

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 25 February 2016 at 18:00.

Agenda

- 1 Apologies.
- 2 Minutes of the meeting of the Tenant Services Management Board held on 25 January 2016 (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 "Get On" - Tenant Employment Support Programme (verbal update)
Reporting Officer: Mark Evans
- 6 Weaver Arms Development Update, Report of the Housing Development Project Officer.
Reporting Officer: Julie-Anne Gordon
- 7 Housing Revenue Account Rent Setting 2016/17, Briefing Note. Report of the Accountant.
Reporting Officer: Lucy Clothier
- 8 Housing Revenue Account Financial Monitoring – Quarter 3 2015/16. Report of the Finance Manager.
Reporting Officer: Lucy Clothier
- 9 Performance Indicators/Quarter 3 2015/16 Summary. Report of the Interim Assistant Director of Property and Development.
Reporting Officers: Terry May
Simon Lewis
- 10 Housing Revenue Account (HRA) Business Plan Review (verbal update).
Director - Housing and Communities.
Reporting Officer: James Barra

- 11 Repairs Performance Update (verbal update). Interim Assistant Director Property and Development.

Reporting Officer: Terry May

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

- 12 Development Projects Update. Report from the Housing Development Project Lead.

Reporting Officer: Rachel Searle

Bruce Lang
Assistant Chief Executive

30 March 2016

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.

Full Council, Executive, Committees and Task and Finish Review agendas, reports and minutes are available on our website: 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 the Corporate Support Unit on 01823 356414 or email r.bryant@tauntondeane.gov.uk

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Tenant Services Management Board Members:-

Mr A Akhigbemen

Mr R Balman

Councillor R Bowrah, BEM

Mrs J Bunn

Councillor S Coles

Ms M Davis

Mr D Galpin

Mrs J Hegarty

Mr K Hellier

Mr I Hussey

Mr R Middleton

Ms D Pierowicz

Minutes of the meeting of the Tenant Services Management Board held on 25 January 2016 at 6pm in The John Meikle Room, The Deane House, Belvedere Road, Taunton.

Present: Mr R Balman (Chairman)
Ms M Davis (Vice-Chairman)
Mr A Akhigbemen, Mrs J Bunn, Mr D Galpin, Mrs J Hegarty, Mr I Hussey.

Officers: Lucy Clothier (Senior Accountant - Services), James Barraah (Director – Housing and Community), Paul Harding (Corporate and Performance Manager), Simon Lewis (Assistant Director - Housing & Community Development), Stephen Boland (Housing Services Lead), Terry May (Interim Assistant Director – Property and Development), Martin Price (Tenant Empowerment Manager), and Emma Hill (Democratic Services Officer).

Others: Councillor Mrs F Smith
Abigail Davies; Associate Director, Savills

(The meeting commenced at 6.00pm)

1. Apologies

Mr K Hellier, Mr R Middleton, Councillor Bowrah, Ms D Pierowicz, Councillor T Beale and Councillor Warmington

2. Minutes

The Minutes of the meeting of the Tenant Services Management Board held on 16 December were taken as read and were signed.

3. Public Question Time

No questions received for Public Question Time.

4. Declarations of Interests

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

5. Draft Housing Revenue Account (HRA) Estimates 2016/17.

Considered briefing report previously circulated, concerning an update on the draft Housing Revenue Account (HRA) budget proposals for 2016/17.

Changes in national policy announced in 2015 had greatly affected the long term financial position of the HRA, and a fundamental review of the HRA Business Plan was underway.

This report also included the proposed rent charges for the year, in line with the amended national rent policy.

The proposals included within this report would enable the Council to set a balanced budget for 2016/17, with the ongoing position to be addressed within the Business Plan Review.

Below was a summary of HRA estimates due to changes in national policy:

- The Welfare Reform and Work Bill sets out a 1% reduction in all social rents from 1st April 2016 for four years.
- This negated the 10 year national rent policy for social housing that was implemented in April 2015, and greatly reduced the income expectations for the HRA.
- Officer had set out in the report figures showing the annual reduction in rent for the next five years, when compared to the Business Plan.
- It was proposed by national rent guidance that the average weekly rent for dwellings for 2016/17 should be set at the guideline rent of £83.06, a decrease of 1.0% or £0.84 per week.
- Taking into account of the Rent Reduction, RtB and Voids the expected dwelling rent income had reduced by £840k.
- In addition, there was an expected £151.8k reduction of income due to proposed changes to specific budget lines and the inclusion of tenants in receipt of Housing Benefit with a Piper Lifeline who would be subsidised by the HRA.
- Management expenses in relation to shared service costs transferred from the General Fund for services such as Finance, ICT and HR were expected to be £67k lower than in 2015/16 as well as £150k costs associated with a range of projects within the housing service.
- Maintenance costs for 2016/17 was expected to decrease by £170k. This equated to spend of around £1,090 per property, based on the service's best estimate of work that could be carried out.
- Special Services included spend on communal areas had a budget increase for Sheltered Housing in 2016/17 relating to the new service provision.
- The overall provision for bad debts had seen a reduction from £515k 2015/16 to £415k in 2016/17.
- The HRA currently held £97.6m of debt. The contribution towards the repayment of debt was due to increase to £1m in 2016/17.
- The interest payable on debt was expected to be lower than the Business Plan by £213k. This was due to additional borrowing for approved schemes that did not need to be externally borrowed during 2016/17.
- Social Housing Development Fund was the revenue contribution made towards developments. This remained at £1.0m in 2016/17.
- Transfers to General Fund in relation to the Transformation Project had included a one-off saving of £177k in 2016/17 compared to the Business Plan.
- Revenue Contribution to Capital (RCCO) paid for capital work. The Draft Capital Programme was £8.589m for 2016/17, which included £0.86m investment proposed to be funded from RCCO. This was slightly less than the amount included in the current Business Plan
- The HRA Business Plan earmarked reserves current balance was £2.458m. This was due to a number of approved changes during the year. This did not include any 2015/16 forecast overspends, or any further supplementary estimates in 2015/16. The proposal for 2016/17 was no budgeted transfers to or from this balance.

Below was an overview of the proposals to deliver a balanced budget in 2016/17.

- Related Assets 2016/17 – Reduce RCCO by £125k by removing capital programme for Related Assets - There were no planned programmes for 2016/17. Works would resume in 2017/18.
- Related Assets 2015/16 – Reduce RCCO by £24k by ceasing non urgent capital works on Related Assets in 2015/16, and earmarking this underspend to providing funding for the revenue budget in 2016/17.
- Provision for bad debt - The Business Plan allowed for an increased provision for non-payment of rental income for a three year period due to Welfare Reform.
- Creechbarrow Hub - The Business Plan had allowed for the Hub to be in place in 2016/17 but savings would be made on the running expenses and salary of the Hub Manager post as it was not likely to be open until later in the year
- Transfer Removal Grants - The budget was increased to £60k as part of the Welfare Reform measures, however it was expected that demand would be at a lower level going forward.
- The Capital Programme included a number of major works programmes the Council was required to complete to maintain the 'decent homes standard'. The current list of major works programmes came to £6.739m.
- The 'Related Assets' budget was proposed to be removed for one year period. The related reduction in Revenue Contribution to Capital Outlay (RCCO) would contribute towards the revenue budget gap in 2016/17.

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

- What was the Creechbarrow Hub?
This building was called Moorland House and was located at the end of Moorland Road. It contained office space, meeting rooms and interview rooms as well as flats on the first floor. It would contain space for the Local Police Beat Team and the area One Team.

Resolved that:-

1. The Board noted the Officer's report.
2. The Executive Committee and Full Council recommended to approve the HRA draft budget and proposed rent decrease.

6. Housing Revenue Account (HRA) Business Plan Review

Considering the briefing report previously circulated, concerning an update on the progress of the Housing Revenue Account (HRA) Business Plan Review.

A copy of the discussion paper written by Savills in conjunction with Officers had been enclosed with this covering report.

The Business Plan contained the aims and objectives for the HRA and was first put in place in 2012. There had been a number of changes, both internal to the Council, and external and comprehensive review was now needed to ensure that the HRA continued to meet the needs of tenants within the financial constraints.

The Council had appointed Savills to provide external support and challenge for this work. The Business Plan Review would refresh the priorities of the HRA and financial position over a new 30 year period – from 2016/17 through to 2045/46.

The report contained details of the updated financial position, performance against the Business Plan priorities, and proposals for new objectives and an updated action plan as well as key areas of discussion for Board Members. The discussions and feedback from Board Members would further inform the direction of the Business Plan Review.

The key discussion points were summarised as follows:

1. What should be the core business of the housing service, and were the priorities in the draft action plan appropriate to deliver this?
2. What priority should be given to improving the customer experience of housing services, and which were the most effective and efficient actions to achieve this?
3. How should the Council's limited financial resources be prioritised to support sustainable investment in each of Capital spend, New build programme and Revenue spend?
4. Should the Council consider products that were closer to the market such as Intermediate or Affordable rent in order to generate additional income?
5. What was the Council's appetite for repaying or increasing its debt?

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

- The Board felt that they would need to study and review the information further before passing comments or giving a response.
- Would it possible to get back to Officers and Savills with a response at a later date when the Board have had time to read through the report in more detail?
The Board need not or were not required to make a decision now. We were looking for an initial response to the information provided.
- The Council's core responsibility should be to provide affordable social housing to those who could not afford private rented properties.
- People could not live in debt all the time. People were currently living and buying on credit.
*The Council had taken on some debt when they had signed up and agreed to Self-Financing. Part of the decision that needed to be made within the HRA Business Plan was should the Council spread the debt over 30 years and own the properties.
Currently, the Council could not continue existing expenditure levels to pay for the debt within 18 years as detailed in previous business plan. The way the HRA handled the debt would have to change.*
- Everyone had a bit of debt, it was about not getting into too much debt and managing your finances and debt properly.
- I agree that the Council should be providing social housing but the Council should also spend money to update and renovate existing housing stock to make it more appealing to people.
The Council also needed to ensure that the HRA had other sources of income other than the Rent from properties.
- Could the Council look at renting Housing Stock to people who did not need social housing but could not afford expensive private rented properties or were unable to get on the property ladder? These people could pay a higher rate of rent than

social housing tenants and they would get the affordable and reliable housing they needed.

- The Government would take any money made on the higher rate of rent that the Council would charge.
The Council was considering the 'Pay to Stay' scheme. This would allow those on a higher income that wanted to stay in social housing but we would charge a higher level of rent.
- Tenants who signed up for Homefinder Somerset service who were keeping an eye out for potential exchanges, were receiving annual requests from the service to complete the paperwork again after completing it fully the first time. This was putting people off using the service and looking for potential mutual exchanges. Why did Homefinder Somerset need to repeat this long process annually?
- I have had no contact with the Estates Officer responsible for my area. When eventually I did find out who it was, it was difficult to get in contact with them. Tenants felt the officer's areas were so large that the service was stretched and this was the cause of lack of contact.
Could the Council and the Housing service encourage Estates Officers to hold regular area surgeries or drop in sessions away from the Council offices?
There had not been a reduction in the service but the One Team project had meant officers had increased duties within these concentrated deprived areas so the result was much less out and about within the rest of their area.
- Tenants had raised an issue with me concerning the replacement of broken window and that they had been difficulty getting hold of someone who would help her and eventually the Police had to get a response from the Council.
This appeared to be an issue with communication back to the customer once the concern had been raised. Officers appeared not be communicating or updating customers about progress or the process being completed to resolve the concern. This lack of communication had been highlighted to the Council during the last STAR Survey.
- The Council needed to be more open about the finance and budget restrictions, the public and tenants would prefer this rather than being fobbed off with excuses. Tell the truth.
- Could Estates Officer hold regular surgery's or drop in session in rural community centres?
- There was merit in both increasing internet resources for tenants as well as continuing with face to face communication for those tenants who did not have the experience or access to IT.
- The Council should continue to extend the life of its existing housing stock. If the Council were to focus on New Build properties, their existing stock would deteriorate and then depreciate in value.
- Could the Council consider a mixture of both maintaining existing stock to a good standard as well as finding land and replacing existing stock with New Builds?
The Council maintained its stock to the 'Decent Homes Standard'. This was a basic standard for housing.
- The Council should continue to complete New Build project with the Borough.
- If the Council committed to spending more money on maintaining existing stock and also sourcing better quality components for the programmes of works, then the existing stock would last much longer.
The Council would know more about the condition of its stock and what needed to be done when the Stock Condition Survey was completed.
- The Council's investment into maintaining its housing stock currently was to a very good and to a decent standard compared with the maintenance of years gone by.

