

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 22 March 2016 at 18:00.

Agenda

- 1 Apologies.
- 2 Minutes of the meeting of the Tenant Services Management Board held on 25 February 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 Housing Revenue Account (HRA) Business Plan Review. Report of the Director of Housing and Communities. (Verbal Update)
Reporting Officer: James Barrah
- 6 Repairs and Maintenance Update. Report of the Interim Assistant Director - Property and Development (Verbal update)
Reporting Officer: Terry May
- 7 Open Contractor IT System Update. Report of the Interim Assistant Director - Property and Development (attached).
Reporting Officer: Terry May
- 8 Tenant Participation Advisory Service (TPAS) Annual Conference 2016. Report of the Tenant Empowerment Manager (attached).
Reporting Officer: Martin Price
- 9 Tenant Services Management Board Forward Plan 2016. Report of the Tenant Empowerment Manager (attached).
Reporting Officer: Martin Price

Assistant Chief Executive

11 May 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.

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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 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)

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

Taunton Deane Borough Council

Tenant Services Management Board – 22 March 2016

Open Contractor IT System - Update

Report of the Interim Assistant Director of Property & Development – Terry May

1. Executive Summary

The purpose of this report is to provide the Tenant Services Management Board an update on progress of the Open Contractor IT system, modules and associated software.

2. Background

The Board have raised concerns on the length of time it has taken to implement Open Contractor (OC) and verbal responses have been provided, with a view of providing a report.

OC is part of a suite of modules of the 'Capita' Open Housing and Open Contractor IT solution for Housing Organisations, being either Local Authority or Housing Association. TDBC purchased a number of modules but have only implemented OC, integration to Kirona DRS (formerly XEmbrace DRS Opti-time), Total Mobile (used to integrate PDA's) and Insight (being a reporting tool). There are many others such as, Planned and Asset that have not been implemented.

Implementation was undertaken with limited knowledge, resources and guidance from Capita representatives, and without reviewing and understanding the Business Processes of the DLO service. In addition, there appears to have been a lack of ownership and a dedicated person to drive implementation and the required change.

The Board was advised that a Health Check of the DRS work planning system was going to be commissioned. A representative from Kirona has carried out this review and provided a report with recommendations that includes training is undertaken with specific reference to correct methods for manually scheduling and operative selection.

Work has commenced on reviewing Business Processes using Toyota LEAN principles in preparation for an upgrade of OC version 11 to version 13 that will provide improved functionality and reporting.

3. Progress and Next Steps

Capita have been asked to provide a report on modules we have, what else we may need, with costs to implement. In tandem to this we are exploring options for specialist support, as we wish to provide dedicated leadership to drive the significant change in implementation and use of IT solutions required. The current temporary Project Manager's remit is split between DLO support with IT improvements and the DLO relocation project.

Kirona's Health Check report confirms our perception of how the planning system is being operated, being; overridden to allow manual scheduling and operative selection, moving and fixing appointments, rather than letting the system choose. Therefore, the Project Manager is developing an Action Plan to implement the recommendations within Kirona's report that includes appropriate training. Once the plan is complete and agreed it will be presented to a future TSMB.

The Business Process review is progressing, with outcomes being considered at the next Project Board meeting. Decisions will be made on how this will feed into the upgrade of OC version 11 that is being undertaken in April.

We have to be mindful of an overall review of the Councils IT systems, whilst we review the Housing & Communities Directorate IT systems, in particular, those within Asset, Property and the DLO. However, our requirements have a degree of specialism and we have systems in place that are not fully utilised, which we are reviewing, hence the request to Capita for options to further develop what modules we have and how best we can use them.

To support appraisal of Capita OC and associated modules, representatives of the project team and the DLO have visited Kensington & Chelsea, and Yarlinton Housing Group to see how they are using OC and understand what issues they encountered during implementation.

There is provision within the TSMB forward plan to update you further at the October TSMB. However, if there are significant changes or progress, an early update will be provided.

4. Finance Comments

Not applicable.

5. Legal Comments

There are no legal implications of this report.

6. Links to Corporate Aims

Key Theme 4 – An Efficient & Modern Council:

Supported by providing an improved customer focussed repairs service to agreed maintenance standards, and assisted by implementing technology and modern ways of working, so as to be more efficient.

7. Environmental Implications

There are no environmental implications of this report.

8. Community Safety Implications

There are no community safety implications of this report.

9. Risk Management

Appropriate risk level and mitigation measures are included within the Corporate Risk Register.

