action to deal with ASB before it escalates. In doing so, we adopt a problem-solving approach and have regard to the full range of tools and legal powers available)</p>	<p>3.1 Our staff are fully aware of the range of tools and powers available to them and our partner organisations, and know how to use them appropriately in accordance with our published policies and procedures.</p> <p>3.2 We apply consistent and robust processes for managing ASB cases.</p> <p>3.3 The actions that we take to tackle ASB are carefully considered and are proportionate to the effects of the behaviour on individuals, communities and the environment.</p> <p>3.4 We have a proactive approach to gathering evidence and utilise a variety of available sources (i.e. multi-agency, non-housing management staff and contractors) to support action to tackle ASB.</p> <p>3.5 We have strong working relationships locally and strategic links with partners (including local authority, police, and court services); we use these to investigate and tackle ASB.</p> <p>3.6 We act swiftly when a perpetrator fails to engage with support provision and their behaviour does not improve.</p> <p>3.7 We close cases appropriately, in a timely manner and, where possible, in consultation with the complainant.</p>
<p><b>4. We adopt a supportive approach to working with victims and witnesses</b></p> <p>(Our approach to case working demonstrates a strong focus on identifying and minimising risk)</p>	<p>4.1 Our management of ASB cases demonstrates a clear focus on protecting people from harm and on supporting victims and witnesses.</p> <p>4.2 We have appropriate measures in place to identify and respond to both the risk to and vulnerability of victims and witnesses, including repeat victimisation.</p> <p>4.3 Our staff are aware of and know how to access the support that is available to assess the needs of victims and witnesses on a case-by-case basis, particularly where victims and witnesses are vulnerable.</p> <p>4.4 We agree action plans with complainants, update them regularly on the progress of their case and inform them directly of all key developments.</p>

ASB Commitments	Building Blocks
	<p>4.5 We ensure that individuals attending court are supported and we liaise with the courts where necessary to minimise any distress and any associated risks.</p>
<p><b>5. We encourage individual and community responsibility</b> (We work with community groups and partners to promote tolerance and responsibility amongst our tenants and the wider community)</p>	<p>5.1 We can provide evidence of our work with tenants, tenant groups and leaders, and partner organisations to promote tolerance, balancing individuals' liberties with their impact on others and the community (e.g. good neighbourhood agreements, tenants engaging in mediation, and restorative justice schemes).</p> <p>5.2 We encourage and facilitate community involvement among tenants, including how individuals can support other members of their community to help us and our partners tackle ASB issues.</p> <p>5.3 We take steps to find out about and effectively meet our tenants' expectations of our ASB service.</p> <p>5.4 Where appropriate and safe, we encourage 'self-help' options to resolve more minor nuisance issues (e.g. encouraging complainants to talk to perpetrators, seeking to resolve the issue amicably and without recourse to the landlord).</p>
<p><b>6. We have a clear focus on prevention and early intervention</b> (The preventative measures we use are tailored towards the needs of our tenants and their families.  We also provide, whether directly or via our partners, effective support to enable perpetrators to change their behaviour)</p>	<p>6.1 Our policies for allocations and lettings contribute to preventing ASB and nuisance, and promoting neighbourhood sustainability.</p> <p>6.2 Our tenancy agreements set out clearly what we mean by ASB, the standards of behaviour we expect of all tenants and the sanctions that we may apply to those who behave in an anti-social manner. We reinforce these key messages at tenancy sign-up and set them out in publicity that is available to our tenants.</p> <p>6.3 We proactively engage with partners to address the causes of ASB and to reduce the opportunities for it (e.g. through the appropriate provision of services such as warden patrols, CCTV and/or other measures).</p> <p>6.4 We work with our tenants and with partner agencies to identify ASB 'hotspots' and use the information to target resources.</p> <p>6.5 We use a range of early intervention techniques to prevent ASB from escalating.</p> <p>6.6 We proactively engage with our tenants and with partner agencies to provide diversionary activities (e.g. facilities for young people) and to evaluate their impact.</p> <p>6.7 Our staff are able to access services to provide support to vulnerable individuals.</p>