- The Council should protect their existing and new stock for tenants who did not mistreat them. More detailed checks should be completed prior to allowing a tenant to rent a property.

Officers wanted to know whether the Board Members thought the Council should spend money on helping people and tenants in communities better themselves i.e. education, work and clearing debt.

- There were enough agencies funded by government funding, helping people to get back to work. This was not something the Council should get involved in.
- I think the Council should get involved and spending money on helping the Communities of the Borough.

The resources for supporting people in the community were shrinking and there were now gaps in community services. The Council had limited resources so could not just jump in and fill the gaps in the public sector services.

Resolved that the Officer's report be noted and made comments on the Draft HRA Business Plan Review report.

The preference of the board was for investment in maintaining existing housing stock. Any remaining funds should be invested in new build.

7. Draft Corporate Strategy 2016 - 2020

Considered briefing report previously circulated, concerning the introduction of the draft Corporate Strategy for 2016-20.

The Strategy had been developed with input from Members and outlined our proposed strategic focus for the next four years, setting out our vision, priorities, values and principles. It would guide our planning and allocation of general fund resources as the Council established detailed corporate and operational plans each year.

There was limited reference within the Strategy to matters directly linked to the Council's role as a housing landlord since this area of the Councils' work was funded by the Housing Revenue Account (HRA) and was therefore set out in the HRA Business Plan instead.

A copy of the draft Corporate Strategy 2016-2020 was enclosed with the covering report.

This revised Strategy provided a clear direction for the organisation to follow; with four key priority areas where the Council would concentrate its efforts and resources between April 2016 and March 2020.

This Strategy would lead to a more resourceful and responsive organisation that delivered outcomes to our communities in the most efficient and effective way and continues to play a key role in shaping Taunton Deane.

The Corporate Strategy was not intended to capture everything that the Council did nor did it include the detail of our work and projects. This was the role of the Corporate, Operational and Individual Plans which would flow from the Corporate Strategy.

The Corporate Strategy was the key part of the 'Golden Thread' which set corporate objectives from which key actions flow.

The Strategy was the product of a series of member workshops which took place over

the summer, which were organised along broad geographical lines, based upon electoral wards. Approximately 70% of TDBC members attended these workshops.

An initial draft of the Corporate Strategy was prepared and then shared with the Executive, JMT and Tier Four managers.

Since then the document had been enhanced, although the key messages remain unchanged. A draft was provided to Joint Partnership Advisory Group at their meeting of 14 December 2015.

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

- Would Board Members receive an update on the progress of the Corporate Strategy between now, its approval and 2020?
The Corporate Strategy set targets/goals on annual basis. These would be reviewed annually to monitor the Council's progress and whether or not they had completed or achieved these targets. Previously, this had only been completed every four years so it had been decided to breakdown in annual chunks then review it. The review would be published annually in April.

Resolved that the Officer's report be noted and made comments on the Draft Corporate Strategy.

8. Update on Progress of One Teams

Considered briefing report previously circulated, concerning an update report of the progress of the three One Team Areas.

There were now three One Team Areas within Taunton Deane, they were Taunton East, North Taunton and Wellington. The estates officer's that covered these areas now had wider area and increased responsibilities.

Below was a brief summary of update information concerning the One Team Areas:-

- Initially crime figures within the Taunton East area were halved with the introduction of One Team joint working.
- The Acorn Children's Centre was now attracting more local families as result of the increased available services and support.
- Domestic Abuse in Taunton East had reduced within the last year due to the ongoing work of the One Team
- 2015 had been a busy year for the One Teams in Taunton Deane. All of them had made significant progress in further establishing themselves and their value to their communities.
- Collectively, they had also made progress in extending their reach with the inclusion of other partners.
- One Team were still keen to draw in stronger engagement from Children's Social Care, Adults Social Care and Health providers.
- A number of meetings had been held with the GP Federation, Somerset Partnership and Musgrove Park Hospital to explore opportunities for stronger working in our Housing Estates.

- The One Team now had more support from the Community Mental Health team in the One Teams.
- One Team had undertaken targeted Abdominal Aortic Aneurysm screening in Taunton East, working with health professionals. This was a drive to do more preventative work and reduce demand on services.
- MIND had been commissioned to work alongside the One Teams to take referrals to provide support to individuals, but also to train and support staff with difficult cases. This had received positive feedback from all the One Team Co-ordinators.
- The One Teams were hoping to pilot a new approach in North Taunton funded by Somerset County Council Public Health to provide a stronger framework of mental health support to the One Teams and the community.
- An issue of particular concern in some communities was the high levels of unemployment and worklessness and this was likely to be made worse by changes to Welfare Reform with families remaining unemployed.
- These deepen issues for these families would have an impact on the Council's future rental income.
- The One Team recently commissioned a new service to provide support to people to get back into work. This contract had been awarded to Yarlington Homes' 'Inspired to Achieve'. This new contract would start next month.
- The Safer Somerset Partnership had recognised the One Team model as exemplar in Avon and Somerset and had supported the establishment of new One Teams in Chard, Yeovil and Bridgwater.
- The Police Innovation Fund (PIF) project would officially end on 31st March 2016.
- One Team had been working closely with partners to find a way to fund the project on an ongoing basis.
- The Police had committed underspend from the PIF, which the Council's Housing Service had agreed to match fund and along with financial and staff contributions from the Fire Service, this should allow the project to commit to deliver the One Team approach in the Taunton East, North Taunton and Wellington areas for a further two years.
- Even with the continued funding for the next two years, the service would need to be scaled back to a part-time Co-ordinator for Wellington and a reduced shared admin resource across the three areas.
- Researchers from Bath Spa University, funded by the PIF fund would be reporting back later in 2016 on their evaluation and findings of the One Team approach.
- It was anticipated that this would provide real academic evidence to support the model and demonstrate to partners the value of engaging with us.

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

- How could so many people with problems end up in one place?
*It was known that where there were large concentrations of Council properties, this could lead to high levels of deprivation.
Local Authorities historically grouped and built their properties together in estates but this was not how Council's built communities now. They aimed to create mixture of ages and cultures as well as leaseholder, owner, private rented and social housing.*
- The name One Team Halcon was misleading and people in the community might not or did not know that the team actually covered a much wider area?
The area was referred to as One Team Taunton East.

Resolved that the Board noted the Officer's update report.

9. Latest Indices of Multiple Deprivation (2015) and Impact in One Team Areas.

Considering the report previously circulated, concerning the latest information on indices of multiple deprivation and how this might impact the Council's One Team Areas.

Department for Communities and Local Government (DCLG) recently published the English Indices of Deprivation 2015. This was the official measure of relative deprivation at a local level (LSOA – Lower Super Output Areas) and was the first update since 2010.

The 2015 version uses 37 indicators, organised across seven 'domains' of deprivation, which were combined to form the overall Index of Multiple Deprivation (IMD). The statistics that were used to develop the IMD were drawn from a variety of sources including the Census (2011). The majority of statistics date from 2011 to 2013.

This year, for the first time, the IMD were enhanced by two supplementary indices, which were Income Deprivation Affecting Children Index (IDACI) and Income Deprivation Affecting Older People Index (IDAOPI).

Below was a brief summary of indices of multiple deprivation with Somerset, Taunton Deane and One Team project areas:-

- Taunton Deane contained the two most deprived neighbourhoods in Somerset, both in the worst 5% nationally and serviced by Taunton East One Team.
- Deprivation in Somerset and Taunton Deane had worsened, with Taunton Deane now containing five neighbourhoods in the worst 20% in the country.
- The Council had three neighbourhoods that rank in the worst 10% for Child Poverty as well as two neighbourhoods that rank in the worst 10% for Income Deprivation for the Elderly.
- There were clearly significant challenges of deprivation affecting communities within all the One Team areas and this placed demand on all One Team partners and services.
- The Council was working with partners through the Council's Strategic Partnership Board to bring some additional focus on the following issues on Education, Skills and Training, Crime and Income, Employment & Health.
- There were concerns about Health deprivation in some areas, but particularly in Taunton East which included one neighbourhood in the bottom 5% nationally.
- The Housing Service was speaking with the GP Federation and Musgrove Park Hospital to seek opportunities to work more closely in the One Team areas.
- Somerset was ranked 98 out of 158 county/unitary areas within England and was ranked 112 for IDACI and 118 for IDAOPI.
- There were 32,844 LSOAs across the country. Each LSOA contained approximately 1,500 residents or 650 properties.
- Taunton Deane was ranked 193 out of 326 district / unitary areas. So TD was generally a mid-performing district with some geographic areas of acute deprivation. However, it also contained some LSOAs that perform extremely well.
- Taunton East One Team area contained the two most deprived in Taunton Deane. These being Halcon Roman Road and Halcon Lambrook.
- These were also the most deprived LSOAs in the County and the only two in Somerset to rank in the worst 5%.

- Lyngford East in North Taunton One Team area was within the 10% worst LSOAs nationally. The ranking of this ward had worsened over the past five years.
- The specific areas of concern were income, employment, education, skills and training and crime.
- Lyngford West in North Taunton One Team area was within the 20% worst LSOAs nationally. The particular areas of concern relating to income, employment, health deprivation and disability and crime.
- Wellington North in Wellington One Team was main area of concern with the LSOA was within the bottom 20% nationally. The areas of particular concern were Education, skills and training.
- In comparison Rockwell Green, Tonedale and Wellington North East were within the bottom 30-50% nationally as well as Wellington East and Wellington North West were both within the top 50% best performing LSOAs.
- Looking at Rural areas across Taunton Deane the rankings were positive. There were no LSOAs that appear that appear in the worst 40% nationally by rank.

Enclosed with the covering report was definitions index for the indices of deprivation, index map showing the areas of multiple deprivation with Taunton Deane, deprivation rankings for the areas of Taunton Deane and deprivation rankings for the areas in One Team project areas.

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

- *After the Board Members discussion early regarding the Council investing in helping people in communities better themselves and not just invest in bricks and mortar. With the update concerning the work of the One Team and the information of multiple deprivation indices. Had this information changed the Board's view?*
- The previous two reports presented by the Assistant Director had changed my opinion and the Council should indeed be invested in helping people in the communities. I was shocked by the figures presented in the report.
- If the Council was building new social houses, they could not ignore the social issues effecting the communities and then not get involved in dealing with them. This did not have to cost the Council loads of money.
- There definitely needed to be consideration given to helping the future generations living in the communities. The young people needed to be supported and helped.
- The funds for helping people and communities, did not just have to come from the HRA, this could be sourced from other departments within the Council.
This was the first time, joint working with the agencies had actually worked and made a difference.
Local Authorities and agencies had spoken about joint working previously but nothing had happened until now.

Resolved that the Board noted the Officer's report.