10. Partnership Implications

There are no partnership implications of this report.

11. Recommendations

1. The Tenant Services Management Board note this report

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Taunton Deane Borough Council

Tenant Services Management Board 22nd March 2016

Tenant Participation Advisory Service (TPAS) Annual Conference 2016

Report of the Tenant Empowerment Manager

(This matter is the responsibility of Executive Councillor Terry Beale)

1. Executive Summary

Members of the Tenant Services Management Board (TSMB) have previously attended TPAS Annual Conferences which have traditionally been held in July.

This year TPAS is maintaining the same format as last year, with the conference being held in July in the same venue near Warwick.

The TSMB is asked to decide whether to send delegates to the conference, and if so how many.

2. Background

TPAS is a leading national tenant participation organisation working to promote tenant empowerment. As well as providing training events it holds an annual conference which allows tenants from all over the country to attend workshops, hear guest speakers and meet with other tenants.

3. TPAS Conference 2016

TPAS has decided to hold the conference in the same venue as last year:

- Chesford Grange, Kenilworth, near Warwick
- 13th and 14th July 2016

4. Conference Programme

TPAS are currently finalising the full programme including workshops and speakers. The full programme should be available in April 2016.

A conference dinner is to be held on the evening of 13th July. This is included in the delegate fee.

5. Cost of Conference

TPAS are currently offering a discount on bookings. This is set at £299 per delegate but must be booked by the 1st April 2016. After this date a place at the conference would cost £375.

Please note that the above cost does not include accommodation. TPAS has negotiated a preferential rate at the venue:

- Pre Conference Night – 12th July
Dinner, bed and breakfast only available
£124 single occupancy

- Conference Night – 13th July
Bed and Breakfast
£102 single occupancy

It should be noted that other hotels are available in the area if it is felt that this rate is too expensive. This was the option chosen by the board last year.

The cost of the conference can be met by existing budgets.

6. Recommendations

It is recommended the Tenant Services Management Board:

- Note this report
- Decide whether representatives of the board should attend the conference
- Decide how many representatives should attend
- If it is decided to attend the conference seek nominations from board members. (Previous discussions have indicated a desire for members who have not attended such events before to be given an opportunity to attend)

Contact: Martin Price
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Taunton Deane Borough Council

Tenant Services Management Board 22nd March 2016

Tenant Services Management Board Forward Plan 2016

Report of the Tenant Empowerment Manager

(This matter is the responsibility of Executive Councillor Terry Beale)

1. Executive Summary

In order to plan when agenda items will be presented to the Tenant Services Management Board (TSMB) a forward plan has been developed.

The TSMB is asked to review the plan (Appendix 1) and comment on the scheduled dates of the agenda items and decide whether further agenda items should be presented.

2. Background

The TSMB meets on a monthly basis. In order to allow agenda items to be scheduled a forward plan has been developed for 2016. This is attached as Appendix 1 of this report. Please note that at the end of Appendix 1 you will see that some agenda items have been identified but have not yet been allocated to a meeting. This is because there is some uncertainty as to when the item will be finalised and ready to come before the board (for example when government legislation will be passed).

3. Recommendations

It is recommended the Tenant Services Management Board:

- Note this report
- Decide whether agenda items have been scheduled correctly – i.e. being presented at the correct meeting.
- Decide whether other agenda items should be presented and are missing from the Forward Plan.

Contact: Martin Price
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Tenant Services Management Board – 22nd March 2016

TSMB Forward Plan - March 2016

22nd March 2016 Meeting

- HRA Business Plan Review – *James Barrah*
- Repairs and Maintenance Update – *Terry May*
- Open Contractor IT System Update – *Terry May*
- TPAS Annual Conference 2016 – *Martin Price*
- TSMB Forward Plan – *Martin Price*

18th April 2016 Meeting

Annual General Meeting

- Tenant Services Management Board 2015/16..... *Chair of TSMB
Richard Balman*
- The year ahead for Housing and Communities - *James Barrah*
- Review of Tenant Services Management Board Terms of Reference and Code of Conduct - *Martin Price*
- Extra Care Housing Project (*provisional agenda item*) – *Jan Errington*
- Proposed Housing Performance Indicators – *Simon Lewis*

17th May 2016 Meeting

- Creechbarrow Road Update – *Rachel Searle*
- Development Update – *Rachel Searle*
- Weavers Arms Development Update - *Julie-Anne Gordon*
- HRA Business Plan Review – *James Barra*
- DLO Relocation Update – *Richard Brown*
- TDBC and the housing of refugees – *Simon Lewis*

