

You are requested to attend a meeting of the Tenant Services Management Board to be held in The John Meikle Room, The Deane House, Belvedere Road, Taunton on 20 April 2015 at 18:00.

Agenda

- 1 Apologies.
- 2 Minutes of the meeting of the Tenant Services Management Board held on 16 March 2015 (attached).
- 3 Declarations of Interest
- 4 Responsive Repairs Performance
Reporting Officer: Chris Hall
- 5 Capital Works Contracts
Reporting Officer: Kene Ibezi
- 6 Tenant Services Management Board 2014/15 (Verbal Update from Chairman)
- 7 The year ahead for Housing and Communities (Verbal Update)
Reporting Officer: James Barrah
- 8 Election of Tenant Services Management Board Chairperson for 2015/16
Reporting Officer: Martin Price
- 9 Election of Tenant Services Management Board Vice Chairperson for 2015/16
Reporting Officer: Martin Price

Bruce Lang
Assistant Chief Executive

16 June 2015

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

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

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

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

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

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

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

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



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

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

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Tenant Services Management Board Members:-

Mr R Balman

Councillor R Bowrah, BEM

Mrs J Bunn

Ms M Davis

Mr M Edwards

Mr D Etherington

Mr D Galpin

Mrs J Hegarty

Mr K Hellier

Mr I Hussey

Mr R Middleton

Councillor Miss F Smith

Minutes of the Meeting of the Tenant Services Management Board held on Monday, 16 March 2015 at 6pm in JMR, The Deane House, Belvedere Road, Taunton.

Present: Mr D Etherington (Chairman)
Mr R Balman, Councillor R Bowrah, Mrs J Bunn, Ms M Davis, Mr D Galpin, Mrs J Hegarty, Mr K Hellier, Mr R Middleton, Councillor Miss F Smith.

Officers: Chris Hall (Assistant Director – Operational Delivery), Paul Harding (Corporate Strategy and Performance Manager), Paul Grant (Building Services Manager), Simon Lewis (Assistant Director of Housing and Community Development), Steve Boland (Housing Services Lead – Housing and Communities), James Barrah (Director of Housing and Communities), Martin Price (Tenant Empowerment Manager), Kene Ibezi (Assistant Director –Property and Development), Phil Webb (Housing Manager – Property Services), Caroline White (Housing Development and Enabling Manager), Jo Humble (Housing Development Project Lead), Tracey Meadows (Democratic Services Officer), Emma Allfrey (Democratic Services Officer).

Others: Councillor Mrs J Adkins, Councillor Mrs Smith and Councillor Mrs J Warmington.

The meeting commenced at 6.00pm.

1. Apologies

Mr M Edwards and Mr I Hussey

2. Minutes

The minutes of the meeting of the Tenant Services Management Board that was held on Monday, 16 February 2015 were read and agreed by the members of the Board.

3. Public Question Time

No questions received for Public Question Time.

4. Declarations of Interests

Councillor Bowrah declared a personal interest as members of his family were Taunton Deane Borough Council Housing Tenants.

Mr R Balman, Mrs J Bunn, Ms M Davis, Mr D Etherington, Mr D Galpin, Mr K Hellier, Mrs J Hegarty and Mr R Middleton declared personal interests as Taunton Deane Borough Council Housing Tenants.

5. Agenda items 6 and 7

The Chairman raised concerns that reports for the following two items on the agenda (6 - Housing Revenue Account Capital Expenditure and 7 – Deane DLO Performance and IT System Update) had only been presented to the Board at the beginning of the meeting. The Chairman stated this made it very hard to assimilate the information and to ask structured questions. It was agreed that both items be deferred until the next meeting of the Board.

6. Draft Corporate Complaint Process

The Corporate Strategy and Performance Manager submitted details of the current complaints procedure and detailed the need for change due to the following:-

- 1) The complaints procedure had not been looked at for some time.
- 2) Was it still sensible for TDBC and WSC to have separate complaint processes?
- 3) The introduction of the Localism Act in 2011.

The report considered whether a Designated Person or a Tenant Panel should act as a Democratic Filter between the Council and the Ombudsman.

The report found that there are 70 Tenant Panels nationally (3%) that were registered with the Ombudsman. Based on historical figures, if TDBC set up a Tenant Panel they would deal with 3 complaints a year.

The report also considered timescales for resolving complaints which currently stood at 10 working days. The report suggested that the timescales should be in-line with Government timescales for Freedom of Information Requests which were 20 working days.

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

- Could the Tenant Services Management Board form a Tenants Panel or a sub-committee? Would members have to be DBS cleared?
With issues such as complaints being both complex and time-consuming, concerns over disclosure of personal information, data protection and a limited volume of work – was there a need/demand for a new committee?
- 20 working days was a long time to wait for a resolution. Should the complaint be escalated sooner? Was there a compromise on 20 days?

20 days was a consistently achievable target and most complaints were resolved at stage 1.

- How were complaints logged?
A SharePoint system would be used to log complaints. SharePoint users could draw off statistics/common themes.
- When would SharePoint be up and running?
From 1 April 2015. Complaints would be classified at a high level to avoid disclosure issues. After 3-6 months useful data would be able to be extracted.
- Would SharePoint hold information about the resolution of complaints?
As few or many categories as needed could be built in.
- Data gathered from SharePoint should be shared with the tenants via the newsletter.

Resolved that:-

- 1) The content of the Officer's report be noted.
- 2) The approach set out in the report be supported and that it be agreed to review the issue in 3-4 months' time.

7. Verbal update on the Regeneration of the Weavers Arms, Rockwell Green

The Housing Development and Enabling Manager and Housing Development Project Lead provided an update as they were close to submitting a planning application for the redevelopment of this site.

Nine residents were still to be decanted from Oaken Ground and it was hoped there would be a clear and vacant site by June.

Architect drawings were provided for the information of the Board members.

It was likely a planning application would be submitted in April which, if approved, would allow commencement on site by late autumn.

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

- Would parking around the flats have designated numbers?
There would be one space per flat, an extra space for wheel chair users and visitor parking.
- Did the flats overlook facing properties?
No, they were far enough away not to cause any serious overlooking.
- Parking would be affected if the 2 bed properties were converted into 3 beds.
- Trees soften the look of a new build.
- Could the chimneys be used for flumes?

No. There were strict regulations on the placement of flumes.

Resolved that the Board noted the Officer's update.

8. Verbal update on External Wall Insulation

The Housing Development and Enabling Manager provided an update on the provision of external wall insulation for 40 Cornish "off gas" homes and some "on gas" homes.