(The meeting ended at 8.18pm)

Declaration of Interests

Tenant Services Management Board

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

Weaver Arms Development, Rockwell Green, Wellington

Status Of Project		Last Report	This Report	Comments
Post - Planning		n/a	G	
Status by Key Project Activities for Weavers Arms	Workstream Lead	Last Report	This Report	Comments
Carry out decanting of existing properties	Jo Humble/Julie Gordon	n/a	G	One household left to rehouse – In progress
Enter into build contract	Caroline White/Julie Gordon	n/a	G	In Progress
Start on site	Caroline White/Julie Gordon	n/a	G	Pending
Demolition of properties	Caroline White/Julie Gordon	n/a	G	Pending

Key	
Red	Unsatisfactory progress – milestones & timescales not being met corrective action or re-plan required
Amber	Issues against some milestones but remedial action will keep project under control overall
Green	All milestones being met & project on target/completed
Development Definitions:	
Decant	The process of ensuring occupied homes are empty prior to development. Also refers to a tenant who is to be rehoused.
Homeless Payment	A statutory payment of £4,900 for households who vacated before October 2015, payment currently £5300 this is given to the household once they have moved out
Disturbance Payment	An additional sum paid, calculated by a valuer, based on items that cannot be taken to the decant property.
Project Team	A mix of appointed external consultants and Deane Housing Development staff.

Key Accomplishments LAST Period
<ul style="list-style-type: none"> • Planning permission obtained for the development scheme in October 2015 • Unilateral undertaking completed for S106 play area contribution for the sum of 12k • Tender process for build contract completed, contractors returns received in December 2015, contractor selection & interview completed January 2016 • Build contract being procured currently by consultants to award WRW Construction Ltd the scheme to build • One remaining decant household pending move awaiting completion of void works • Bat License from Natural England granted

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Key Activities NEXT Period

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| <ul style="list-style-type: none">• Secure additional funding for project due to increase in construction industry build costs & increased decant costs• Assist appointed contractor organising 'meet the contractor' event in Rockwell Green to introduce the team to the local community and relay point of contacts• Start on site March 2016 subject to entering into build contract without delays |
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Issues

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| <ul style="list-style-type: none">• Continuing to support household currently being rehoused with significant support needs |
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TAUNTON DEANE BOROUGH COUNCIL

BRIEFING NOTE

HRA RENT SETTING 2016/17

1. Purpose of Update

- 1.1 To inform the board of an issue that has arisen in Parliament, after the Tenant Services Management Board, Scrutiny and Executive have considered the draft budgets for next year, and the proposed rent reductions for 2016/17.
- 1.2 The Executive were alerted to this new development and requested a briefing.
- 1.3 The Executive will review and their final budget proposal will be set out in the papers for Full Council on 23rd February 2016.

2. Background

- 2.1 The draft budget reports considered by the Tenant Services Management Board, Scrutiny and Executive reflect the Welfare Reform and Work Bill that is currently progressing through Parliament. This requires that, when enacted, all social landlords – including Councils – must reduce their rent by 1% per annum from April 2016 for the next 4 years.
- 2.2 When the Bill was being considered in the House of Lords, Lord Freud (on behalf of Government) announced that the Bill will be amended to exempt Supported Housing from the 1% cut in rents for one year.
- 2.3 This follows concerns raised by a number of social landlords nationally about the viability of reducing rents for Supported Housing by 1%. Lord Freud said that it will allow the Government time to consider the issues and implications.
- 2.4 Taunton Deane's rent policy, as approved in the HRA Business Plan, is for annual increases of CPI plus 1%. This would equate to an increase of 0.9% for 2016/17 (with CPI of -0.1%).
- 2.5 Members are therefore able to increase rents in line with the existing rent policy for supported housing schemes, including sheltered housing, by up to CPI +1% for one year only from April 2016.
- 2.5 The Bill continues to be debated. Any further changes in policy will be returned to Members.

3. Options

- 3.1 Members need to be aware of this potential change in policy and consider the options available for rent setting on Supported Housing, which represents approximately 17% of our housing stock (880 sheltered housing and 88 Extra care Housing properties, totalling 968 properties).

- 3.2 The draft budget shared to date, sets out the position assuming a 1% reduction in rents for all tenants. There is now a choice to be made on the rent level for Supported Housing. The choices range from keeping the draft budget position of a 1% reduction through to a rent freeze or maintaining our previously agreed rent policy for these properties and increase rents by 0.9% (which is CPI +1%).
- 3.3 The rent reduction proposals for General Needs Housing stand. There is no indication of any policy change in this area – it is simply a choice being offered to social landlords for Supported Housing rent levels for next year only. Members will be aware that the existing rents for Supported Housing are based on a national rent formula. The size of the properties means that the average rent levels in Supported Housing (£76.79 per week) is less than that charged on General Needs properties (£85.34 per week).
- 3.4 Although the expected change in policy is for one year only, it would have a cumulative effect since the base level of rent would be higher for future years rent setting.
- 3.5 The table below illustrates the financial impact of three different rent levels on Supported Housing :-
- the existing budget position of a rent reduction of 1%
 - a rent freeze (ie 2015/16 level)
 - maintain rent policy - a rent increase of CPI + 1% (Equivalent to 0.9%)

Financial Data on Potential Rent Levels For <u>Supported Housing</u> 2016/17			
	Draft Budget Position Rent Reduction 1%	Rent Freeze	Maintain rent policy. Rent Increase 0.9% (CPI +1%)
Weekly Rent	£76.02 <i>A reduction of 77p per week.</i>	£76.79 <i>No change</i>	£77.48 <i>An increase of 69p per week</i>
Impact on 2016/17 Draft Budget - which included an overall 1% Rent reduction	NIL	+ £37k	+ £71k
Impact on 30 Year Business Plan - which included an overall 1% Rent reduction	NIL	+ £1.385m	+ £2.675m

- 3.6 Any additional income generated in 2016/17 by a change in rent level proposal would be targeted to maintenance budgets within the HRA.

3.7 Additional information when considering rent levels for 2016/17

- 1) Supported Housing properties have additional costs not associated with General Needs properties. These include the instalment of level access bathrooms, addition of mobility scooter stores and ongoing costs in some schemes, and redecoration of properties at void rather than issuing of decorating vouchers, and higher overall management cost due to higher turnover of voids. These costs are not recovered through supported housing service charges.
- 2) 75% of tenants within Sheltered Housing are in receipt of Housing Benefit and would not be affected by the change in rent.
- 3) Tenants of pensionable age have, to date, been protected from Welfare Reforms. The basic state pension is increasing in April 2016 from £115.95 to £119.30, an increase of £3.35 a week or 2.9%.
- 4) This small increase in rent for one year has a significant positive impact on the HRA Business Plan, and would reduce the deficit over 30 years by up to £2.675m.
- 5) Any change from the 1% reduction planned for all other tenants would create a differential between General Needs rents and Supported Housing rents. However only approximately 29% of rents are at Target Rent, that is the rent determined by the national rent formula. 71% of rents are currently below this level and so there is an ongoing level of inequality.

3.8 A full Equalities Impact Assessment has not yet been carried out. Although it is clear that a change in rent in Supported Housing would disproportionately impact on older people, there is a disparity in changes to benefits (through welfare reform) between those of working age and those of pensionable age. It could be argued that points 2 and 3 above assist in mitigating this impact.

4. Conclusion

- 4.1 The purpose of this briefing is to alert members to a recent policy change that offers them some choice on the level of rent set for Supported Housing.
- 4.2 It is important that members are sighted on this prior to the final budget and rent setting Council meeting later this month
- 4.3 The Executive's final budget proposal will reflect their position on this matter and will be shared with the agenda papers for Full Council on 23rd February 2015.

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Taunton Deane Borough Council

Tenant Services Management Board – 25 February 2016

Financial Monitoring – Quarter 3 2015/16

This matter is the responsibility of Executive Councillor Terry Beale

Report Author: Lucy Clothier - Senior Accountant

1 Executive Summary

- 1.1 This report provides an update on the projected outturn financial position of the Housing Revenue Account (HRA) for the financial year 2015/16 (as at 31 December 2015).
- 1.2 Monitoring the budget is an important part of the Council's performance management framework.
- 1.3 The overall financial position of the council remains within 1% of the approved budget.
- 1.4 The current forecast outturn for the financial year 2015/16 is a forecasted overspend of £0.072m
- 1.5 The current capital forecast position for 2015/16 is a forecasted spend of £14.104m with £9.299m for existing approved schemes to be spent in future years.
- 1.6 Reserves remain above the recommended minimum adequate levels, with forecast balances at 31 March 2016 projected to be £2.386m.

2 Recommendations

- 2.1 It is recommended that the Tenant Services Management Board note the Council's financial performance as at the end of Quarter 3.

3 Forecast Outturn Summary – Housing Revenue Account

- 3.1 The current forecast outturn for the Council's HRA is overspent by £0.072m. A summary of the HRA revenue budget and forecast for the year is included in Appendix A.
- 3.2 The major under and over spends forecast for year are summarised as follows:
- 3.3 **Rental Income:** Weekly rental income is currently forecast to over-recover by £0.080m based on rents in Q3. Rent loss due to void properties is currently less than the 1.9% budgeted. This is line with void levels previously experienced.
- 3.4 **Other Income:** Service charges and charges to leaseholders are also forecast to over

recover by £0.025m. There is also a higher than budgeted contribution for Supporting People of £0.019m due to agreements made after budget setting.

- 3.5 **Housing Management:** Currently there are 6 surveyor vacancies which are being covered by agency staff pending recruitment. This is expected to contribute to an overall pressure in this area of £0.163m.
- 3.6 **Specialist Works:** Spend on specialist works, largely asbestos testing, is currently expected to exceed budget by £0.159m.
- 3.7 **Electrical Testing Contract:** In the 2015/16 budget an amount of £0.350m has been allocated for electrical testing, with a further £0.250m included for the works identified from this. The contract will not start until April 2016, so the budget is not required for this financial year. The contract will last for 3 years. It is planned that £0.600m will be requested to be carried forward into an earmarked reserve at the end of the financial year and used for the Electrical Testing contract.
- 3.8 **Pre-Planned Maintenance:** The Pre-Planned Maintenance (PPM) contract was delayed and only started in September. There is likely to be an underspend in the region of £0.400m, which will be confirmed at the end of the financial year and it is planned that there will be a request at the end of the financial year to carry forward into an Earmarked Reserve.
- 3.9 **Maintenance Works:** Spend on maintenance is now thought to be lower than budget by £0.086m in total. The underspend relates to lower than budgeted costs in responsive heating of £0.187m. This budget has been reduced for 2016/17. This has been offset by an overspend of £0.062m on responsive electrical works, £0.027m for the servicing of heating systems and £0.026m on sewage treatment works.
- 3.10 **Voids:** Overall costs on voids is expected to be £0.059m over budget. This is due to a number of high cost voids works.
- 3.11 **Grounds Maintenance:** Due to the mild weather at the start of winter an additional grass cut was necessary.
- 3.12 **Communal Areas:** Spend on communal areas for dwellings is forecast to be over budget by £0.180m at outturn. The total budget for general maintenance is £2.098m and communal areas are funded from this budget. This is to be monitored throughout the year.
- 3.13 **Procurement Savings:** Prudent budgeting for procurement savings is likely to result in an underspend.
- 3.14 **Interest Payable:** Due to healthy reserves, external borrowing is not yet needed for the new development schemes, such as Creechbarrow Road. This has reduced the interest payable in 2015/16.
- 3.15 **Provision for Bad Debt:** Provision has been made in the Business Plan for an increased level of unrecoverable debt due to Welfare Reform. Universal Credit has not yet been fully rolled out across the borough, and with only a small number of tenants currently affected it is unlikely that this funding will be needed within this financial year. It is, however, recognised that Welfare Reform is likely to affect the position of the HRA over a longer period than has been allowed for in the Business Plan (with increased provision

due to return to 'base' levels in Q4 of 2016/17). Further work will be undertaken to review the current expected levels of bad debt for this year, with a request that the remainder of the funding to be put in an Earmarked Reserve. This would be used in future years to prevent large movements in bad debt affecting the bottom line of the HRA.