27th June 2016 Meeting

- Review of Complaints 2015/16 – *Simon Lewis*
- One Teams Update – *Simon Lewis*
- Welfare Reform End of Year Report – *Paul Hadley*
- Anti-social Behaviour Update – *Paul Hadley*
- HRA Landlord Health and Safety Compliance Status – *Terry May*

25th July 2016 Meeting

- Tenant Services Management Board Election 2016 – *Martin Price*
- Financial Statement Quarter 4 2015/16 – *Lucy Clothier*
- Performance Indicators Quarter 4 2015/16 – *Simon Lewis and Terry May*
- Capital Programme 2015/16 by component – *Terry May*
- Rent Arrears by Area 2015/16 – *Stephen Boland*
- Impact of EU Referendum Result on Housing and Communities – *Simon Lewis*

15th August 2016 Meeting

- Feedback from TPAS Annual Conference 2016 – *attendees from TSMB*
- Financial Statement Quarter 1 2016/17 – *Lucy Clothier*
- Performance Indicators Quarter 1 2016/17 – *Simon Lewis and Terry May*
- “Get On” – Tenant Employment Support Programme Update - *Mark Evans – Inspired 2 Achieve*
- Creechbarrow Road Update – *Rachel Searle*
- Development Update – *Rachel Searle*
- Weavers Arms Development Update - *Julie-Anne Gordon*

20th September 2016 Meeting

- Election of Chairperson
- Election of Vice Chairperson
- DLO Relocation Update – *Terry May/Richard Brown*
- Universal Credit – *Simon Lewis and Paul Hadley*

24th October 2016 Meeting

- Fees and Charges 2017/2018 - *Stephen Boland*
- Welfare Reform 2016/17 Interim Year Report - *Paul Hadley*
- Anti-social Behaviour Update – *Paul Hadley*
- Dates for Tenant Services Management Board Meetings 2017 - *Martin Price*
- Open Contractor IT System Update – *Terry May*

14th November 2016 Meeting

- Financial Statement Quarter 2 2016/17 – *Lucy Clothier*
- Performance Indicators Quarter 2 2016/17 – *Simon Lewis and Terry May*
- Creechbarrow Road Update – *Rachel Searle*
- Development Update – *Rachel Searle*
- Weavers Arms Development Update - *Julie-Anne Gordon*

14th December 2016 Meeting

- Landlord Health and Safety Compliance Update – *Terry May*
- DLO Relocation Update – *Terry May/Richard Brown*

Agenda Items not yet allocated dates:

- Deane House Relocation Project

- “You Can Do” Project (utilisation of meeting halls)

- Tenant/Leaseholder Satisfaction Project

- Impact of Government legislation – *especially Housing and Planning Act and Welfare Reform Act*

- Lettable Standard

- Mobility Scooter Policy

Minutes of the meeting of the Tenant Services Management Board held on 22 March 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 K Hellier and Councillor S Coles.

Officers: James Barrahan (Director – Housing and Communities), Terry May (Interim Assistant Director – Property and Development), Stephen Boland (Housing Service Lead), Martin Price (Tenant Empowerment Manager), and Emma Hill (Democratic Services Officer).

Others: Councillors Berry, Miss Smith and Mrs Smith
Julia Williamson; Vice-Chair, Tenants' Forum

(The meeting commenced at 6.00pm)

1. Apologies

Councillor Bowrah and Mr I Hussey

2. Minutes

The Minutes of the meeting of the Tenant Services Management Board held on 25 February 2016 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 K Hellier declared personal interests as Taunton Deane Borough Council Housing Tenants.

Councillor Coles declared a personal interest as a member of Somerset County Council.

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

The Director for Housing and Communities gave a verbal update on the review of the Housing Revenue Account (HRA) Business Plan.

Below was a summary of the verbal update on the HRA Business Plan Consultation:-

- The Core Business of the Council should be social rented housing for the most vulnerable in our communities.
- General approval for the proposed new objectives for the HRA.
- It was felt that much more could be done to improve the customer experience of the housing service.

- Understandably Tenant Groups did not want standards in our existing housing stock to fall. But it was felt that the Council could make better use of the current repairs and maintenance spend in order to free up resources.
- An appetite to look at housing products that were closer to the market in order to generate additional income on new build/regeneration schemes.
- An acceptance that our current approach to debt repayment would need to be revised, based on treasury management advice, to achieve a viable business plan and protect services.
- Officer talked Board Members through a draft flow chart for the HRA's proposal of possible tenants' transition through the Council's housing service, from temporary accommodation, introductory tenancy, flexible tenancy, intermediate housing and outside council stock.