The Council had funded this project themselves and would continue to look for additional funding sources to fund more properties within the housing stock.

Low Carbon Exchange had the contract to supply and fit the wall insulation and they would be on site in early April for a 15 week build. Tenants had to remove all wall fixings and could not replace them.

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

- It was suggested that a solution was found to provide alternative outside lighting if tenants had to remove security lights.
- It was also recommended that removed tiles were retained.

Resolved that the update be noted.

9. Verbal update on Photovoltaic Systems

The Housing Development and Enabling Manager gave an update on the installation of 350 Photovoltaic systems to the TDBC Housing Stock.

Two local installers had been contracted to complete 175 homes each. Western Power would dictate how many properties could be connected to the grid. The installers would be on-site from early April 2015 until the end of July 2015.

Noted that the tenants had to sign a Tenant Variation Agreement.

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

- Would rural properties be considered?
- *Yes - 2 months down the line.*
- Would it be a greater benefit to use the system to heat water?
Yes. If there was an emersion heating system it could be diverted.

Resolved that the update be noted.

10. Verbal update on Right to Buy Social Mobility Fund

The Housing Development Project Lead updated the Board on a bid submitted to the Department for Communities and Local Government (DCLG) for funding so that they could offer cash incentives to tenants eligible for Right to Buy.

Some social tenants who were able to afford to exercise their Right to Buy are prevented from doing so because the social property in which they live was not suitable for their needs, or was difficult to mortgage. Older tenants might wish to move to a different area; working age tenants might want to move closer to employment opportunities; and some tenants struggled to get a mortgage because they lived in a property of non-standard construction.

Local authorities were invited to submit bids for funding to provide a local scheme to provide a one-off cash payment of £20,000 per application to eligible tenants in place of their Right to Buy discount to enable them to purchase a property on the open market.

If the bid was successful the Council would be appreciative for help from the Board in promoting the scheme (mid-April).

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

- Had there been a similar scheme previously?
Yes and it was successful.
- It was good that the Council Housing stock would be retained.

Resolved that the update be noted.

11. Verbal update on the opening of the Vale View Development, West Bagborough

The Board all agreed that the site was impressive and fitted in well with the local area.

It was agreed that a letter should be sent to the architects congratulating them on the success of the design.

Resolved that the update be noted.

12. Verbal update on the Somerset Tenant Conference Feedback

Congratulations were offered to the Tenant Empowerment Manager on a successful conference.

The speakers Jenny Osborne had given support from the Tenant Participation Advisory Service and Tim Martin had promoted SHOUT (**S**ocial **H**ousing **U**nder **T**hreat).

Notes/records from the conference would be typed up and made available to the Board members.

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

- Were there any solutions to how the Council would build extra houses?
- Could compulsory purchase orders be made to land acquire more land?
- Building companies had lots of land as options rather than owning the land.
- Issues were also raised around the Council borrowing more money.

Resolved that the Board noted the Attendees feedback.

The meeting ended at 7.50pm

Next meeting: Monday 20 April 2015 in JMR, The Deane House, Belvedere Road, Taunton.

Declaration of Interests

Tenant Services Management Board

- Taunton Deane Borough Council Housing Tenants;
 - Mr R Balman
 - Mrs J Bunn
 - Mr M Davis
 - Mr M Edwards
 - Mr D Etherington
 - Mr D Galpin
 - Mrs J Hegarty
 - Mr K Hellier
 - Mr I Hussey
 - Mr R Middleton

- Family Member(s) are Taunton Deane Borough Council Housing Tenant;
 - Councillor Bowrah
 - Councillor Miss Smith

Taunton Deane Borough Council

Tenant Services Management Board

Monday 20th April 2015

Responsive Repairs Performance

Report of the Building Services Manager

1. Executive Summary

The Direct Labour Organisation management system, which was updated in September 2014, has taken longer to embed and has created a number of unforeseen issues which we are currently dealing with.

This report highlights those areas of concern and the methods we are collectively using to resolve them.

In addition we have reviewed our operational service delivery to accommodate changes to the demands of the organisation and the business in general.

With the introduction of Mobile working and the appointment system we are striving to ensure that our tenants have an improved service in relation to response repairs.

Significant improvements are already being felt by tenants. Cold calls have been stopped and 100% jobs have appointments.

Performance data shows an improving picture despite the disruption of project implementation. Improvement can be seen within all priorities, P1, P2, P3 and P4 being above target for February.

2. Background

The DLO Building Services section and TDBC Property Services team are jointly working to deliver a comprehensive responsive repairs service for the benefit of TDBC tenants. Externally this would include repairs to or replacement of leaking roofs, windows, doors and frames, fencing and walls, drainage, and paving in dangerous condition. Internally it would include items such as repairs to or replacement of kitchen and bathroom sanitary fixtures and fittings, doors, frames, and ironmongery, light fittings and socket outlets, floor, wall or ceiling finishes, and leaks on internal water supply. In addition to this, other external

contractors would deliver repairs to metal windows and doors, built-up felt roofing, gas servicing and maintenance, and communal aerial systems.

In order for the DLO to achieve their part in this, it was essential to review the existing data management system being used to handle the tenant repair/contractor information and in doing so, it was established that a new software platform was required. Following an extensive procurement exercise and evaluation on sites using the system, it was decided to adopt Open Contractor as a management system. This was installed and went live on the 3rd September 2014. The original software platform, "Cosy", was no longer fit-for-purpose, was out-dated and future enhancements and support were no longer available.

In addition to a new software platform, we had also looked at increasing the availability of repair appointments for our tenants, giving them more freedom of choice as to when they would like to have their repairs carried out. This allows our tenants to arrange appointments to suit their working and social arrangements and allows us to deliver a more structured and cost-effective repairs service. In order to achieve this, we worked closely with our Information Technology advisors and decided on the DRS scheduling system which, when coupled with Total Mobile technology delivers a fully integrated mobile working platform.

All Social Landlords have a duty to carry out essential repairs to their properties and, to work with their tenants and leaseholders to provide a customer focused response repair service. In delivering the service, we have followed the industry and national standards and categorised our repairs into priorities of importance or urgency, however, we are often challenged when we categorise some repairs as routine, when the perception of the reporting individual is that it's an emergency. In these circumstances, we will ensure all options and concerns are considered. The following priorities are the ones we deliver as normal and whilst we do operate an out of hours call out service, the below are the priorities against which our performance is measured:-

- P1 (emergency works with attendance required within 24 hours)
- P2 (urgent works with attendance required within 3 working days)
- P3 (routine works with attendance required within 7 working days)
- P4 (works that require planning and attendance within 28 days)

The recorded performance in relation to the above categories by month, Sept 2014 to present, is shown at Appendix (a).