HRA - Risk and Uncertainty

3.16 Budgets and forecasts are based on known information and the best estimates of the Council's future spending and income. Income and expenditure over the financial year 2015/16 is estimated by budget holders and then reported through the budget monitoring process. During this process risks and uncertainties are identified which could impact financial projections, but for which the likelihood and/or amount are uncertain.

3.17 The following risks have been identified through the Q3 process:

3.17.1 **Rental Income:** As stated above, rental income fluctuates due to Voids and Right to Buy, as well as new acquired or built properties becoming tenanted and therefore providing rental income to support the costs of the service.

Housing Revenue Account Reserves

3.18 The HRA reserves at the start of the year were £3.484m. The Council approved an allocation of £0.776m for a number of initiatives and investment in services through the 2014/15 Outturn report in July 2015, and £0.250m for the commission of stock condition surveys in December 2015. This reduces the current budgeted balance to £2.458m, and is forecast to be £2.386m at the end of the current financial year (see table below) based on current projected outturn. This is above the minimum recommended reserve level of £1.800m by £0.586m.

	£k
Balance Brought Forward 1 April 2015	3,484
<i>Supplementary Estimates</i>	
Initiatives approved utilising 2014/15 underspend	(776)
Stock condition survey – approved December 2015	(250)
Budgeted Balance March 2016	2,458
Projected Outturn 2015/16	(72)
Projected Balance Carried Forward 31 March 2016	2,386
Recommended Minimum Balance	1,800
Projected Balance above recommended minimum	586

Forecast Outturn Summary – Housing Revenue Account Capital Programme

3.19 The approved HRA capital programme is £23.759m, of which £13.227m relates to works and costs associated with existing dwellings and £10.532m for the provision of new housing through development.

3.20 £9.202m of the capital budget in the HRA relates to major works on existing dwellings and includes works such as kitchens, bathrooms, heating systems, roofs, doors and windows. Contracts are now in place for kitchens and bathrooms replacement, air source heat pump installations and door entry systems. Contracts for the replacement of heating systems and fascia and soffits have now started, but as these contracts have started mid-year, £2.028m of the budget will be re-profiled into future years to cover the work to

be completed by the contractors. The profiling of capital spend will be looked at in more detail as part of the Business Plan Review later in the year. Actual spend at Q3 is £2.495m. This is lower than would be expected at this point largely due to invoicing in arrears and some contracts starting mid-year.

- 3.21 £1.781m relates to other works such as disabled facilities adaptations, asbestos removal, external wall insulations and extensions. Disabled Facilities Grants and Adaptations are currently expected to be £0.114m under budget due to low demand. £0.231m expenditure relating to environmental improvements (used, for example, for scooter stores and additional car parking spaces), £0.135m for Sustainable Energy Projects and £0.105m for extensions is likely to slip into 2016/17. This is due to the large lead in times required for new schemes. The IT Development budget is also likely to slip by £0.293m. It has been proposed in the Budget Setting papers that an expected underspend of £0.026m in related (non-dwelling) assets would be earmarked towards the 2016/17 budget gap in the HRA.
- 3.22 £1.509m relates to the new budget for adding solar PV systems to dwellings. This work has now been completed with 148 PV systems having been installed at a total cost of £1.357m. The lower cost (a saving of £0.152m) relates largely due to the unexpected limitation in size of each installation, with some additional savings made by managing the programme in house. The reduction in system capacity will also reduce the income expectations, but the lower cost will also reduce the borrowing and interest costs.
- 3.23 £0.300m is Social Mobility funding from Government. This is for grants of £20k for tenants eligible for Right to Buy to purchase a new home on the open market. It is expected that up to 5 awards will be made by the end of the financial year, with any remaining funding returning to Government.

Provision of new housing

- 3.24 The remaining budget of £10.532m is for the provision of new housing through the Creechbarrow Road, Phase 1 sites and the buyback of dwellings previously sold through Right to Buy. These are currently expected to complete within budget, with the Phase 1 sites pending financial completion and Creechbarrow Road now set to complete in 2016/17. £1.893m of the £4.862m remaining budget is to be re-profiled to support this.

Weavers Arms Additional Capital Budget

- 3.25 The Weavers Arms housing development scheme obtained Full Council approval for the project on the 9th December 2014 with a budget of £3.500m.
- 3.26 Since this approval the build costs have been tested through the tender process, five contractor's tender returns were received in January 2016. All these show a steep increase in build costs. The most economically advantageous tender is currently being awarded the contract. Additionally we have seen an increase in costs relating to obtaining vacant possession of the site and ecological mitigation.
- 3.27 The timber frame construction chosen will lower build risks with reduced time delays associated with absence of skilled labour and materials, as the majority of the building component is offsite manufactured.

- 3.28 The development at inception was planned to be built to achieve The Code for Sustainable Homes (CFSH) level four, this environmental assessment method is now obsolete, and has attracted some savings to this scheme. The homes will be built to current Building Regulations. Since the last CFSH update Part L of the Building Regulations has been strengthened, resulting in the thermal performance aspect now exceeding the old Code requirements.
- 3.29 The code omissions, and resulting financial savings, include items such as water butts and compost bins, will not lower the thermal efficiency of the elevations. The design of the properties will continue to provide homes with low running costs and support a sustainable community.
- 3.30 The total cost of the scheme is now expected to be £3.634m. It is proposed that the capital programme budget going forward to Council on 23 February will be increased by £0.134m which would be fully funded from unallocated Right to Buy receipts and will fully reflect the up to date cost estimates following the tender exercise.
- 3.31 A summary of the HRA Capital Programme budget and forecast for the year is included in **Appendix B**.

4 Links to Corporate Aims / Priorities

- 4.1 The financial performance of the Council underpins the delivery of corporate priorities and therefore all Corporate Aims.

5 Finance / Resource Implications

- 5.1 Contained within the body of the report.

6 Legal Implications

- 7.1 There are no legal implications associated with this report.

7 Environmental Impact Implications

- 7.1 None for the purpose of this report.

8 Safeguarding and/or Community Safety Implications

- 8.1 None for the purpose of this report.

9 Equality and Diversity Implications

- 9.1 None for the purpose of this report.

10 Social Value Implications

- 10.1 None for the purpose of this report.

11 Partnership Implications

- 12.1 None for the purpose of this report.

12 Health and Wellbeing Implications

12.1 None for the purpose of this report

13 Asset Management Implications

13.1 None for the purpose of this report.

14 Consultation Implications

14.1 None for the purpose of this report.

15 Scrutiny Comments / Recommendation(s)

List of Appendices (delete if not applicable)

Appendix A	Housing Revenue Account Summary 2015/16
Appendix B	2015/16 Capital Programme as at 31 December 2015

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APPENDIX A

HOUSING REVENUE ACCOUNT SUMMARY 2015/16




	Current Budget £'000	Forecast Outturn £'000	Forecast Variance £'000
Income			
Dwelling Rents	(24,933)	(25,013)	(80)
Non Dwelling Rents	(599)	(596)	3
Charges for Services/Facilities (Service Charges, Rechargeable Repairs, Leaseholder Charges)	(997)	(1,023)	(25)
Contributions Towards Expenditure	(402)	(421)	(19)
Total Income	(26,931)	(27,053)	(122)
Expenditure			
Repairs and Maintenance	6,651	6,784	133
Housing Management	6,643	6,806	163
Capital Charges – Depreciation and Impairment	6,745	6,745	0
Other Expenditure	1,405	1,680	275
Provision for Bad Debt	515	515	0
Total Expenditure	21,959	22,530	571
Other Costs & Income			
Interest Payable	2,960	2,758	(202)
Interest and Investment Income	(51)	(51)	0
Revenue Contribution to Capital	873	873	0
Provision for Repayment of Debt	893	893	0
Social Housing Development Fund	1,000	1,000	0
Procurement Savings	323	148	(175)
Transfers To/(From) Earmarked & Other Reserves	(1,026)	(1,026)	0
Total Other Costs & Income	4,972	4,595	(377)
NET (SUPLUS)/DEFICIT FOR THE YEAR	0	72	72

Scheme	Current Budget 2015-16 £	Actual Spend 31.12.2015 £	Forecast Spend Rest of Year £	Total Spend in 2015/16 £	Total Spend v Current Budget £	Forecast Spend in Future Years £	Total Programme Spend £	Forecast Programme Variance £
HOUSING REVENUE ACCOUNT SCHEMES								
Major Works								
Kitchens	1,356,300	78,914	221,086	300,000	(1,056,300)	1,056,300	1,356,300	-
Bathrooms	1,932,800	695,322	744,678	1,440,000	(492,800)	492,800	1,932,800	-
Roofing	50,000	23,448	46,552	70,000	20,000	(20,000)	50,000	-
Windows	146,000	50,518	19,482	70,000	(76,000)	76,000	146,000	-
Heating Improvements	2,894,000	318,780	766,220	1,085,000	(1,809,000)	1,809,000	2,894,000	-
Doors	630,500	416,134	203,866	620,000	(10,500)	10,500	630,500	-
Fire Safety Works in Communal Areas	334,200	247,048	117,952	365,000	30,800	(30,800)	334,200	-
Fascias and Soffits	868,700	27,804	622,196	650,000	(218,700)	218,700	868,700	-
Air Source Heat Pumps	709,500	458,750	303,250	762,000	52,500	(52,500)	709,500	-
Door Entry Systems	270,000	169,143	190,857	360,000	90,000	(90,000)	270,000	-
Other External Insulations	10,000	8,804	41,196	50,000	40,000	(40,000)	10,000	-
Total Major Works	9,202,000	2,494,665	3,277,335	5,772,000	(3,430,000)	3,430,000	9,202,000	-
Improvements								
Aids and Adaptations	120,000	41,990	33,010	75,000	(45,000)	-	75,000	(45,000)
DFGs	315,000	110,307	135,693	246,000	(69,000)	-	246,000	(69,000)
Garages	30,000	-	30,000	30,000	-	-	30,000	-
Sewerage Treatment Plants	20,000	-	20,000	20,000	-	-	20,000	-
Meeting Halls	30,000	975	29,025	30,000	-	-	30,000	-
Unadopted Areas	45,000	12,031	9,969	22,000	(23,000)	-	22,000	(23,000)
Asbestos Works	260,000	125,520	134,480	260,000	-	-	260,000	-
Tenants Improvements	5,000	-	5,000	5,000	-	-	5,000	-
Sustainable Energy Fund	546,400	368,773	41,653	410,426	(135,974)	135,974	546,400	-
Environmental Improvements	312,000	26,976	54,320	81,296	(230,704)	230,704	312,000	-
Extensions	160,000	344	54,380	54,724	(105,276)	105,276	160,000	-
Community Alarms	65,800	58,385	7,415	65,800	-	-	65,800	-
IT Development	306,900	13,330	-	13,330	(293,570)	293,570	306,900	-
PV Systems	1,509,100	1,284,378	72,378	1,356,756	(152,344)	-	1,356,756	(152,344)
Social Mobility Fund	300,000	-	100,000	100,000	(200,000)	-	100,000	(200,000)
Total Improvements	4,025,200	2,043,009	727,323	2,770,332	(1,254,868)	765,524	3,535,856	(489,344)
Social Housing Development Programme								
Creechbarrow Road	4,862,000	1,933,037	1,035,808	2,968,845	(1,893,155)	1,893,155	4,862,000	-
Phase 1: Vale View, West Bag	253,400	6,532	246,868	253,400	-	-	253,400	-
Phase 1: Bacon Drive	550,400	(15,336)	565,736	550,400	-	-	550,400	-
Phase 1: Normandy Drive	366,100	42,338	323,762	366,100	-	-	366,100	-
Buybacks	161,100	191,540	20,000	211,540	50,440	-	211,540	50,440
Social Housing Development Program	1,000,000	-	-	949,560	(50,440)	-	949,560	(50,440)
Weavers Arms	3,338,500	101,750	160,175	261,925	(3,076,575)	3,210,575	3,472,500	134,000
Total Social Housing Development Programme	10,531,500	2,259,860	2,352,350	5,561,770	(4,969,730)	5,103,730	10,665,500	134,000
Total HRA	23,758,700	6,797,535	6,357,007	14,104,102	(9,654,598)	9,299,254	23,403,356	(355,344)

Summary for TSMB 25 February 2016

Housing and Communities Quarter 3

Overview & Summary

Section	No. of measures	 Green	 Amber	 Red	N/A	Trend (to be reported from Q2)
1) Managing Finances	8	63% (5)	37% (3)	0% (0)	0% (0)	↓
2) Satisfaction	12	25% (3)	17% (2)	42% (5)	17% (2)	↓
3) Decent Homes	2	0% (0)	50% (1)	50% (1)	0% (0)	↔
4) Staffing	3	33% (1)	67% (2)	0% (0)	0% (0)	↔
5) Operational Delivery	21	57% (12)	19% (4)	19% (4)	5% (1)	↓
TOTALS	46	46% (21)	26% (12)	22% (10)	7% (3)	

Movement from Q1	46 Measures	-3	0	0	+3
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10 RED ISSUES

Planned actions are off course.