ASB Commitments	Building Blocks
<p data-bbox="105 159 384 327"><b>7. We ensure that a value for money approach is embedded in our service</b></p> <p data-bbox="105 344 392 546">(We can demonstrate a strong focus in securing efficiency and effectiveness by balancing cost and quality)</p>	<p data-bbox="429 176 1461 313">7.1 Value for money is understood and embedded in our work; it is part of our performance management framework, determines resource allocation and is widely communicated to staff who are encouraged to identify value for money opportunities. Resources are used effectively and efficiently.</p> <p data-bbox="429 347 1449 448">7.2 We understand the cost of the ASB service, including elements such as staffing costs, responding to ASB incidents (e.g. criminal damage, graffiti, fly-tipping) and of making use of various ASB tools.</p> <p data-bbox="429 481 1437 613">7.3 We know how we are performing in delivering our ASB service, and how satisfied service users are. Costs, performance and satisfaction are benchmarked against comparative providers and demonstrate value for money.</p> <p data-bbox="429 647 1477 714">7.4 There is an evidence-based approach to budget-setting and this is linked to the annual service improvement plan.</p> <p data-bbox="429 748 1433 880">7.5 We know whether we are getting value for money for procured services (e.g. mediation, support services, professional witness services) and we have, where appropriate, undertaken joint procurement and considered shared services.</p> <p data-bbox="429 913 1437 1084">7.6 Through tenant scrutiny arrangements, tenants are provided with appropriate information on comparative service costs, performance and satisfaction, enabling evidence-based value for money judgements to be made. Consultation on changes to the service includes a cost-benefit analysis, so tenants can make informed value for money choices.</p>

Information on how to sign up to the Charter and a list of current signatories can be found at [www.cih.org/respectstandard](http://www.cih.org/respectstandard)



# Taunton Deane Borough Council

## Tenant Services Management Board – 23 August 2011

### Formalisation of Tenant Involvement to develop Supported Housing Services

#### Report of the Supported Housing Manager

(This matter is the responsibility of Executive Councillor Jean Adkins)

#### 1. Executive Summary

This report has been produced to update members on progress of formalising the role of the Service Development Group, in relation to the Sheltered Housing Forum and Tenant Services Management Board.

#### 1.0 Background to this report.

- 2.1 A report was submitted to the Tenant Services Management Board on the 15<sup>th</sup> March 2011 tasked Officers to consult the Sheltered Housing Forum members to agree Terms of Reference for the Service Development group.
- 2.2 The report was presented to the Sheltered Forum at the AGM in April 2011 and those present agreed that Terms of Reference should be developed.
- 2.3 Terms of Reference for the Service Development group, Appendix A, were presented to the Sheltered Housing Forum on the 28<sup>th</sup> July 2011. These were keenly debated and following a vote it was agreed that they should be adopted. Members of the forum also agreed that the first Service Development Event where we will discuss future projects, will be held 27<sup>th</sup> October 2011. This event will include a review of the projects completed this year and will discuss the most urgent projects for the following year.

#### 3. Diversity

Any information provided for the Sheltered Housing Forum, Service Development Group will be available in different formats:

- Large font
- Audio version
- Different languages
- Website page

All meetings held have level access or lift provision

## **4.0 Timetable**

21<sup>st</sup> February 2011 consultation with current Chair of the Sheltered Housing Forum

15<sup>th</sup> March 2011 report discussed with Tenant Services Management Board

28<sup>th</sup> April, 2011 – report to Sheltered Housing Forum

28<sup>th</sup> July 2011 – Draft Terms of reference agreed by the Sheltered Housing Forum

9<sup>th</sup> August 2011- Tenants Forum meeting

27<sup>th</sup> October 2011 – Supported Housing Service Development Event

## **5.0 Outcomes**

- Clearer guidelines to how tenants can contribute to development of services.
- Opportunities for tenants to contribute to service development, without the need to attend formal meetings. With the Service Development Group they can attend as needed.
- Promotion of the work undertaken by the Service Development Group and how it links with the Tenant Services Management Board.
- Promotion of the work undertaken by the Service Development Group and how it links with the Tenant Forum.
- There will be improved communication of aims of the Forum
- Improved links and sharing of information with the Tenants Forum