This report seeks to clarify some aspects of the system and to put into context further operational changes which are needed to meet future business challenges.

3. The Product

Open Contractor is an Information platform that, when coupled with other IT packages, such as DRS and Total Mobile, will achieve our goal of providing a comprehensive platform for delivering a good, fit for purpose, response repairs service. Like all new technological systems, there are "hick ups" and setbacks along the way, which can be frustrating and challenging to say the least. We

have to date found the DRS scheduling system, the Total Mobile software and the operative hand held devices to be reliable, functional and resilient.

Open Contractor and the DRS system, when utilised with the hand held devices which will communicate via Total Mobile, will improve our service delivery and customer experience over time. The following are a number of the outcomes :-

- Text reminder service to remind customers of appointment dates and times thus reducing 'no-access failed visits.
- Better in-the-moment data (once refined further), meaning more accurate performance and financial predictions.
- Ability to 'bolt-on' other functions and upgrades, not just for the benefit of the DLO business but the Council as a whole. This may include asset management for surveyors, a voids and projects module for jobs other than responsive repairs.
- Mobile working, reducing unproductive travel costs and leading to more efficient and cost-effective work planning.
- Better stores stock control with instant mobile and static stores volume data through PDAs' stock allocation.

4. The Main Issues

A number of questions have been asked about the DLO Building Services performance when delivering the response repairs service on behalf of the Housing client to its tenants and Leaseholders. Issues around timescales for completed works and missed appointments have recently generated a number of complaints which have been looked into and where necessary the appropriate actions or changes have been made to service delivery.

In addition there have been a number of isolated complaints in relation to the quality of some of the works carried out and the attitude of the staff delivering the service. We have investigated these isolated incidents and spoken with the complainants first hand in most cases and taken the appropriate steps to prevent any repetition of such behaviour.

To keep complaints in context, it should be noted that responsive repairs jobs for Housing alone number some 18,000 per annum. This does not include the other works which we complete during the year for other organisations and departments including:-

- Housing void property maintenance and refurbishment(450-500) p/a
- Corporate Works-Public buildings
- Private Works
- Car parks/adopted roads
- Disabled Facility Grants
- Aids and Adaptations
- Street Signage
- Bus Shelters
- Civic events
- West Somerset Council Corporate and Public buildings

In total, some 22-25,000 jobs are carried out by the Building Services team each year and whilst we are striving to reduce our level of complaints to a minimum there will always unfortunately be those who will not be satisfied with our response.

5. System-based Challenges

There have been a number of system and data processing issues identified since 'go-live' in September 2014. This has resulted in a number of delays with regards to the processing of some batched information. This has restricted the ability of works managers to update performance and financial information about completed jobs in a timely manner.

With regards to this issue many of the processing and reporting issues have been resolved and work is ongoing to ensure that all information is up-to-date. This will allow us to accurately report our performance based on more concise information in future. In addition to this aspect of reporting, it should also be noted that it is necessary for performance reports to be run in arrears to allow for the updating of job completion data. Reports which are run before the works are updated or completed financially will not produce an accurate picture.

Due to the increased number of failed or missed appointments identified we have carried out a number of system checks and we have identified the following as system based issues which have had an impact on service delivery:-

1. Incorrect appointment reminders being sent to customers via the DRS text messaging facility.
2. Multi-trade jobs not linking together when scheduled, so one trade attends but not the other. If one trade discipline is re-appointed, the other may be missed.(electrical/plastering)
3. The connection of hand-held devices used by the trades' workforce may be lost without warning requiring manual distribution of job tickets. It is often necessary in this situation for workforce employees to return to the depot for work or instructions, reducing the opportunity to deliver efficiencies. There is a risk that jobs may be missed through being scheduled when no slots are available.
4. PDA users' notes not able to update on O.C. job information log.
5. It was difficult to get accurate performance and financial information from the old system.
6. Some jobs can't be immediately appointed and require Planner intervention, delaying the appointment process.

6. System-based Solutions

Open Contractor and its associated systems are not yet fully embedded within the organisation and there are a number of actions required by the Building Services and Property Services teams to ensure that confidence in the system is raised. This will take time; however, there is a suitable and sufficient support

structure to assist new employees and those who require additional assistance with various aspects of the systems.

We have implemented a number of follow-up actions to resolve the issues detailed in section 5 above:

1. We have logged calls with Capita and Xmbrace to help resolve the text messaging issue and have switched of the function temporarily
2. We are reviewing procedures for linked trades' jobs such that Planners keep all job elements together.
3. The issue of VPN connection reliability for hand-held devices is being looked at through an existing request.
4. There is a call logged with Capita to progress the transfer of PDA users' notes.
5. New 'Insight' reports will be produced using a new reporting tool so that there is accurate management information available to Works Managers.
6. A review of the Schedule of Rates is underway with a view to re-importing this data into all system component parts. This will improve consistency of information and increase the number of jobs that can be appointed immediately.

7. Organisation-based Challenges

As discussed in part in the beginning of this report there has been a number of operational complaints around poor service and quality of work and has part of a review process we have identified a number employee-related contributory factors as follows:-

1. Planner resourcing issues (staff who deal with the appointment phase).
2. Poor quality work from agency staff.
3. Workforce job uncertainty.
4. Changes to working practices.
5. Employee apprehension over the sale of Priory Depot.
6. Local competition for jobs and low comparable salaries.
7. PPM changes – Trades employees out of their comfort zone.

There are other human factors affecting data within the system from which reports, etc. are taken:-

8. Works Managers have not used correct dates when updating job information on the O.C. system. This means if they enter the wrong completion date, the job will show as missing target, even if it was completed on time.
9. There is a backlog of jobs which have not yet been updated because of technical glitches, many now resolved.
10. Trades' employees can make incorrect selections from PDA menus such as 'job abandoned' instead of 'completed – no access'.
11. There is a disconnect between Repairs Assistants taking calls from tenants and Works Planners who manage the trades' workforce.
12. Jobs that extend over more than two days don't go into the DRS scheduling system. This made them difficult to track leading and hard to provide progress updates to tenants.