- **Two customer complaints response measures** - we are not currently hitting the response times 100% of the time however performance has continued to improve since Q1.
- **Housing Services – 3 Satisfaction measures** The Star Survey is undertaken every two years and we will be expecting improvement in 2017. We are launching a project and developing an action plan to address the satisfaction issues and ensure this improves in key areas. The service has experienced significant changes in the past year including restructuring and introduction of new IT systems which undoubtedly will have affected performance in the short term.
- **1 Measure for Decent Homes is off course.** Average SAP (energy efficiency) rating is below target. This is due to us being unable to report at present, as our current asset database is not able to calculate it. It should be noted that as part of the Government and HCA deregulation directive DHS is no longer a requirement, although in the absence of no other measure it will be the likely standard to attain, until the Council has agreed Property Standard via stakeholder engagement.

- **Housing Services Diversity Information.** We hold 66% of diversity information. Although below target this has continued to improve since Q1.
- **2 Repairs and Maintenance measures are off course.** One of these measures has seen a slight improvement while the other has decreased slightly. Work will continue to investigate the reasons behind jobs not being completed on time. We are working towards revised KPI's of only 'Urgent' and 'Non-urgent', which is supported in principle by the Portfolio Holder.
- **Major Aids and Adaptations completion time** – below target but an 11 week improvement on Q2. A big factor in delays has been due to a backlog of OT recommendations that built up due to a restructure at the County Council.

12 AMBER ALERTS 😊

Some uncertainty in meeting planned actions

- **Two Housing Debt Measures** – development bill for £1.2m credited, however housing tenant debt has continued to increase.
- **Estate Management Team** – current rent arrears is currently off target for Q3 (up to week 39), however this is a moving picture and by week 40 the arrears were under target. As at 12th February we are on target with 7 weeks to go to year end.
- **Housing Services – Sheltered Housing Tenant Satisfaction with Landlord Services** is 88% is remains unchanged from the STAR survey in 2013, we are developing an action plan to address all issues raised by the 2015 STAR survey which will not be refreshed until 2017.
- **% of tenants satisfied with their most recent repair** no change from last quarter.
- **1 Measure for Decent Homes is off course. Dwellings with a valid gas safety certificate** – 99.90% - 4 properties were not serviced
- **Both PRED measures** – Not all staff have received a performance review in the last 12 months, but there has been a large improvement since Q2.
- **One Extra Care Measure** - % of extra care tenants with a support plan reviewed in last six months.
- **One Sheltered Housing Measure** - % of extra care tenants with a support plan reviewed in last six months.
- **Completion of 60 Affordable Units at Creechbarrow** handover delayed, phased handovers to continue into 2016/17.
- **Lettings Team – vacant dwellings that are unavailable.** This is the poorest percentage seen since Q4 2013/14, but is due to changes in the management of asbestos.

21 ON TRACK 😊

Planned actions are on course

- **Managing Finances** – 5 measures are on target.
- **Satisfaction** – 3 measures are on target.
- **Staffing** – 1 measure on target
- **Operational Delivery** – 12 measures are on target.

Ref	AD	Description	Measure	Previous Year	Q1	Q2	Q3	Direction	Comments
Managing Finances									
HC1.1		Budgets – Expenditure - To achieve a balanced budget by the financial year end in HRA - Compliance with TSA financial viability standards	Housing Revenue Account Overall expenditure against budget	£1.269m underspent (4.8% of overall budget)	GREEN	GREEN	GREEN		This measure is reported as a whole directorate HRA measure and not for each Assistant Director. Q3 -£22,000 overspend
HC1.3	SL	Budgets – Income To maximise income opportunities and collection	Income - Former tenant arrears as a % of rent due Target = 5%	Q1 – 0.45% Q2 – 0.50% Q3 – 0.55% Q4 - 0.31%	GREEN	GREEN	GREEN	Worsening	Q1. 0.41% Q2 0.48% Q3 0.53%
HC1.4	SL	Budgets – Income To maximise income opportunities and collection	Income - Rent written off as a % of rent due Target = 0.70%	Q1 – 0.78% Q2 – 0.89% Q3 – 0.87% Q4 - 0.54%	GREEN	GREEN	GREEN	Worsening	Q1 0.02% Q2 0.05% Improvement on Q2 last year Q3 0.11% Improvement on Q3 last year
HC1.5	SL	Budgets – Income To maximise income opportunities and collection	Income - % of rent lost through dwellings being vacant Target = 2%	Q1 – 0.78% Q2 – 0.89% Q3 – 0.87% Q4 - 0.87%	GREEN	GREEN	GREEN	Worsening	Q1 0.83% Q2 0.78% Q3 0.83%
HC1.6	SL	Budgets – Income (Housing Rents - Current tenants) To maximise income opportunities and collection	Estate Management Team Rent arrears owed by current tenants as at end of quarter. Target = £360,000 Corporate Indicator	Q1 £392,876.34 Q2 £366,766.18 at end week 26. Q3 £440,411.12 at end week 39 Q4 £412,303.38	AMBER	AMBER	AMBER	Worsening	Q1 £391,240.06 Q2 £435,131.43 End Week 26 it is envisaged that this will be on track by Q4. Although rent arrears have increased over the last two quarters. On the 6th November 2015 arrears were reported at £355k which puts us back under target. This however is a moving picture each week and the indicator has been marked amber. Q3 £479,072.93 End Week 39 by end of Week 40 this had reduced to £415,673.05. With 7 weeks of the year to go we are currently within target.
HC1.7	SL	Budgets – Income To maximise income opportunities and collection	Estate Management Team Rent collected as a % of rent due excluding arrears b/f Target = 98.3%	Q1 – 103.9% Q2 – 101.5% Q3 – 99.3% Q4 - 99.3%	GREEN	GREEN	GREEN	Improving	Q1. 104.37% Q2. 99.46% Q3 99.68%

HC1.8a	TM	HRA Debt	Housing Debt Total amount of housing debt across all categories, houses, shops, land, etc.	Previously reported as whole directorate.	AMBER	AMBER	AMBER	Improving	Q1 £1,443,462.69 Q2 £1,388,866.76 one large development bill for £1.2m has been raised but will shortly be credited, leaving £173,866 which is lower than Oct 2014 £216,525.46. Q3 £147,419.65 - debt level has decreased further
HC1.8b	SL	HRA Debt	Housing Debt Total amount of housing debt across all categories, houses, shops, land, etc.	Previously reported as whole Directorate Debt.	AMBER	AMBER	AMBER	Worsening	Q1 £628,674.10 slightly up on April 2014 which was £557,259.72 mainly due to current and former tenant arrears. Q2 £685,544.22 slightly up on Oct 2014 which was £583,098.99 mainly due to current tenant arrears, but upward trend from Q1 to Q2. Q3 £753,550.12
Satisfaction									
HC2.1a	TM	General – Customer Satisfaction To deliver customer-focussed services, achieving high levels of customer satisfaction	All complaints responded to within 20 working days	Reporting using new sharepoint site 2015-16 for whole Directorate not Assistant Director area	RED	RED	RED	Improving	Q1 8% responded on time Q2 28% 36 complaints during period, 10 on time, 11 not on time, and 13 no information, one not due and one anonymous. Q3 40% responded on time 50 complaints received - 2 anonymous so not able to reply, 3 overdue, 19 responded in time, 21 responded out of time, 5 have no information. Improvement is less than expected due to; conflicting workloads, staff shortages, high number of agency staff and some element of lack of ownership, which are being addressed.
HC2.1b	SL	General – Customer Satisfaction To deliver customer-focussed services, achieving high levels of customer satisfaction	All complaints responded to within 20 working days	Reporting using new sharepoint site 2015-16 for whole Directorate not Assistant Director area	RED	RED	RED	Improving	Q1 71% responded on time Q2 87% responded on time, 30 complaints, 26 on time, 1 not on time, 2 no information, 1 not yet due. Q3 86% responded on time 36 complaints received - 1 not overdue, 1 overdue, 30 responded in time, 4 responded out of time. As at 12th Feb we have one complaint overdue but are in dialogue with the complainant.

HC2.2	SL	General – Customer Satisfaction To deliver customer-focussed services, achieving high levels of customer satisfaction	1a. Housing Services General needs tenants' satisfaction with landlord services overall Target = Top quartile performance status survey (upper quartile is 89% Result from 2015 STAR Survey	86%	AMBER	RED	RED	Worsening	80%, The Star Survey is undertaken every two years and we will be expecting improvement in 2017. The service has experienced significant changes in the past year including restructuring and introduction of new IT systems which undoubtedly will have affected performance in the short term. We are about to commence a project on Tenant Satisfaction and will involve tenants in this work to address key areas where satisfaction needs to improve.
HC2.3	SL	General – Customer Satisfaction To deliver customer-focussed services, achieving high levels of customer satisfaction	Housing Services Sheltered housing tenants' satisfaction with landlord services overall Target = Top quartile performance status survey = 94% Result from 2015 STAR Survey	88%	AMBER	AMBER	AMBER	No Change	88%, The Star Survey is undertaken every two years and we will be expecting improvement in 2017. The service has experienced significant changes in the past year including restructuring and introduction of new IT systems which undoubtedly will have affected performance in the short term. We are about to commence a project on Tenant Satisfaction and will involve tenants in this work to address key areas where satisfaction needs to improve.
HC2.4	SL	General – Customer Satisfaction To deliver customer-focussed services, achieving high levels of customer satisfaction	Housing Services % of general needs tenants satisfied that their views are taken into account Target = Top quartile performance status survey - 74% Result from 2013 STAR Survey	65%	AMBER	RED	RED	Worsening	57%, The Star Survey is undertaken every two years and we will be expecting improvement in 2017. The service has experienced significant changes in the past year including restructuring and introduction of new IT systems which undoubtedly will have affected performance in the short term. We are about to commence a project on Tenant Satisfaction and will involve tenants in this work to address key areas where satisfaction needs to improve.