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

- In response to a question relating to what happened if the tenants' introductory tenancy was not renewed making the tenant homeless, the Board was informed that on entering into an introductory tenancy, tenants were supported all the way through the process. If the tenant neglected to adhere to the tenancy then they could be classed as making themselves intentionally homeless, this negated the Council's statutory duty.
- Board Members were informed that there were other external agencies that could step in and provide more intense support if people were evicted by the Council.
- Discussion relating to the turnover of existing housing stock and whether it would be adversely affected by renewal of introductory and flexible tenancies rather than moving on to intermediate housing or out of Council housing.
- Concerns were raised that communities would be split up and that they might not want flexible tenancies introduced but had no choice in it.
- Concerns were raised that tenants on short term tenancies might not bother with keep up of general maintenance of the property, which they would do if they had a long tenancy.
- In response to a question how would officers respond to tenants not keeping up with general maintenance of their property, the Board was informed that general maintenance of the property was part of the tenancy and the condition of the property would affect whether or not the tenancy was renewed.
- In response to a question relating to what would the Council do to help the percentage of people who were not receiving Housing Benefit but could not afford to buy their own property with a mortgage or go into private rented properties, the Board were informed that the Council did not have extensive data regarding this but might get more from pay to stay scheme and could look into small scheme of affordable housing, which was 80% of market rate.
- Discussion on a future consultation regarding improvement to customer service within the housing service.
- Concerns raised over the Council trying to pitch other areas for development and that the Council might be left with only the areas of non-traditional housing for development, when high value assets might be sold off.

Resolved that the Information Presentation's report be noted.

6. Verbal Update on Repairs and Maintenance Service.

The Interim Assistant Director for Property and Development gave a verbal update on the performance and progress of the Council's Repairs and Maintenance Service.

Below was a summary of the main points from the update on the Repairs and Maintenance Service:

- There was no update of Key Performance Indicators but an update would come to the April meeting of the Board.
- Piece of ongoing work looking at setting the staff establishment within the Deane DLO, which about understanding the required number of tradesmen's as a normal for the numbers of repairs service had.
- Issue surrounding the recording of time spent on individual job tickets, this related to timesheets. Adjustments had been made allowing for appropriate travel time to jobs and sufficient time to complete the job. Working through trade by trade on this.
- Reviewing the different software products services were using and how well they were performing for us.
- Council was considering more software in addition to the current package and migrating functions across to extended new OC package.
- Call Repairs and Work Planners teams had been merged together and training was ongoing ensuring that teams could operate each other's systems.
- We were trialing an expansion to the Area Managers for Surveyors from two to three. This would hopefully, spread the work load better and ease pressure on the service team.
- The upgrade to Version 13 of OC would take place in April 2016.
- Deane DLO were driving the initiative of starting as many traders from their home rather than from the depot. For them to only come to the depot if needed.
- Ongoing piece work relating to reducing the amount of paperwork connected to trades and job tickets as well as making better use of the current resources and streamlining processes.
- Currently, only the repairs team had been issued with PDAs and we were pushing for full introduction, which included the Voids team but we were chasing timescales from SW1.

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

- Discussion relating to the impact of work load by only having two Area Managers within the Surveyors team. Board Members were informed that this was one of the factors for trialing the extension from April to three Area Managers.
- Board Members requested an update report from officers regarding the progress of the introduction of PDAs to the trade services.

Resolved that the Officer's report be noted.

7. Open Contractor IT System.

Considered the report previously circulated, concerning an update on progress of the Open Contractor IT system, modules and associated software.

The Board had raised concerns on the length of time it had taken to implement Open Contactor (OC) and verbal responses had been provided, with a view of providing a report.

OC was part of a suite of modules of the 'Capita' Open Housing and Open Contractor IT solution for Housing Organisations, being either Local Authority or Housing Association. TDBC purchased a number of modules but had only implemented OC, integration to Kirona DRS, Total Mobile and Insight. There were many others such as, Planned and Asset that had not been implemented.

Implementation was undertaken with limited knowledge, resources and guidance from Capita representatives, and without reviewing and understanding the Business Processes of the DLO service. In addition, there appeared to have been a lack of ownership and a dedicated person to drive implementation and the required change.

The Board was advised that a Health Check of the DRS work planning system was going to be commissioned. A representative from Kirona had carried out this review and provided a report with recommendations that included training was undertaken with specific reference to correct methods for manually scheduling and operative selection.