8. Organisation-based Solutions

We have implemented a number of follow-up actions to resolve the issues detailed in section 7 above:

1. More stand-in Planners have been trained on DRS.
2. We have recently discontinued our arrangements with a number of agency staff as a result of our investigations.
3. We are recruiting into a number of vacant trades' posts.
4. Working practices are still evolving and we are writing procedures and arranging training sessions to ensure clarity and consistency.
5. We are continuing to keep staff informed of progress via briefing notes.
6. This will continue to be a risk as the calibre of staff recruited will not be from the wider pool.
7. Employees who need to be moved into other work areas for operational reasons will be helped to settle into their new work patterns.
8. Training sessions have been arranged for Works Managers to bring them up to speed with changing processes and to emphasise the need for accuracy when updating job information.
9. There is ongoing work to get data up-to-date to improve the quality and accuracy of performance reports.
10. Training sessions are being arranged with PDA users to remind and clarify procedures and data input.
11. It has been agreed that Housing Repairs Team employees and Building Services Works Planners experience sessions with their opposite number to better understand the impact of decisions made by each upon the other.
12. We have changed management responsibilities for these jobs such that all responsive repairs job requests are managed in the same way and by the same Works Manager.

9. Performance

The performance report, appendix (a), shows the jobs completed against target since the implementation of the system back in September 2014. All priorities have remained stable with 3's and 4's being green throughout and 1's and 2's being red.

The performance figures previously reported have been lifted directly from the Housing Revenue Account Scorecard. This is produced from data held by Housing and is constructed in a way to be commensurate with "Housemark" reporting guidelines. The guidelines recommend Performance Indicators for job completion within Priority times that cover all Housing repairs jobs and delivered by all Housing contracted suppliers; this includes the DLO and all the contractors delivering other repairs as described in Section 2 Background.

It is necessary to leave a gap before final data is reported to allow for the full close down process of each job, therefore March's performance statistics are not yet complete. February's data is the newest accurate data available at the point of running the report and this shows that target completions have been achieved across all priorities.

The table identifies improvements in performance since the implementation went live, in fact in January P1's only missed the target by 1.65% and P2's by 0.32%. Whilst this is still a miss, the improvements here should be recognised as a success of the system and processes.

10. Environmental and Community Safety Implications

There are no Environmental or Community Safety implications identified as a result of information or actions contained or referred to within this report.

11. Equalities Impact

There are no Equalities Impact issues identified as a result of information or actions contained or referred to within this report.

12. Risk Management

Risk is being managed in the actions detailed within this report and the wider project strategy.

13. Partnership Implications

None identified

14. Recommendation

That the Tenant Services Management Board continues to support the Building Services team in continuing to evolve, making the necessary changes within Open Contractor and associated systems to improve resilience and develop a fully integrated system suitable for ongoing future service delivery.

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Appendix (a)

BS PERFORMANCE - BARRS - BY TARGET DATE

	PRIORITY	TARGET COMPLETION	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15
TOTAL JOBS FOR COMPLETION IN MONTH			992	1469	1443	1505	1352	1292
CUMULATIVE TOTAL JOBS			992	2461	3904	5409	6761	8053
	P1	98.00%	85.25%	87.39%	96.31%	94.17%	96.35%	98.07%
	P2	94.00%	82.78%	89.55%	88.07%	86.70%	93.68%	94.42%
	P3	85.00%	89.26%	93.56%	88.20%	91.58%	94.63%	95.02%
	P4	85.00%	85.82%	95.72%	94.59%	93.73%	95.07%	97.34%

Tenant Services Management Board – 20th April 2015

Capital Works Contracts

Report of Tim Haynes – Property Manager

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

Executive Summary

This report identifies the works carried out within the HRA Capital programme detailing both the physical volume and related financial spend in each quarter of the financial year 2014-2015, together with a projected out-turn summary.

1. Purpose of the report

To provide the Tenant Services Management Board (TSMB) with accurate and up-to-date information associated with improvement works carried out within the HRA Capital programme

2. Background information

Having previously met the target for the Decent Homes Standard, the 30year Business Plan, identifies financial commitment to ensure that the Housing stock remains not only fit for purpose, wind and weather-proof, but also a Taunton Deane standard that goes beyond the basics of the Decent Homes Criteria.

A decent home is one that meets the following criteria:

a) It is in a reasonable state of repair

Dwellings which fail to meet this criterion are those where either:
one or more of the key building components are old and, because of their condition, need replacing or major repair; or
two or more of the other building components are old and, because of their condition, need replacing or major repair.

b) It has reasonably modern facilities and services:

Dwellings which fail to meet this criterion are those which lack three or more of the following:

a reasonably modern kitchen

a kitchen with adequate space and layout;

a reasonably modern bathroom

an appropriately located bathroom and WC;

adequate insulation against external noise (where external noise is a problem); and
adequate size and layout of common areas for blocks of flats.

Unfortunately, this could mean that some properties *could* have either a kitchen *or* bathroom that was not modern. The Taunton Deane standard is one that will ensure that all properties will have modern facilities, implemented under a five-year programme.

The criteria is based on the life expectancy of the various parts of each property, known as the property attributes, together with works required for health and safety reasons.

In particular, the properties identified for upgrading are based upon the life expectancy of those attributes and relates to kitchen, bathrooms and heating, taking into account the date of installation. See Appendix A for a full table of property elements. Works for health and safety reasons include fire safety works, which in most instances, relates to the fitting of fire doors to flats and upgrading of communal facilities. Also the replacement of all timber doors for security reasons to the habitable part of the property.

The remaining property attributes are identified for replacement / upgrading taking into account both the age and condition of the individual component.

3. Performance

The detailed information for works and associated costs for the each quarter is detailed in Appendix B, including a projected out-turn figure for the overall year.

During quarters one, two and three, the costs allocated are low because upgrading of some heating installations carried out by both Alhco and the DLO, was originally being allocated against revenue. Under guidance from the Housing Accountant, these were transferred to the HRA Capital budget in quarter four, hence the sudden increase in the value shown.

With regard to properties that have been re-roofed, a valuation payment is made on a monthly basis for work actually completed on site, even though the overall roof replacement will not necessarily been complete. This explains why there is a significant increase in the costs from quarter one to quarter two and then again between quarters two and three, even though only 6 more properties had been completed.

The quarter four costs also include for the replacement of front, over-door, porches to 97 non-traditional properties in north Taunton.

In quarter four, the costs allocated against door entry systems has risen significantly, even though the number of completed works has not risen. This is because the materials for work under the first phase of a new contract have been ordered and manufactured in preparation for later installation.