## **6.0 Recommendations**

6.01 Note the content of the report

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## Appendix A

### SUPPORTED HOUSING SERVICE DEVELOPMENT GROUP

#### TERMS OF REFERENCE

1. Aims and Objectives of the Service Development Group
  - 1.1 The Service Development Group's primary purpose is to undertake projects, in relation to Supported Housing services, provided by Taunton Deane Borough Council.
  - 1.2 To undertake projects as directed by the Sheltered Housing Forum in conjunction with Supported Housing staff
  - .
2. Equal Opportunities
  - 2.1 No participant will discriminate on any grounds against any other member of the group or public. Discriminatory language will not be used in discussions.
  - 2.2 All those who attend group meetings have the right to be treated with dignity and respect, regardless of their colour, race, ethnic or national origins, nationality, gender, marital status, age, sexuality, religion or any other matter.
3. Membership
  - 3.1 The Service Development Group can be attended by any:
    - Supported Housing tenant
    - Advocate of a Supported Housing tenant
    - Stakeholders – such as Councillors, health professionals
    - Supported Housing Staff
  - 3.2 There is an open invitation to all tenants to participate in projects which may involve attending meetings, reading documents or investigating specific topics.
  - 3.3 This structure shall be reviewed annually by the Sheltered Housing Forum and will also take into account the need for membership of the group to be representative of Supported Housing tenants as a whole.
4. Project Leads
  - 4.1 Each project will have a Project Lead (facilitator) who will agree with members of the Sheltered Housing Forum how projects will be developed.
  - 4.2 The Project Lead would ideally be a tenant but may be a staff representative from the Supported Housing team.

## 5. Duties of Project Lead (facilitator)

- 5.1 The Project Lead should guide the Service Development Group to achieve its aims as set out in agreement with the Sheltered Housing Forum.
- 5.2 The Project Lead shall approve (in conjunction with the Supported Housing Team) instructions for individual members of any project team.
- 5.3 The Project Lead shall facilitate events, providing Agenda in consultation with the Supported Housing Team and ensure that all members have the opportunity and are encouraged to contribute to discussions and that decisions are made and recorded.

## 6. Project Work

- 6.1 Project work may include attendance at planned meetings, visiting other service providers, investigating certain identified subjects. Most importantly it is about sharing views and experiences.

## 7. Development of Projects

- 7.1 The most appropriate method for developing projects will be decided in agreement with the Project Lead and instruction from the Sheltered Housing Forum.
- 7.2 Where appropriate for the project groups may meet in which event the venue for the meetings to be agreed with attendees.
- 7.3 A record of events will be maintained and shall be available on request to all tenants, residents, Councillors and staff.
- 7.4 Officers of the Council may attend any of the meetings in an advisory or service capacity.

## 8. Interpretation and Review of the Terms of Reference

- 8.1 The Service Development Group will not discuss individual specific complaints or issues unless they illustrate a matter of principle or concern which applies across the service.
- 8.2 Any matter requiring resolution, which is not covered within the Terms of Reference, will be referred to a Supported Housing Manager, who will liaise with the Project Lead to resolve the matter and their decision will be final. If necessary the Terms of Reference will be amended accordingly with immediate effect.
- 8.3 The Terms of Reference will be reviewed annually.

**Minutes of the meeting of the Tenant Services Management Board held on Tuesday 23 August 2011 at 6pm in the John Meikle Room, The Deane House, Belvedere Road, Taunton.**

**Present:** Mr Etherington (Chairman)  
Mr Edwards (Vice- Chairman)  
Councillor Bowrah, Councillor Brooks, Mrs Bunn, Mrs Drage, Mr Galpin, Mrs Hegarty, Mr Hellier, Mrs Marshall and Mrs Urquhart.

**Officers:** Shirlene Adam (Strategic Director), Stephen Boland (Housing Services Lead), Steven Clarke (Estates Officer), Martin Price (Tenant Empowerment Manager), Christine Thompson (Supported Housing Manager), Tracey Vernon (Tenant Services Development Officer), Lesley Webb (Housing Enabling Lead) and Keith Wiggins (Democratic Services Officer).

**Others:** Nigel Stuart-Thorn

(The meeting commenced at 6.03pm)

**41. Minutes**

The minutes of the meeting of the Tenant Services Management Board held on 21 July 2011 were taken as read and were signed.