Work had commenced on reviewing Business Processes in preparation for an upgrade of OC version 11 to version 13 that would provide improved functionality and reporting.

Capita had been asked to provide a report on modules the Council had, what else might be needed, with costs to implement. In tandem to this, the Council was exploring options for specialist support, as we wish to provide dedicated leadership to drive the significant change in implementation and use of IT solutions required. The current temporary Project Manager's remit was split between DLO support with IT improvements and the DLO relocation project.

Kirona's Health Check report confirmed our perception of how the planning system was being operated, being overridden to allow manual scheduling and operative selection, moving and fixing appointments, rather than letting the system choose. Therefore, the Project Manager was developing an Action Plan to implement the recommendations within Kirona's report that included appropriate training. Once the plan was complete and agreed it would be presented to a future Board meeting.

The Business Process review was progressing, with outcomes being considered at the next Project Board meeting. Decisions would be made on how this would feed into the upgrade of OC version 11 that was being undertaken in April.

The Council had to be mindful of an overall review of the Councils IT systems, whilst we review the Housing & Communities Directorate IT systems, in particular, those within Asset, Property and the DLO. However, our requirements had a degree of specialism and the Council had systems in place that were not fully utilised, which we were reviewing, hence the request to Capita for options to further develop what modules we had and how best to use them.

To support appraisal of Capita OC and associated modules, representatives of the project team and the DLO had visited Kensington & Chelsea, and Yarlinton Housing Group to see how they were using OC and understand what issues they encountered during implementation.

There was provision within the TSMB forward plan to update further at the October TSMB. However, if there were significant changes or progress, an early update would be provided.

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

- In response to a question relating to the prevention of similar implementation issues arising again with the new version of OC, the Board were informed that part of that prevention was the employment of Assistant Director and his previous experience with OC with Yarlington Housing Group as well as introduction of IT Project Management Officer.
- In response to a question relating to whether or the Council was using LEAN principles and who was taking the lead on this, the Board were informed that the Council Asset Database Manager was our inhouse expertise as they had Six Sigma's training and we were now using these principles.
- In response to a question relating to the timescales for the introduction of the new version of OC software as well as any additional software packages for migration, the Board were informed that when Officer had put together a plan for the implementation and had timescales, they would return to the Board with a report.

Resolved that the Officer's report be noted.

8. Tenant Participation Advisory Service (TPAS) Annual Conference 2016

Considered the report previously circulated, concerning this year's TPAS Annual Conference. The Conference was maintaining the same format as last year, with the conference being held in July in the same venue near Warwick.

The Board was asked to decide whether to send delegates to the conference, and if so how many.

TPAS was a leading national tenant participation organisation working to promote tenant empowerment. As well as providing training events, it held an annual conference which allowed tenants from all over the country to attend workshops, hear guest speakers and meet with other tenants.

TPAS had decided to hold the conference in the same venue as last year:

- Chesford Grange, Kenilworth, near Warwick
- 13th and 14th July 2016

TPAS were currently finalising the full programme, which included workshops and speakers. The full programme should be available in April 2016. The cost of the conference would be met by existing budgets.

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

- Discussion relating to the number of representatives that the Board should send and whether or not an officer could attend as well.

- In response to a question about what hotel would the representatives be staying, the Board were informed that this would be discussed with the representatives attending.
- ARCH (Association of Retained Council Houses). Board Members requested if Officers could find out when their annual conference was and how we could attend.

Resolved that:-

1. The Officer's report be noted.
2. The Board should send three representative to the conference.
3. The three volunteers attending the conference were Mr A Akhigbemen, Cllr B Bowrah and Mr I Hussey

9. Tenant Service Management Board Forward Plan 2016

Considering the report previously circulated, concerning the development of a forward plan for the Tenant Services Management Board (TSMB).

The Board was asked to review the attached plan and comment on the scheduled dates of the agenda items and decide whether further agenda items should be presented.

The TSMB met on a monthly basis, in order to allow agenda items to be scheduled a forward plan had been developed for 2016. A copy of the developed forward plan was attached to the covering report. At the end of forward plan, there were some agenda items that had been identified but had not yet been allocated to a meeting. This was due to some uncertainty as to when the item would be finalised and ready to come before the board.

Resolved that:-

1. The Officer's report to be noted.
2. The attached version of the TSMB Forward Plan be approved and required no changes.
3. There were no additional items for the Forward Plan at this time.

(The meeting ended at 7.19pm)