There are two figures shown in quarters three and four for properties with replacement windows. The first figure indicates the number of individual properties that received replacement double glazing, the second figure shows

the number of flat blocks where windows to the first floor communal area have been replaced.

The overall projected out-turn figures will be subject to some change when the DLO costs have been allocated, scrutinised and approved by the Housing Accountant

4. Considerations

4.1 Kitchens

Work is carried out in two ways – planned and at void.

Planned

Up until September 2014, the work to upgrade kitchens and bathrooms was carried out by Mi-space under an existing contract agreement. Works were carried out in those properties that were part of the bathroom refurbishment programme when the kitchen failed either the Decent Homes Standard due to previous tenant refusal, or the age criteria.

Following a comprehensive tender assessment, a new five-year bathroom and kitchen refurbishment contract was awarded to Mi-space, commencing in October 2014.

Because the volume of kitchens installation is limited, due to the previous Decent Homes programme, it was requested by Mi-space that they be allowed to use a specific team just for this work. It was therefore agreed that this team would operate back-to-back over the two financial years.

As a result, no kitchen upgrading work has been carried out until the final quarter of this year.

Unfortunately and despite previous surveys and communication with them, a high percentage of tenants 8 out of 33 (24%) have declined work at the last minute. This make future planning difficult, as work to those properties will then almost certainly have to take place at the void period.

Void

When properties become void and it has been determined that the kitchen does not meet the Decent Homes Standard work is carried out by the DLO in conjunction with the remaining works required to bring the property to a lettable standard.

4.2 Bathrooms

Again, Work is carried out in two ways – planned and at void.

Planned

Work is carried out to ensure that, wherever possible, a similar standard is achieved across all properties. This means that some properties will receive a full refurbishment, whilst others may only have a shower installed or the light fitting replaced, depending on what work was carried out previously and when this happened.

As with the kitchens, until September 2014, works were carried out by Mi-space under an existing agreement. A new five year contract was awarded in October 2014 to carry out 500 units of work each year. A unit of work is either a complete bathroom or kitchen refurbishment. However, due to

previous investment, the contract is primarily intended to carry out work to bathrooms.

Work commenced on a phased approach to ensure that the site operation was resourced correctly and that our contractual expectations were being met. Initially, there were a number of minor snagging issues which meant that the surveyor responsible for managing this contract was unable to accept the works as being fully completed. In-turn, this prevented Mi-space from being unable to invoice for the work, as it is a condition of the contract that payment will only be made on fully completed works and not on any part payment for works completed. This was reflected in spend shown in the quarterly budget report.

Normally retention is held pending completion of a defects period, however, as an incentive to ensuring that properties are completed without any defect or snagging issues, the contract states that following a three-month period of defect-free hand-over, no retention will be held.

Since December 2014 the standard of work on site has improved significantly and continues to be closely monitored by both parties. In addition, un-announced inspections of work in progress have been made by myself and the responsible director from Mi-space.

Tenant satisfaction is 97% as detailed on the Appendix C.

Work is being completed in accordance with a pre-agreed programme.

Void

When properties become void and it has been determined that the bathroom requires work which cannot wait to be incorporated into the planned programme, work is carried out by the DLO in conjunction with the remaining works required to bring the property to a lettable standard.

4.3 Doors

The supply and installation of external doors has been procured through the Advantage South West (ASW) framework agreement. Tenants from the various member organisations, including members from our Tenants' Forum were part of the tender selection process when assessing the products to be used.

The successful contractor was Britdoors and the contract commenced in April 2013.

During the last 12 months there has been a succession of problems attributable to Britdoors:-

- a) As part of the Health and Safety requirement to work on any of our properties, all operatives must have attended and completed formal asbestos awareness training. Unfortunately, Britdoors would not comply with this directive and, as a result, work was suspended for three months until the requested details were received.
- b) There have been management issues within Britdoors leading to changes of staff and a lack of control and co-ordination of the contract. Particularly this led to a lack of survey and installation information. A lack of control over the standard of installation and a poor response to warranty issues.
- c) Poor installation control due to the fact that Britdoors employed a number of small installers. This was subsequently improved from June 2014 when Britdoors awarded a contract for all installation work to Pro-Fit.

- d) Following careful monitoring, in December 2014, it became apparent that Britdoors were unable / unwilling to supply the volume of doors within the timeframes requested by ASW members.

All of these issues have been discussed at regular ASW product group meetings. As part of the Taunton Deane contract monitoring, monthly meetings were held with Britdoors to raise and highlight the areas of concern. In addition, the ASW Procurement manager met with the Britdoors management on a monthly basis.

In December 2014, ASW members agreed that the service provided by Britdoors was completely unacceptable and agreed to cancel all outstanding orders with them. Advantage South West has now put in place a solution to reduce the reliance on Britdoors and ensure that ongoing installation programmes are not compromised. The recommendation was to place all orders for new door requirements directly with the existing installation company - Pro-Fit. Therefore, having Pro-Fit supply and fit the new doors will reduce any ongoing asset management issues as Pro-Fit will be the installer irrespective of the door manufacturer.

This arrangement has worked well for all ASW members, although the impact on Taunton Deane has been the greatest due to the volume of planned installations. Pro-Fit are continuing to work extremely hard to clear the backlog of planned works and also to respond to responsive maintenance requests. Unfortunately, due to that volume of doors, there will be some slippage into the next financial year, although it is expected that this will be made good by the end of April 2015.

Properties for inclusion within the financial year 2015-2016 have already been identified in preparation for the contractor to survey, with the intention of both parties to carry out the installations at a consistent rate during the year, completing by February 2016

4.4 Fire Safety Work

Fire risk assessments have been completed to all high risk areas of the Housing stock, particularly the extra-care schemes at Kilkenny Court and Lodge Close and blocks of flats with communal entrances, which has identified various works. In many instances work is required to upgrade the front entrance door to comply with current standards.

In this respect, the progress on site had been affected by the Britdoors issue, although priority has been given to installing doors ordered under this aspect of work.

There will be some slippage of work, as described above, however, this will be made good by the end of April 2015.

4.5 Replacement Windows

A contract framework is in place with Wrekin, procured through Advantage South West.

With the exception of a limited number of properties where tenants have refused improvement work, all the properties have either PVCu or powder-coated aluminium, double-glazing.

During this last financial year, work has been completed to replace the old timber windows to first-floor landings on blocks of flats. This will not only enhance the appearance, but will reduce the need for future maintenance and decoration.