**42. Declaration of Interests**

The following members declared a personal interest as a Council house tenant:

- Mrs Bunn
- Mrs Drage
- Mr Edwards
- Mr Etherington
- Mr Galpin
- Mr Hellier
- Mrs Marshall
- Mrs Urquhart

Councillor Brooks declared personal interests as a Council house tenant and as a Member of Somerset County Council.

**43. Halcon North Project**

The Strategic Director explained that the Halcon North project was still progressing and proposal documents were still in draft form.

The project aimed to regenerate the area of Halcon North through a change in physical and social environment, by providing green space, community facilities and improvements in housing quality and choice.

The supporting documents previously circulated showed that the preferred option was to deliver the redevelopment in partnership with a Housing Association.

The Council's appointed consultants (Savill's) had indicated their view that there was an affordability gap of eight million pounds between the cost of developing the preferred option and the return on the project. They had been asked to undertake a further delivery appraisal to see what might be deliverable in current market conditions.

The Council intended to take Savill's new report to the Community Scrutiny Committee on 3 October and then take decisions at Executive on 10 October.

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

- Are building costs rising? ;
- Will the Council ask questions of Plymouth and other authorities who may have undertaken similar regeneration projects? *Yes;*
- Why were the estimates for "retrofit" as high as £60,000 per property?;
- The vast majority of Council tenants still want their homes to remain under Council control;
- Why don't the Council now re-consider the Local Authority New Build option? *The new Housing Revenue Account flexibility would still struggle to fund any significant Council project on its own;*
- What percentage of housing will be designed for the elderly or those with disabilities? *The Council continues to consult with disabilities groups and any individuals assigned to accommodation would have their personal needs assessed;*

**Resolved** to request that a draft update report be provided to the next committee meeting and be circulated to the three Halcon ward councillors.

#### **44. Housing Revenue Account (HRA) Reform Dashboard**

Considered project progress dashboard report previously circulated, concerning planned reforms to council housing finance in England and the management of those changes by the Council.

The changes would mean that, rather than the negative subsidy the Council currently paid back to the Government from its rents (approximately £7million per year), the Council would be allocated a share of the national housing debt directly. Draft debt settlement figures issued by the Government suggested the Council's share of the debt would be £87million. The Council would be required to pay this debt amount back in March 2012.



The dashboard showed that eight of the ten key project activities were on target and had met all project milestones.

**Resolved** that the update be noted.

#### **45. The Respect Charter**

Considered report previously circulated, concerning the merits of Taunton Deane Borough Council signing up to the Respect Charter, the successor to the Respect Standard for Housing.

Taunton Deane Borough Council did not sign up to the Respect Standard, as the self assessment process showed a number of areas that required improvement before sign up. Officers believed that due to service improvement the Council was now better placed to achieve the aims of the Respect Charter.

The Charter aimed to be outcome-focused and not prescriptive or process-driven. Its purpose was to improve anti-social behaviour services.

Over 100 organisations including 15 councils had signed up to the charter since June 2011.

Members of the committee heard that overall noise remained the biggest cause of complaints locally. Relationships with the Police were good and they now had officers specifically targeting anti-social behaviour.

Members discussed a number of local issues and were advised to always report their concerns to the police.

**Resolved** to support the recommendation that Taunton Deane Borough Council apply for accreditation to the Respect Charter.

#### **46. Formalisation of Tenant Involvement in developing Supported Housing Services**

Considered report previously circulated, concerning the work undertaken by Taunton Deane Borough Council to involve tenants in developing housing related support services..

The report updated members on the progress of formalising the role of the Service Development Group and their terms of reference.

**Resolved** that the report be noted.

#### **47. Annual Report to Tenants 2010/2011**

The Tenant Empowerment Manager explained that the Council intended to produce another Annual Report to tenants, as the previous year's report had been well received.

The report was intended to be produced by October and be distributed with the Tenant's Talk newsletter.

The format of the report was being considered, with the intention of making it something useful for the entire year.

Members discussed how best to promote and inform tenants of the work of the board.

**Resolved** to support the production of an annual report.

#### **48. Tenant Participation Advisory Service (TPAS) Annual Conference**

Members of the board who attended the TPAS Annual Conference gave an account of the conference and the workshops and seminars.

The majority of those attending were Housing Association tenants. Members heard the event was shorter and held in a better format than previous years and was well worthwhile attending.

(The meeting ended at 7.55pm)