HC2.5	SL	General – Customer Satisfaction To deliver customer-focussed services, achieving high levels of customer satisfaction	Housing Services % of sheltered housing tenants satisfied that their views are taken into account and acted upon Target = Top quartile performance status survey - 81% Result from 2013 STAR Survey	71%	AMBER	RED	RED	Worsening	61%, The Star Survey is undertaken every two years and we will be expecting improvement in 2017. The service has experienced significant changes in the past year including restructuring and introduction of new IT systems which undoubtedly will have affected performance in the short term. We are about to commence a project on Tenant Satisfaction and will involve tenants in this work to address key areas where satisfaction needs to improve.
HC2.6	SL	General – Customer Satisfaction To deliver customer-focussed services, achieving high levels of customer satisfaction	Lettings Team % of tenants who have reported anti-social behaviour in the past 12 months, rating the help and advice given as excellent or good Target = 66%	Q1 – 93% Q2 – 92.3% Q3 – 95% Q4 - 98%	GREEN	GREEN	GREEN	Improving	Q1 - 96% Q2 - 95.4% Q3 - 97%
HC2.7	SL	General – Customer Satisfaction To deliver customer-focussed services, achieving high levels of customer satisfaction	Lettings Team % of new tenants satisfied with the allocations and letting process Target = 86%	Q1 - 94% Q2 - 97% Q3 - 98.7% Q4 - 83% cumulative 93%	GREEN	GREEN	NOT AVAILAB LE		Q1 - 94% Q2 - 97% Q3 data not available to report due to corruption issues. Area Teams are investigating the matter and are confident it will be resolved for next quarter reporting.
HC2.8	SL	General – Customer Satisfaction To deliver customer-focussed services, achieving high levels of customer satisfaction	Lettings Team % of new tenants satisfied with the lettable standard of property Target = 86%	Q1 - 94% Q2 - 97% Q3 - 97.3% Q4 - 93%	RED	RED	NOT AVAILAB LE	No Change	Q1 - 72% Q2 - 79% Q3 - data not available to report due to corruption issues. Area Teams are investigating the matter and are confident it will be resolved for next quarter reporting.
HC2.9	TM	General – Customer Satisfaction To deliver customer-focussed services, achieving high levels of customer satisfaction	Repairs & Maintenance % of tenants satisfied with the most recent repair Target = 98%	Q1 - 98% Q2 - 98% Q3 - 98% Q4 - 98%	GREEN	AMBER	AMBER	Worsening	Q1 - 98% (97.8%) Q2 - 96.8% Q3 - 96.9% Currently implementing 'Insight Reporting' and reviewing business processes to improve. In addition, moving to new 'Urgent' and 'Non-urgent' KPI's once OC v.13 upgrade is completed.

HC2.10	TM	General – Customer Satisfaction To deliver customer-focussed services, achieving high levels of customer satisfaction	Satisfaction of Gas Servicing % of tenants satisfied with the Gas Service procedure Target = 90% Annual Housemark Measure	2014/15 Q1 - 98.5% Q2 - 99% Q3 - 99.98% Q4 – 100%	GREEN	GREEN	GREEN	No Change	Q1 100% satisfaction reported Q2 100% satisfaction reported Q3 100% satisfaction reported
HC2.11	SL	General – Customer Satisfaction To deliver customer-focussed services, achieving high levels of customer satisfaction	Local Authority Major Aids and Adaptions % satisfaction, target 95%.	Q1 not reported Q2 - 90% Q3 - 100% Q4 - 90%	GREEN	GREEN	GREEN	No Change	Q1 - 100% satisfaction based on 5 surveys Q2 - 100% satisfaction based on 6 surveys Q3 - Surveys not yet available
Decent Homes									
HC3.1	TM	Decent Homes - To comply with Government Standards - To improve energy efficiency of housing stock	Asset Management Average SAP (energy efficiency) rating of housing stock Target = 70 Annual Housemark Indicator	Red 67.08	RED	RED	RED	No Change	67.08. This score is not a true indication of our SAP score but is the last calculated value. Works are being undertaken all the time to improve SAP scores of properties but the remeasurements cannot be easily recalculated across the whole stock. We have started to take steps to update these scores against properties where practical but longer term an ICT solution will be required which will not be a quick fix.
HC3.2	TM	Decent Homes - To comply with Government Standards - To improve energy efficiency of housing stock	Asset Management % of dwellings with a valid gas safety certificate Target = 100%	Q1 – 100% Q2 – 99.98% Q3 – 99.89% Q4 - 99.95%	RED	AMBER	AMBER	Worsening	Q1 - 99.84% Q2 - 99.93% Q3 - 99.90% . 4 properties out of 4332 did not have a valid certificate. One property was serviced on 11/01/2016 ,one property is where the tenant is seriously ill.The third property is currently sub-let to accommodate a leaseholder following water damage to their home.Property due to be vacated. Fourth property appointment 19/01/2016. Despite significant focus on maintaining 100% and a robust gas safety management process there are a small number of properties with circumstances outside our control.

Staffing									
HC4.1		Wellbeing & sickness management A reduction in absence levels whilst maintaining morale & wellbeing	Theme overall and service unit sickness days. Target = max 8.5 working days lost per FT employee Long term sickness cases YTD and active	12.73 days lost due to sickness absence year to date 2014-15. This is reported for the whole theme and not by Assistant Director Area.	GREEN	GREEN	GREEN	Improving	Q1 - 5.32 days lost due to sickness, projected to year end Q2 - 6.92 days lost due to sickness, projected to year end Actual days lost to Q2 is 3.46 (Housing and Communities overall not by Assistant Director Area) Seven cases of long term sickness absence over the two quarters. Q3 - 4.30 days lost projected to year end. Actual days lost to Q3 is 3.22 days, average FTE for the Directorate has increased from 109.21 to 145.3 due to the change in line management for Building Services.
HC4.2	TM	Learning and Development maintain effective performance management of people	100% completion of full Performance Review and Employee Development during the last 12 months	Previously reported as whole Directorate not by Assistant Director	AMBER	AMBER	AMBER	Improving	Q1 45% Q2 52% completed in the last year. Managers have been asked to focus on completing staff PRED asap. Q3 - 62% completed
HC4.2	SL	Learning and Development maintain effective performance management of people	100% completion of full Performance Review and Employee Development during the last 12 months	Previously reported as whole Directorate not by Assistant Director	AMBER	AMBER	AMBER	Improving	Q1 29% Q2 68% completed in the last year (includes Business Support) Managers have been asked to focus on completing staff PRED asap. Of the overdue PRED 4 were cancelled due to sickness, 7 are due to long term sickness of manager. Q3 93% complete
Operational Delivery									
HC5.1	SL	Housing Stock To manage the housing stock and maintenance service to meet the needs of the tenants	Lettings Team % of closed ASB cases that were resolved Target = 66%	Q1 – 88.24% Q2 – 96.67% Q3 – 95.08% Q4 – 97.62%	GREEN	GREEN	GREEN	Worsening	Q1 98.8% Q2 - 88.23% Q3 - 94.4%
HC5.2	SL	Housing Stock To manage the housing stock and maintenance service to meet the needs of the tenants	Lettings Team Average re-let time (calendar days) Target = 21 days	Q1 21.54 Q2 19.76 Q3 26.25 Q4 24.63	AMBER	AMBER	NOT AVAILABLE	Worsening	Q1 - 24.8 days Q2 - 26.9 days Q3 - Data entry is incomplete, therefore cannot report performance on this measure, this is a training issue within PST which will be resolved for next quarter reporting

HC5.3	SL	Housing Stock To manage the housing stock and maintenance service to meet the needs of the tenants	Lettings Team % of dwellings that are vacant but unavailable to let (this includes dwellings undergoing or awaiting major works, held for decant, illegally occupied or awaiting demolition) Target = 0.5%	Q1 – 0.7% Q2 – 0.6% Q3 – 0.7% Q4 - 0.55%	GREEN	GREEN	AMBER	Worsening	Q1 - 0.37% Q2 - 0.15% Q3 - 0.85% This data is due to changes in voids processes introduced by PST due to changes in management of Asbestos works
HC5.4	SL	Housing Stock To manage the housing stock and maintenance service to meet the needs of the tenants	Lettings Team % of dwellings that are vacant and available to let Target = 0.5%	Q1 – 0% Q2 – 0.01% Q3 – 0 Q4 – 0.01%	GREEN	GREEN	GREEN	Worsening	Q1 - 0.12% Q2 - 0.03% Q3 - 0.10%
HC5.5	SL	Housing Stock To manage the housing stock and maintenance service to meet the needs of the tenants	Lettings Team % of properties accepted on first offer Target = 75%	Q1 – 69.98% Q2 – 75.8% Q3 – 77.5% Q4 – 80%	AMBER	GREEN	GREEN	Worsening	Q1 - 63.21% Q2 - 84.78% Q3 - 75.64%
HC5.6	SL	Housing Stock To manage the housing stock and maintenance service to meet the needs of the tenants	Housing Services % of tenants on whom the landlord holds diversity information Target = 90%	Q1 – 69.98% Q2 - 59.84% Q3 – 60.48% Q4 - 63.59%	RED	RED	RED	Improving	Q1 65.28% we continue to maintain efforts to collect this data Q2 66.10% small improvement Q3 66.98% Small improvement
HC5.7	TM	Housing Stock To manage the housing stock and maintenance service to meet the needs of the tenants	Repairs & Maintenance Completion of repairs within priority target times: Emergency (within 24 hours) Target =98%	Q1 – 95% Q2 – 94% Q3 – 93.83% Q4 - 90.57%	RED	RED	RED	Improving	Q1 86% Q2 87.10 % Q3 88.26% Breakdown DLO 94.05%, Alhco 82.89%, Fixit 89.55%, Home n/a, T&C 82.79% The focus on DLO completion rates shows that they are now hitting some targets. There is a need to start to look at the number of jobs not completed at first visit to ascertain whether there are any improvements to service delivery which can be made to overcome this. With reference to contractor performance these are often governed by the complexity of the works ordered especially with regards electrical repairs.(T&C)

HC5.8	TM	Housing Stock To manage the housing stock and maintenance service to meet the needs of the tenants	Repairs & Maintenance Completion of repairs within priority target times: Urgent (within 3 working days) Target =94%	Q1 – 91% Q2 – 91% Q3 – 90.97% Q4 - 82.95%	RED	RED	RED	Worsening	Q1 85% Q2 87.50% Q3 86.37% DLO 87.64%, Alhco 85.01%, Fixit 89.47%, Home 100%, T&C 50.00% The focus on DLO completion rates shows that there as been slight decline in the DLO performance.This needs further resaech to ascertain what has caused this reduction in performance.We are looking to ensure that when repairs are initially reported or surveyed we take time to gain as much information as possible to ensure the works ordered are correct and allow the DLO to complete the works in one visit.
HC5.9	TM	Housing Stock To manage the housing stock and maintenance service to meet the needs of the tenants	Repairs & Maintenance Completion of repairs within priority target times: Non Urgent (up to 28 days) Target =85%	Q1 – 81% Q2 – 83% Q3 – 83.71% Q4 - 91.37%	GREEN	GREEN	GREEN	Improving	Q1 - 90% Q2 - 92.95% Q3- 93.30% DLO 92.11%, Alhco 99.44%, Fixit 85.94%, Home 66.67%, T&C 96% The focus on DLO completion rates shows that they are now hitting some targets. We need to look at the external contractors performance and work to improve service delivery where possible.
HC5.10	SL	Housing Stock To manage the housing stock and maintenance service to meet the needs of the tenants	Events supported Number of events/activities put on or supported by the team, broken down by area	Green	GREEN	GREEN	GREEN	No Change	Q3 Wellington 3 community/family events and 1 community clean-up day
HC5.11	SL	Housing Stock To manage the housing stock and maintenance service to meet the needs of the tenants	Local Authority Major Aids and Adaptions Number of applications completed, target 55.	40 applications completed.	GREEN	GREEN	GREEN	No Change	Q1 - 10 (anticipate reaching target by end of year) Q2 - 5 approvals. Currently 31 ongoing enquiries at varying states so anticipated to be on target at year end. This is subject to any additional OT referrals and any work that may instead go through the decent homes work. Q3 - 29 applications approved with 35 enquiries. May be just shy of the target by year end. 6 clients on the waiting list.