Although we are currently working in accordance with the age criteria, it is acknowledged that the quality of double glazing has improved significantly during the last 25 years, particularly with regard to heat loss and security. It is therefore our aspiration, following the completion of the replacement door programme and subject to resources being available, to commence a programme to ensure that windows are no more than 25 years old.

4.6 Air Source Heating

In July 2013, following a tender selection process, a five-year contract was awarded to Otter South West to install air source heating to 100 properties each year.

This contract has progressed well in all respects. Tenants are extremely pleased with both the quality and professionalism of the installation and the improved levels of thermal comfort.

Word of mouth and articles in the Newsletter have led to requests being received on a regular basis from tenants who would like to have the installation carried out.

I am also pleased to be able to report that Otter South West have been nominated and shortlisted for an H & V News Awards in the category 'Energy Efficient Installer of the Year'. They used the contract with Taunton Deane Borough Council as their case study in a presentation to get them to this stage.

4.7 Roofing

Works have continued during this last year under an existing contract arrangement with Mi-space. These have been to a limited number of properties where the roof was surveyed and identified as being in a poor condition.

In those locations where leaseholders are resident, formal consultation has taken place which has led to a small amount of slippage. However, this work will be completed during April 2015.

No further works are programmed at this time as stock data indicates that none is due. It is proposed that a new five-year contract framework will be tendered in 2016-2017 for commencement from 1st April 2017, subject to resources being available and relevant approval.

4.8 Door Entry

During this last year a tender selection process was completed for an initial three-year contract for the supply and installation of communal entrance screens and doors, including the provision of door entry intercom systems. The contract has been awarded to ABCA Systems who will commence on site in May, following the signing of a lease to one of the Council units at Blackdown Business Park.

Blocks of flats for inclusion within this programme have already been identified and priced within the tender document.

4.9 Heating Improvements

This budget covers the following:

- a) The installation of new heating, where tenant choice has meant there is none.
- b) The upgrading of electric storage heaters.
- c) Replacement of existing boiler when they have passed their 15-year life expectancy.
- d) A pilot scheme to install hybrid boilers. This is a combination of both gas and air source.

Following an exhaustive tender selection process for a four-year contract to upgrade existing heating boilers to 10 properties per week, it is anticipated that a new contractor will commence from June 2015. The start has been delayed by legal challenges and changes to staff involved with the procurement process.

It had originally been intended to commence the new contract from July 2014, however, the delay in commencing the new contract means that it will now run until at least May 2019. During the interim period, 154 boilers that would have been due for replacement under this contract have been replaced by either Alhco or DLO as they had failed beyond repair.

4.10 Fascia and Soffits

In conjunction with the five-yearly cyclical external re-decoration programme (PPM) it has been intended to replace the fascia and soffit elements with PVCu. This will reduce the future requirement for decoration, particularly the cost of high-level access equipment.

Work has continued under an existing arrangement with the Deane DLO, whilst a new five-year (PPM) contract has been procured. Unfortunately the awarding of the new contract has been delayed by TUPE (Transfer of Undertakings (Protection of Employment) Regulations) implications and the requirement to provide current employment information to all tenderers. It is likely that these requirements will lead to any contract award being delayed until at least July 2015.

5. Financial implications

All financial implications have been discussed with the Housing Accountant and are covered by both the 30-year business plan financial projections and the budget for 2015-2016.

6. Legal Comments

There are no legal implications of this report.

7. Links to Corporate Aims

This work has a positive effect on Corporate Aim 1 – Quality and sustainable growth and development and Corporate Aim 3 – A vibrant social, cultural and leisure environment.

8. Diversity

Some people may need specific help to fully access this information. Additionally, information may be required in different formats:

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

- Welcome pack for new tenants

9. Recommendations

The Tenant Services Management Board is asked to note the contents of this report and that similar suitable and relevant information will be provided with future quarterly score card information.

10. Contact Officer

Tim Haynes, Property Manager on 01823 356366 ext 2130

t.haynes@tauntondeane.gov.uk

Appendix A

Building components (key components marked*)	Houses and bungalows	All flats in blocks of below 6 storeys	All flats in blocks of 6 or more storeys
Wall structure*	80	80	80
Lintels*	60	60	60
Brickwork (spalling)*	30	30	30
Wall finish*	60	60	30
Roof structure*	50	30	30
Roof finish*	50	30	30
Chimney*	50	50	N/A
Windows*	40	30	30
External doors*	40	30	30
Kitchen	20	20	20
Bathrooms	30	30	30
Heating central heating gas boiler* 15		15	15
Heating central heating distribution system	40	40	40
Heating other*	30	30	30
Electrical systems*	30	30	30

Appendix B

Quarter One 2014-2015 -(1st April to 30th June 2014)

	No. completed to date	£ spend to date
Kitchens	18	84,954
Bathrooms or cloakrooms	157	261,836
Doors	164	68,080
Fire safety work doors	91	21,673
Properties with replacement windows	17	50,560
Air source heating installations	22	121,111
Properties re-roofed	6	50,351
Door entry installations	0	0
Heating improvements	45	16,109
Properties with new fascia / soffit	81	58,265

Appendix B

Quarter Two 2014-2015 -(1st July to 30th September 2014)

	No. completed to date	£ spend to date
Kitchens	25	131,526
Bathrooms or cloakrooms	192	418,552
Doors	227	76,750
Fire safety work doors	96	22,504
Properties with replacement windows	25	61,840
Air source heating installations	51	201,037
Properties re-roofed	38	268,728
Door entry installations	4	13,120
Heating improvements	84	28,776
Properties with new fascia / soffit	226	263,782

Appendix B

Quarter Three 2014-2015 -(1st October to 31st December 2014)

	No. completed to date	£ spend to date
Kitchens	25	148,202
Bathrooms or cloakrooms	255	543,480
Doors	294	93,390
Fire safety work doors	110	66,257
Properties with replacement windows	54 + 30	83,896
Air source heating installations	73	465,117
Properties re-roofed	44	339,325
Door entry installations	52	28,641
Heating improvements	170	45,755
Properties with new fascia / soffit	422	422,038

Appendix B

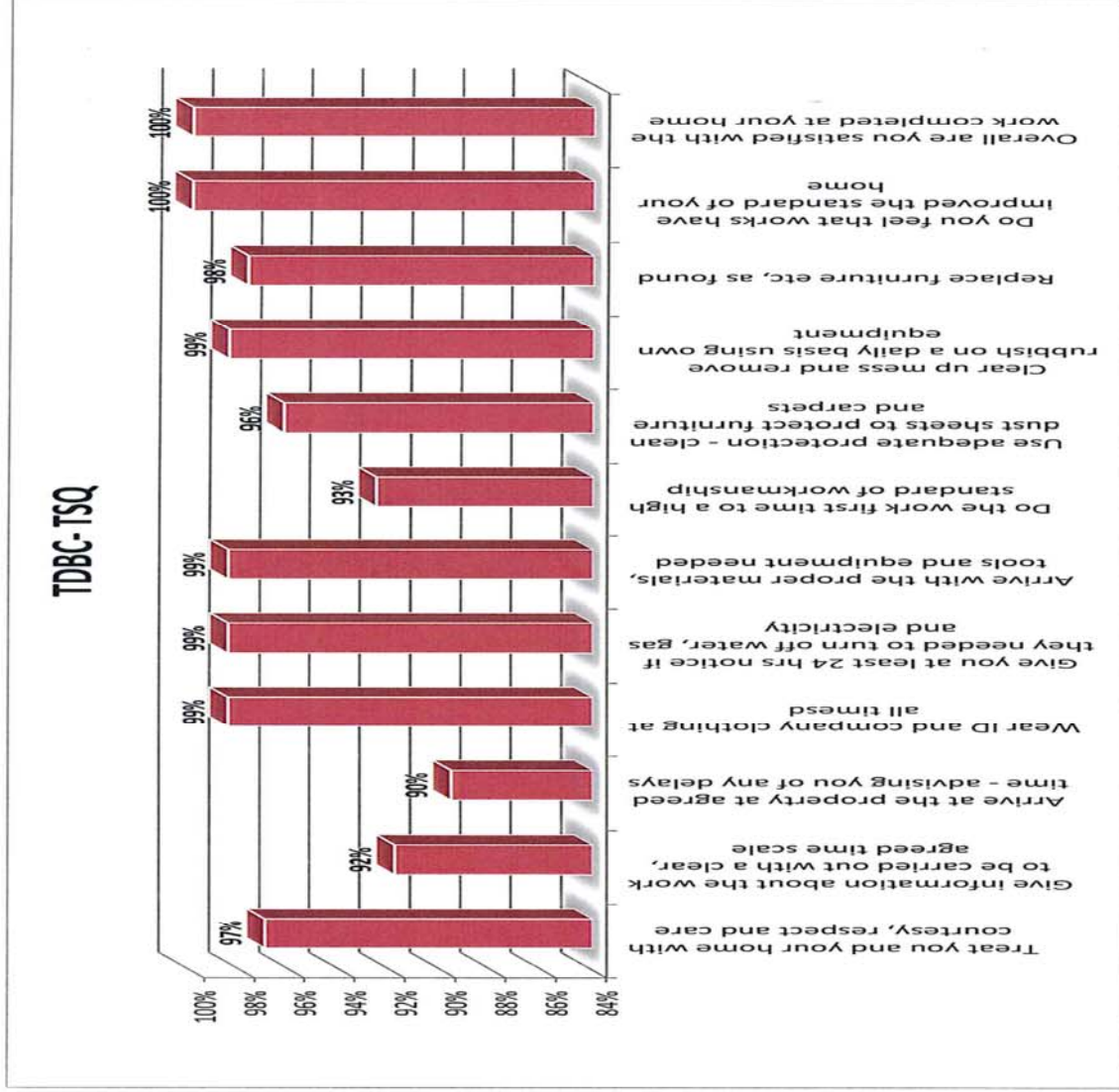
Quarter Four 2014-2015 -(1st January 2015 to 31st March 2015)

	Projected No. completed to end of year	Target numbers	Projected £ spend to end of year	Outturn forecast
Kitchens	58	500	297,394	539,600
Bathrooms or cloakrooms	363		878,832	1,260,000
Doors	650	1100	379,465	550,000
Fire safety work doors	140	identified through fire risk assessments	84,546	255,000
Properties with replacement windows	66 + 30	identified in conjunction with replacement doors and door entry systems to flat blocks	124,035	220,000
Air source heating installations	113	100	785,532	800,000
Properties re-roofed	71	identified through early failure	517,845	490,000
Door entry installations	52	96	172,718	143,400
Heating improvements	210	500	405,041	595,000
Properties with new fascia / soffit	475	identified in conjunction with external redecoration contract	561,116	650,000

TAUNTON DEANE BOROUGH COUNCIL – Year 1 KPI Results

Resident satisfaction Results – Year 1

Overall KPI – 97%



Minutes of the Annual General Meeting of the Tenant Services Management Board held on Monday 20 April 2015 at 6pm in JMR, The Deane House, Belvedere Road, Taunton.

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

Officers: James Barrah (Director Housing & Communities), Stephen Boland (Housing Services Lead), Lucy Clothier (Housing Accountant), Phil Webb (Housing Manager – Property Services), Tim Haynes (Property Manager – Contracts), Martin Price (Tenant Empowerment Manager), Chris Hall (Assistant Director – Operational Delivery), Paul Grant (Building Services Manager),

Others: Councillor Warmington

(The meeting commenced at 6.00pm)

1. Apologies

Mr M Edwards, Mr K Hellier and Councillor Miss Smith

2. Public Question Time

No questions received for Public Question Time.

3. Declarations of Interests

Councillor Bowrah declared personal interest as members of his family were Taunton Deane Borough Council Housing Tenants.

Mr R Balman, Mrs J Bunn, Mrs J Hegarty, Ms M Davis, Mr D Etherington, Mr D Galpin, Mr I Hussey, and Mr R Middleton declared personal interests as Taunton Deane Borough Council Housing Tenants.

4. Responsive Repairs Performance

Considered the report previously circulated concerning the Direct Labour Organisation (DLO) management system and the methods being employed to resolve any outstanding issues.

The DLO Building Services section and TDBC Property Services team are jointly working to deliver a comprehensive responsive repairs service for the benefit of TDBC tenants. Externally this would include repairs to or replacement of leaking roofs, windows, doors and frames, fencing and walls, drainage, and paving in dangerous condition. Internally it would include items such as repairs to or replacement of kitchen and bathroom sanitary fixtures and fittings, doors, frames, and ironmongery, light fittings and socket outlets, floor, wall or ceiling finishes, and leaks on internal water supply. In addition to this, other external contractors would deliver

repairs to metal windows and doors, built-up felt roofing, gas servicing and maintenance, and communal aerial systems.