HC5.12	SL	Housing Stock To manage the housing stock and maintenance service to meet the needs of the tenants	Local Authority Major Aids and Adaptions End to end completion time, target 22 weeks.	Q1 – 26 weeks Q2 – 27 weeks Q3 - 31 weeks Q4 - 42 weeks (including exceptions).	RED	GREEN	RED	Improving	Q1 41 weeks. Due to long term staff sickness and contractors unable to start works for 3-4 weeks. Q2 56 weeks. However these clients had been on the waiting list for up to 4 months prior to allocation. Q3 - 45 weeks discounting delays not in the Council's control. Picture improving as cases are allocated within a month so reducing waiting time. Target may need reviewing in the new financial year. This year we have experienced delays in OT recommendations due to a backlog caused by a SCC restructure; some further delays with DLO interface (quotes; permissions etc) but this should improve in new structure
HC5.13	SL	Housing Stock To manage the housing stock and maintenance service to meet the needs of the tenants	Minor Aids and Adaptions Number of applications completed. Target 350	302 cases approved to end of quarter 4 2014-15	GREEN	GREEN	GREEN	No Change	Q1 - 45 completions by end of Q1 77 applications as at 3rd August 2015, numbers are similar to last year. On target to complete. Q2 - 81 completions. Overall completions as of end of Q2 178. There were a number of completions in Q1 not included in the report due to back dating completion dates with the DLO. Similar effect may be expected in Q3 Q3 - Overall completions to the end of December 246 and 275 enquiries. On target.
HC5.16	SL	Sheltered Housing Tenants with a needs assessment and risk assessment and support plan in the last 12 months, target 100%	Percentage of tenants with a needs and risk assessment / support plan in the last year.	New Measure	GREEN	GREEN	GREEN	No Change	Q1 100% Q2 100%

HC5.17	SL	Sheltered Housing Tenants with a support plan reviewed within the last 12 months.	Percentage of tenants with a support plan reviewed within the last 12 months, target 95%	New Measure	AMBER	RED	AMBER	Worsening	Q1 - 85% Q2 - 60% ACM and Housing Services Lead notified of the evidence of falling performance. Action plan will be established. Q3 - New data system has some formula issues so conclusive confirmation not available but from sickness levels and tenant comments 85% can be assumed.
HC5.18	SL	Extra Care Customers with a needs and risk assessment and support plan	Percentage of Extra Care Customers with a needs and risk assessment and support plan = target 100%	New Measure	GREEN	GREEN	GREEN	No Change	Q1 100% Q2 100% Q3 100%
HC5.19	SL	Extra Care Tenants with a Support Plan reviewed in the last six months.	Percentage of Extra Care Tenants with a Support Plan reviewed in the last six months. Target 100%	New Measure	AMBER	AMBER	AMBER	Improving	Q1 60% Q2 76% Performance is affected by high levels of tenants in hospital or temporary care settings. Those tenants resident at scheme have reviews in place. Q3 New IT not providing figures at this time. Improvements being achieved. Schemes are developing a regular schedule of reviews. Once schedule has been achieved then the formance requirement will be met. Q4 should see performance at
HC5.33	TM	Complete 60 Affordable units at Creechbarrow Road, KCI 45	60 Affordable units Dec 2015	Not applicable	AMBER	AMBER	AMBER	No Change	Development programme being closely monitored. 4 properties were handed over on 12th Jan 2016. Continuing phased handovers into 2016/17 financial year.
HC5.34	TM	Complete Installation of Photo Voltaic Systems to 350 TDBC Properties, KCI 45	350 TDBC Properties By October 2015	Not applicable	GREEN	GREEN	GREEN	No Change	PV installation complete on 248 properties. Remaining 2 installations not complete owing to shading issues, lack of roof space and tenant refusals. Feed in Tariff now reduced.
HC5.35	TM	Complete installation of External Wall insulation to 40 TDBC Properties, KCI 46	40 Properties by October 2015	Not applicable	GREEN	GREEN	GREEN	No Change	Increased number of properties installed to 48 units and program complete
HC5.36	TM	Development of 26 affordable units at Weavers Arms, Wellington KCI 47	26 affordable homes delivered during 2017/18	Not applicable	GREEN	GREEN	GREEN	No Change	Contractor being selected and continuing to work on obtaining vacant possession of site. Anticipated start on site Spring /Summer 2016

Minutes of the meeting of the Tenant Services Management Board held on 25 February 2016 at 6pm in The John Meikle Room, The Deane House, Belvedere Road, Taunton.

Present: Mr R Balman (Chairman)
Ms M Davis (Vice-Chairman)
Mrs J Bunn, Mrs J Hegarty, Mr I Hussey, Mr R Middleton, Mr D Pierowicz,
and Councillor S Coles.

Officers: Julie-Anne Gordon (Housing Development Project Officer), Caroline White (Housing Development Project Lead), Lucy Clothier (Senior Accountant - Services), Stephen Boland (Housing Services Lead), Terry May (Interim Assistant Director – Property and Development), Simon Lewis (Assistant Director - Housing & Community Development), Paul Grant (Building Services Manager), Rachel Searle (Housing Development Project Lead), Jo Humble (Housing Development and Enabling Manager), Martin Price (Tenant Empowerment Manager), and Emma Hill (Democratic Services Officer).

Others: Mark Evans; Head of Inspired 2 Achieve
Julia Williamson; Vice-Chair, Tenants' Forum

(The meeting commenced at 6.00pm)

1. Apologies

Mr D Galpin, Mr K Hellier, Councillor Bowrah, Mr A Akhigbemen

2. Minutes

The Minutes of the meeting of the Tenant Services Management Board held on 25 January were taken as read and were signed.

3. Public Question Time

No questions received for Public Question Time.

4. Declarations of Interests

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

5. "Get On" Tenant Empowerment Support Programme

Mark Evans, Head of Inspired 2 Achieve, gave a verbal information presentation to the Board Members concerning the "Get On" Tenant Employment Support Programme (TESP).

Below was a summary of the main points from the Information Presentation concerning the programme:

- “Get On” TESP was working with the residents and tenants of Taunton Deane.
- The contract had been won by “Inspired 2 Achieve” who were working with Yarlington Housing Group currently.
- Inspired 2 Achieve had been set up as social enterprise.
- After success with Yarlington, Inspired 2 Achieve decided to investigate working with other housing providers.
- The programme was commissioned for three years within the three One Team areas.
- The programme model was to provide Information, Advice and Guidance.
- It was about understanding their individual positions and where they wanted to be.
- The programme would provide individual mentors who would provide support for all aspects to help them improve and achieve their goals.
- An Action Plan would be created to help track their progress and set out the individual stages and goals.
- The contract would be monitored using Key Performance Indicators (KPIs) to keep track of its progress.
- Inspired 2 Achieve and the Council were aiming to beat national trends.
- With the Yarlington programme, Inspired 2 Achieve had been using the existing supply chains and businesses to find employment for the tenants. We were hoping to transfer this to Taunton Deane.
- Inspired 2 Achieve were also working with education providers and businesses regarding apprenticeships.
- Once they were in employment, they would step back but continue to support them.
- Each individual journey was different and it was about understanding the individual needs and abilities as well as who they were.
- Individual achievements would definitely be celebrated.

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

- What sort of demographic range were you working with?
Currently, the programme was working with those who were claiming Job Seekers Allowance. Although, we were looking to include and support those claiming Employment Support Allowance.
- From what I have heard, what the programme was achieving on the estates, it was working well.
- This type of programme/project had been running in Scotland for ten years and was still going on. Were we not late introducing a product like this?
*The Council might be late in coming to the table with this scheme but previously, we had not had the funds to do something like this. It would be good to see the results after 12 months of the programme in place and hear the stories.
This was funded from HRA underspend and the Council decided to invest it in helping people get back to work.*
- This was a good scheme and in others areas the similar schemes were celebrating those individual achievements and recognising them being in work and reaching their goals.

Resolved that the Information Presentation’s report be noted.

6. Weavers Arms Development Update

Considering Development Project Performance Scorecard previously circulated, concerning the Weavers Arms Development in Wellington.

Below was a summary of the status of Key Project Activities for Weavers Arms:

- Carry out Decanting completed by TDBC was Green. Almost complete.
- Enter into Build Contract completed by TDBC was Green. In progress.
- Start on Site completed by TDBC was Green. Pending.
- Demolition of Properties completed by TDBC was Green. Pending.

The dashboard summarised the key project accomplishments for the site for the current period against the previous period of the Development Project as well as detailing the community liaison over the same period through the local community at a variety of community locations.

Included for the Board's information was the key goals/targets for the development project over the next period as well as detailing any current or ongoing issues with the development.

Below was a summary of Key Accomplishments for the last period and the Key Activities for next period:

- The project had obtained planning permission in Oct 2015.
- Obtained s106 play area contribution for the sum of £12k.
- Tender process for the Build contract had been completed. Contractor selection and interview took place in January 2016.
- Build contract was being procured by the Consultants to award WRW Construction Ltd. Hoping to be on site in March 2016.
- One remaining decant household pending. Hopefully this would be completed next week and key handed over.
- Bat Licence obtained and granted by Natural England.
- Officers sort approval for additional funding of £134k, which was approved by Full Council. This was due to an increase in construction industry costs and decant costs.
- Assist appointed contractor with organising 'meet the contractor' event in Rockwell Green to introduce the team to the local community as well as relay points of contact.

The only issue from the last period, would be that the Council continuing to support households currently being rehoused with significant support needs.

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

- How many bats were found?
The Council found two male bats and there was a lot of paperwork connected to the process of dealing with them as they were a protected species. The Council had finally obtained a special licence from Natural England.
- The remaining number of tenants to be decanted and what was happening?
The final tenants would be decanted next week and the keys would be handed to the Council following this.

Resolved that the Officer's report be noted.

7. Housing Revenue Account (HRA) Rent Setting 2016/17

Considered the report previously circulated, concerning the proposed rent reductions for 2016/17 and bring to the attention of the Board recent policy change that offers them some choice on the level of rent set for Supported Housing.

The Executive were alerted to this new development and requested a briefing and the final budget proposal would be set out in the papers for Full Council on 23rd February 2016.

The draft budget reports considered reflected the Welfare Reform and Work Bill that was currently progressing through Parliament. This required that, when enacted, all social landlords, which included Councils must reduce their rent by 1% per annum from April 2016 for the next four years.

When the Bill was being considered in the House of Lords, Lord Freud (on behalf of Government) announced that the Bill would be amended to exempt Supported Housing from the 1% cut in rents for one year.

This followed concerns raised by a number of social landlords nationally about the viability of reducing rents for Supported Housing by 1%. Lord Freud said that it would allow the Government time to consider the issues and implications.

The Council's rent policy was for annual increases of CPI plus 1%. This would equate to an increase of 0.9% for 2016/17 (with CPI of -0.1%) and therefore Members would be able to increase rents in line with the existing rent policy for supported housing schemes, which included sheltered housing, by up to CPI +1% for one year only from April 2016.

The Bill continues to be debated. Any further changes in policy would be returned to Members for any potential changes in policy and the options available for rent setting on Supported Housing, which represented approximately 17% of our housing stock.

The draft budget set out the position assuming a 1% reduction in rents for all tenants. There was now a choice to be made on the rent level for Supported Housing. The choices range from keeping the draft budget position of a 1% reduction through to a rent freeze or maintaining our previously agreed rent policy for these properties and increase rents by 0.9%.

The rent reduction proposals for General Needs Housing stand. There was no indication of any policy change in this area, it was simply a choice being offered to social landlords for Supported Housing rent levels for next year only. The existing rents for Supported Housing were based on a national rent formula. The size of the properties meant that the average rent levels in Supported Housing (£76.79 per week) was less than that charged on General Need's properties (£85.34 per week).

Although the expected change in policy was for one year only, it had a cumulative effect since the base level of rent would be higher for future years rent setting. The financial impact of three different rent levels on Supported Housing was presented to Member within a table.

Any additional income generated in 2016/17 by a change in rent level proposal would be targeted to maintenance budgets within the HRA.