In order for the DLO to achieve their part in this, it was essential to review the existing data management system being used to handle the tenant repair/contractor information and in doing so, it was established that a new software platform was required. Following an extensive procurement exercise and evaluation on sites using the system, it was decided to adopt Open Contractor as a management system. This was installed and went live on the 3rd September 2014. The original software platform, "Cosy", was no longer fit-for-purpose, was out-dated and future enhancements and support were no longer available.

The Building Services Manager explained that the original IT systems did not produce accurate data and were disjointed. The report highlighted the system and organisational based challenges and solutions.

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

- The performance figures for February 2015 are very encouraging.
- Abbreviations in the report need explaining, e.g. PDA, OC, VPN
- When is it anticipated that the system will work correctly?
Another 6 months, with the system evolving after this
- There are references to DLO staff being unsettled throughout the report
- Tenants comment that DLO staff seem to take long breaks when out on jobs
Job times in the new system are aimed at reducing travel times, more efficient than driving back to Depot and then travelling out again to next job. The system can analyse how long jobs take.
- Can tradesmen do other different jobs while at the property?
The workforce is not multi skilled in total, but is encouraged to try and complete jobs. They have spare kit and disposable overalls with them.
- The report states that TDBC is paying staff a lower wage than they can get elsewhere. Are we paying the staff enough?
It is difficult to retain staff, especially with more building work taking place and Hinkley Point to start. This will also have an impact on the performance indicators.
- The organisational solutions do not have any timescales attached to them. The board would like to see timescales to make sure everything is on track.
- Are Councillors aware of these issues and solutions? Under the Regulatory Standards Councillors are responsible for where the standards are not being met. The Chair quoted the Home Standard.
- 100% of emergency repairs are not being met – is this a health and safety issue?
No, some jobs are raised against the wrong category and are therefore not an emergency.
- The board has seen that the repairs response time's targets have not been met for a long time and now have reached target – is this better monitoring or better systems?
A combination of both

Resolved that the Board supported the recommendation:

That the Tenant Services Management Board continues to support the Building Services team in continuing to evolve, making the necessary changes within Open Contractor and associated systems to improve resilience and develop a fully integrated system suitable for ongoing future service delivery.

The board also recommended that:

- Timescales are added against actions
- Councillors are made aware of the solutions and actions

5. Capital Works Contracts

Considered the report previously circulated identifying the works carried out within the HRA Capital programme detailing both the physical volume and related financial spend in each quarter of the financial year 2014-2015, together with a projected out-turn summary.

The Property Manager – Contracts explained that:

- Appendix B Quarter 4 – last column should read Annual Budget
- Heating – there has been a time lag in posting expenditure. Expenditure is now allocated to the correct code and postings are completed more regularly.
- Some work is paid on valuation and there can be a delay on agreeing final figures with contractors.
- There is a 3 year contract in place (with option to extend) in relation to door entry systems
- Replacement windows – 99.9% are pvc double glazed. The plan is to replace windows sooner than originally planned. The current plan concentrates on replacing communal windows.

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

- There has been slippage in the budget again. Was too much budget allocated?
Are there enough contractors/officers?
HRA self financing has allowed TDBC to enter into longer term contracts and this has led to a transition period to adapt to this. Internal resources have been an issue but this will be resolved in the next year. TDBC has changed the contractor for doors and the service has improved.
- Are there penalty clauses in contracts?
Generally contractors will not be paid until we are satisfied with work and on occasions we retain some payment. Ultimately if there is a substantial problem we can cancel the contract.
- Looking at the quarterly information in the appendices the programme seems stop/start, especially in relation to kitchens and bathrooms.
- When replacing doors is the whole street completed or just part?
When possible attempt to complete the whole street
- Are fascias being replaced?

A new contract is being assessed that will replace timber fascias with pvc. Many have been done already, especially when work on the roof is being undertaken.

- There seems to have been complaints about guttering, especially issues with moss and grass blocking guttering.
Guttering is being flushed through on a regular basis with high pressure wash – Suggested that this is done just before winter.
- If contracts cannot be completed during the year can the money be spent elsewhere – paying off loan, building properties, one off items such as car parking and extensions
The asset database states where the work should be done based on need. If the work is not done there will be problems with large backlogs.
- The report states that 8 out of 33 tenants (24%) declined a new kitchen. Why is this? What is being done to rectify this?
Some elderly tenants do not want the disruption, some tenants change their mind. Contractors are explaining the improvements to tenants
- Would it be a good idea to have tenant champions to explain the work to fellow tenants?
Yes, this has been used for air source heat pumps
- Have some tenants upgraded their own kitchens?
Yes, and if the kitchen is sub standard TDBC has to replace it.
- When a property becomes void would it not be better to ask DLO to do the work instead of contractor?
It is more efficient to use one contractor
- The Home Standard of the Regulatory standards was highlighted, especially that work should be done in a planned way
If the board requires the format of reports to be changed they should make requests to the Property Manager – Contracts.

Resolved that the Board noted the contents of the report and that similar suitable and relevant information will be provided with future quarterly score card information. The board expressed the view that slippage of budgets should be monitored closely.

6. Tenant Services Management Board 2014/15

The Chair of the board reflected on the work of the board in 2014/15. Items highlighted included:

- The building of new council properties
- Energy efficient projects including pv panels and external wall insulation
- The election of a new board
- Halcon One Team
- Welfare reform
- Housing Revenue Account 2012-2042
- Complaints process

- Tenancy policy
- Tenant groups working together

7. The Year Ahead for Housing and Communities

Considered verbal update and presentation from the Director of Housing & Communities in relation to the year ahead for Housing and Communities.

Items highlighted included:

- Economic pressures on the Housing Revenue Account and General Fund
- Demographic pressures
- Local and national elections
- Partnership working – sharing resources across the public sector
- Health and social care – an ageing population
- Transforming how TDBC delivers services to meet General Fund budget gap
- Location of TDBC – Deane House and the Depot
- Better use of IT to meet customers' expectations
- SouthWest One – plan for contract ending in 2017
- Review of HRA Business Plan 2012-2042
- Property and Development
- Housing Management

The Director of Housing & Communities thanked the board for their hard work.

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

- More tenant involvement is to be welcomed, tenants need to help shape where the money is spent
- Need to look at apprentices in IT

8. Election of Tenant Services Management Board Chairperson for 2015/16

Richard Balman was elected Chairperson for 2015/16

9. Election of Tenant Services Management Board Vice Chairperson for 2015/16

Marion Davis was elected Vice Chairperson for 2015/16

(The meeting ended at 8:20pm)