Additional information when considering rent levels for 2016/17

- Supported Housing properties have additional costs not associated with General Need's properties.
- 75% of tenants within Sheltered Housing were in receipt of Housing Benefit and would not be affected by the change in rent.
- Tenants of pensionable age had, to date, been protected from Welfare Reforms. The basic state pension is increasing in April 2016 from £115.95 to £119.30, an increase of £3.35 a week or 2.9%.
- This small increase in rent for one year had a significant positive impact on the HRA Business Plan, and would reduce the deficit over 30 years by up to £2.675m.
- Any change from the 1% reduction planned for all other tenants would create a differential between General Need's rents and Supported Housing rents.

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

- What was the difference between Sheltered/Extra Care Housing and Supported Housing and why was the rent increasing and not reducing?
All Supported Housing (this included Extra Care and Sheltered) would be affected by the rent increase and this was government policy and not the Council's decision.
The reduction in the rent for General Housing Stock was due to the Welfare Reform Bill forced the 1% reduction in rent.
- Supported/Sheltered/Extra Care Housing tenants already pay extra on top of their rent.
There were separate charges and services, which Supported Housing tenants paid for on top of their rent as well as some services, which were included in the rent.
- What was the point in some tenants paying for the Pipeline and additional Supported Housing services if they did not use them?
When people agree to move into a Supported Housing Scheme property, they were made aware for before signing the tenancy that there were compulsory service charges they would be responsible for paying if they agree to take the property. Tenants could not opt out of the additional services but had a choice before moving in. These properties were designated Supported Housing Scheme properties.
- *The money from the rent increase on Supported Housing would be ring-fenced and used to make improvements, which benefited the tenants living in our Supported Housing Schemes e.g. Communal Areas and Meetings Halls etc.*

Resolved that the Officer's report be noted.

8. Housing Revenue Account (HRA) Financial Monitoring – Quarter Three 2015/16

Considered the report previously circulated, concerning an update on the projected outturn financial position of the Housing Revenue Account (HRA) for the financial year 2015/16 as at 31 December 2015.

The overall financial position of the council remained within 1% of the approved budget. The current forecast outturn for the financial year 2015/16 was a forecasted overspend of £0.072m and the current capital forecast position for 2015/16 was a forecasted spend of £14.104m with £9.299m for existing approved schemes to be spent in future years.

The Council's reserves remain above the recommended minimum adequate levels, with forecast balances at 31 March 2016 projected to be £2.386m.

A summary of the major under and over spends forecast for year was provided to the Board in the following areas of services - Rental Income, Other Income, Specialist Works, Electrical Testing Contract, Pre-Planned Maintenance, Maintenance Works, Voids, Grounds Maintenance, Communal Areas, Procurement Savings, Interest Payable and Provision for Bad Debt.

Budgets and forecasts were based on known information and the best estimates of the Council's future spending and income. Income and expenditure over the financial year 2015/16 was estimated by budget holders and then reported through the budget monitoring process. As part of this process, Rental Income and HRA Reserves had been identified as risks through quarter three.

The approved HRA capital programme was £23.759m, of which £13.227m related to works and costs associated with existing dwellings and £10.532m for the provision of new housing through development. Below were the headlines from the HRA Capital Programme Forecast Outturn Summary:

- £9.202m of the capital budget in the HRA related to major works on existing dwellings. Actual spend at quarter three was £2.495m. This was lower than would be expected at this point largely due to invoicing in arrears and some contracts starting mid-year.
- £1.781m related to other works such as disabled facilities adaptations, asbestos removal, external wall insulations and extensions. Disabled Facilities Grants and Adaptations were currently expected to be £0.114m under budget due to low demand.
- £0.231m expenditure relating to environmental improvements (used, for example, scooter stores and additional car parking spaces).
- £0.135m for Sustainable Energy Projects and £0.105m for extensions was likely to slip into 2016/17.
- The IT Development budget is also likely to slip by £0.293m.
- £1.509m related to the new budget for adding solar PV systems to dwellings.
- £0.300m was Social Mobility funding from Government.
- £10.532m was the remaining budget for the provision of new housing through the Creechbarrow Road, Phase 1 sites and the buyback of dwellings previously sold through Right to Buy.
- The Weavers Arms housing development scheme obtained Full Council approval for the project on the 9th December 2014 with a budget of £3.500m and the total cost of the scheme was now expected to be £3.634m.

A summary of the HRA Capital Programme budget and forecast for the year was included with this covering report.

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

- How many grass cuts per year, did the DLO complete for the Housing Service grounds maintenance?
This was something the officer would need to report back to the Board on.

Resolved that the Council's financial performance as at the end of Quarter three be noted.

9. Performance Indicators/Quarter Three 2015/16 Summary and Verbal Repairs Service Update.

Considering the Performance Scorecard Summary previously circulated, concerning the Housing and Communities Quarter Three performance Scorecard and a verbal update on the performance of the Repairs Service.

Looking at each section of the performance scorecard for Quarter Three, the figures and percentages as follows:

- Managing Finances (housing) - There were 8 measures of which 63% Green, 37% Amber, 0% Red and 0% were N/A.
- Service Delivery (Satisfaction) – There were 12 measures of which 25% Green, 17% Amber, 42% Red and 17% were N/A.
- Service Delivery (Decent Homes) – There were 2 measures of which 50% were Amber and 50% were Red.
- Service Delivery (Staffing) - There were 3 measures of which 33% were Green and 67% were Amber.
- Service Delivery (Operational Delivery) – There were 21 measures of which 57% were Green, 19% were Amber, 19% were Red and 5% were N/A.

Below was a summary of the planned actions that were off course:

- Two measures for customer complaints were off course and were not currently hitting the response times 100% of the time, however performance had continued to improve since Q1.
- Three measures for Housing Services Satisfaction were off course and a Star Survey had been undertaken every two years and improvement was expected in 2017. The Council was launching a project and developing an action plan to address the satisfaction issues and ensure this improves in key areas.
- One Measure for Decent Homes was off course. The Council's average SAP (energy efficiency) rating was below target. This was due to us being unable to report at present, as our current asset database was not able to calculate it.
- Housing Services Diversity Information – The Council holds 66% of diversity information. Although below target this had continued to improve since Q1.
- Two measures for Repairs and Maintenance measures were off course. One of these measures had seen a slight improvement, while the other had decreased slightly. Work would continue to investigate the reasons behind jobs not being completed on time.
- Major Aids and Adaptations completion time – below target but an 11 week improvement on Q2. A big factor in delays had been due to a backlog of OT recommendations that built up.

Below was a summary of the planned actions that had uncertainty in meeting them:

- Two measures for Housing Debt – The development bill for £1.2m credited, however housing tenant debt had continued to increase.
- Estate Management Team current rent arrears was off target for Q3, however this was a moving picture and by week 40 the arrears were under target. As at 12th February, the Council was on target with seven weeks to go to year end.
- Sheltered Housing Tenant Satisfaction with Landlord Services was 88% and remained unchanged from the STAR survey in 2013. The Council was developing an action plan to address all issues.
- Percentage of tenants satisfied with their most recent repair had not changed from last quarter.
- One Measure for Decent Homes was off course. Dwellings with a valid gas safety certificate – 99.90% - four properties were not serviced
- Both PRED measures as not all staff had received a performance review in the last 12 months, but there had been a large improvement since Q2.
- Completion of 60 Affordable Units at Creechbarrow handover delayed, phased handovers to continue into 2016/17.
- Lettings Team – vacant dwellings that were unavailable. This was the poorest percentage seen since Q4 2013/14, but was due to changes in the management of asbestos.

Below was a summary of the planned actions that were on course:

- Five measure for Managing Finances were on target.
- Three measures for Housing Service Satisfaction were on target.
- One measure for Housing Service Staffing was on target
- Twelve measures for Operational Delivery were on target.

The Interim Assistant Director for Property and Development and Building Maintenance Manager gave a verbal update on Performance of the Repairs Service.

Looking at pages nine and ten referring to HC 5.7, HC 5.8 and HC 5.9, the stated percentages for the services performance in the comments section were different and showed an improvement to the performance. For HC 5.7, DLO was now 97.24%, HC 5.8 was now 94.4% and HC 5.9 was now 95.46%.

There were areas, that the service needed to tighten up procedures and one of these areas was the closure of job tickets once they were completed, also those job tickets which had zero cost and the schedule of rates were also affecting presented performance of the service. These needed to be brought up to date so they reflected the services true performance.

Staff had been working hard to bring up the performance scores to improve the percentage shown.

Through regular performance meetings, the Council was assisting contractors with their performance in order to improve it as well as receiving acceptance reports on a monthly basis.

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

- *Officers were aware of the falling Customer Satisfaction performance. The Council was receiving more complaints and not all of these were complaints but due to increased expectations of the customers and following the introduction of the new IT software OC, a project would be starting in March, which would include an action plan to work on the falling performance level.*
- Board Members requested that the officer submit a written update report on the Performance of the Repairs Service.
- The version update to Open Contractor (OC), would this affect the progress made by staff and would it affect the services?
The Council was planning to update the current version to a newer version, which would provide more benefits and services to the Council and would not affect existing services.
The Council were looking at transferring their Asset Data from Codeman to OC Asset Program and we were also investigating moving away from Academy (used by Housing) to OC Housing.

Resolved that the Housing Service's Performance Scorecard was to be noted.

10. Verbal Update on Housing Revenue Account (HRA) Business Plan Review

The Senior Accountant gave a verbal update on Housing Revenue Account (HRA) Business Plan Review.

Officers provided the Board with an update on the Feedback from Community Scrutiny Committee, Tenants Forum and Staff detailing their opinions relating to the Key Discussion Points for the Savills reports on the review of HRA Business Plan.

The Key Discussion points were tailored to the individual stakeholder groups and the purpose of this was to allow stakeholders to voice their opinion of the options raised during the review of the Business Plan.

Whereas the Staff and Elected Members of Community Scrutiny Committee had expressed similar views regarding the focus of the HRA in the future, which was to continue new build project with reduced maintenance programme on existing stock. Tenants Forum and the Board had expressed similar opposing views with desire to continue maintaining existing stock to high standard and in some cases bringing the properties more up to date with a desire for smaller new build projects.

Below was a summary of additional update information concerning the review of the HRA Business Plan:

- Savills were currently completing a stock survey of our Housing Assets.
- The survey was due to be completed in the next few week. With initial feedback in early April.
- The data provided from the stock survey would give the Council a better idea of the HRA's financial position.
- This would enable the Council to update its financial baseline.
- There would be tenant consultation in May concerning the contents of reviewed HRA Business Plan.
- The reviewed Business Plan would come to TSMB in June.
- Elected Members sessions would be both in April and June with the HRA Business Plan going before Full Council in July.

- Officers would provide a progress to the Board on monthly basis.

Resolved that the Board noted the Officer's report.

11. Exclusion of the Press and Public

Resolved that the press and public be excluded from the meeting for the following item because of the likelihood that exempt information would otherwise be disclosed relating to Clause 3 of Schedule 12A to the Local Government Act, 1972 and the public interest in withholding the information outweighed the public interest in disclosing the information to the public.

12. CONFIDENTIAL Update on Housing Development Projects

The Housing Development Project Lead gave a verbal update on Housing Development Projects and provided the Board Members with an updated summary on any changes and developments concerning the Housing Department's Development projects.

Resolved that the Board noted the Officer's report.

13. Any Other Business

A Board Member enquired of the Housing Officers if the following suggestion concerning the inclusion of Shower Cubicles, could be an option for the Council when they were completing Bathroom refurbishments in their Supporting Housing Scheme properties?

The Board Members had spoken to several elderly tenants would had their bathrooms refurbished and were now unable to get in and out of the bath to either use the bath or the shower.

The Officer informed the Board that following the completion of the Savills review of the Council's Housing Stock, which included the Supported Housing Scheme stock, the Council would undertaking a project reviewing what its tenants really required from the Supported Housing Scheme and if facilities installed were in the best needs of the tenants.

(The meeting ended at 7.55pm)