

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 July 2016 at 18:00.

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## **Agenda**

- 1 Apologies.
- 2 Minutes of the meeting of the Tenant Services Management Board held on 27 June 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 Financial Monitoring Quarter Four 2015/16. Report of the Senior Account (attached).  
Reporting Officer: Lucy Clothier
- 6 Performance Indicators Quarter Four 2015/16. Report of the Interim Assistant Director - Property & Development and Housing Services Lead (attached).  
Reporting Officers: Terry May  
Stephen Boland
- 7 Verbal Update on Capital Programme 2015/16 by Component. Verbal Update from Interim Assistant Director - Property & Development (verbal).  
Reporting Officer: Terry May
- 8 Rent Arrears by Area 2015/16. Report of the Housing Services Lead (attached).  
Reporting Officer: Stephen Boland
- 9 Verbal Update on Feedback from TPAS Annual Conference 2016. Verbal Update from TSMB Board Members (verbal).  
Reporting Officer: Martin Price

Assistant Chief Executive

12 September 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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**Tenant Services Management Board Members:-**

Mr R Balman (Chairman)  
Mr A Akhigbemen  
Councillor C Booth  
Councillor R Bowrah, BEM  
Mrs J Bunn  
Mr D Galpin  
Mrs J Hegarty  
Mr K Hellier  
Mr I Hussey  
Mr R Middleton

**Minutes of the Meeting of the Tenant Services Management Board held on 27 June 2016 at 6pm in The John Meikle Room, The Deane House, Belvedere Road, Taunton.**

**Present:** Mr R Balman (Chairman)  
Mrs J Bunn, Mr D Galpin, Mrs J Hegarty, Mr I Hussey, Mr R Middleton,  
Councillor Bowrah and Councillor C Booth.

**Officers:** Paul Hadley (Housing Manager – Lettings & Anti-Social behaviour), Simon Lewis (Assistant Director – Housing and Community Development), Michaela Mullen (Welfare Reform Project Officer), James Barrahan (Director – Housing and Communities), Lucy Clothier (Project Manager HRA Business Plan Review), Stephen Boland (Housing Services Lead), Terry May (Interim Assistant Director – Property and Development), Liam Canham (Area Community Manager), Martin Price (Tenant Empowerment Manager), and Emma Hill (Democratic Services Officer).

**Others:** Julia Williamson; Vice-Chair, Tenants' Forum

(The meeting commenced at 6.00pm)

**1. Apologies**

Mr K Hellier

**2. Minutes**

The Minutes of the meeting of the Tenant Services Management Board held on 17 May 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, Mrs J Bunn, Mr D Galpin, Mrs J Hegarty, Mr I Hussey, Mr R Middleton declared personal interests as Taunton Deane Borough Council Housing Tenants.

**5. Report on Welfare Reform End of Year 2015/16**

Members considered report previously circulated, concerning an update on the third years' performance since the introduction of the Welfare Reform Act 2012 and its effect on the Council's Housing Service tenants. The update report covered a summary of the Welfare Reform 2012 legislation, work of the Welfare Reform Project Officer and Universal Credit Update.

Below was a summary of the main points from the update provided by the Housing Manager – Lettings & Anti-Social behaviour:

- Under Occupancy Penalty (UOP) in April 2015, 346 tenants affected by the UOP compared to 385 in April 2014.

- Rent Arrears in April 2015, 192 affected tenants were in rent arrears compared to 187 in April 2014.
- Average number of tenants affected in 2015/16 was 332 per month against 428 in 2014/15.
- Overall Rent Arrears in April 2016 were £392,342.79 compared to £382,583.18 in April 2015.
- Of this £36,784.46 pertained to tenants affected by UOP, compared with £44,874.09 in April 2015. This was a reduction.
- From Discretionary Housing Payment (DHP) Budget in 2015/16 107 tenants were awarded £44,322 from a budget of £117,000. The budget for 2016/16 was £150,894.

Universal Credit was introduced across Taunton Deane on the 20th April 2015 and initially only affected single people making a new claim as these would have traditionally had Job Seekers Allowance.

The DWP predicted in 2015/16 that there could be up to 1108 UC claims made from residents in Taunton Deane and there had only been 448 UC claims up to the end of February 2016, 37 of which were TDBC tenants

In October 2016 Universal Credit in Taunton Deane would change from just single working age people to include all working age residents making new claims or having a change in their circumstances.

It had been clear to the Council that the greatest impact so far had been felt by the tenants who were directly affected by the UOP. Housing Services had coped well with the challenges by re-allocating staff and working more closely with partners both in the public and voluntary sector. It would seem that the significant investment made in supporting tenants had helped to mitigate the worst of the impact of the changes.

Results from the direct payment pilot sites across the country endorse this approach in helping tenants maintain their tenancies.

The Housing Service had been working with tenants and partner agencies to counter the impact of welfare reform changes including Universal Credit on its rental income and would continue to monitor and review it throughout the year.

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

- In response to a question asking if the list of 192 people, did it remain the same people or changed to different people, the board was informed that the figure had remained the same but people within the 192 had changed. This meant people had been become affected and then became unaffected.
- In response to a question asking the Welfare Reform Project Officer for their opinion on what was the general feel, were things improving or getting worse, the board was informed that the positions for people were not necessarily improving but they were getting used to the situation and managing their money better.

**Resolved** that the officer's report be noted.

## 6. Verbal Update on Anti-Social Behaviour Service

The Housing Manager for Letting and Anti-Social Behaviour gave a verbal update concerning the Anti-Social Behaviour Service.

Below was a summary of the main points from the update provided:

- The performance relating to people's satisfaction with the service has consistently been high (mid/high 90's) in each quarter.
- The ASB team had opened 80 cases in the last 12 months and half of these cases had been closed and resolved within the same period.
- The service received a variety of types of cases with a large number relating to harassment, noise nuisance and alcohol related.
- An increase in the number of cases relating to drugs and physical violence.
- Currently, only a small number of cases pertained to hate crimes and these would be dealt with by our colleagues at Avon & Somerset Constabulary with our support.
- The cases that consumed the most Officer time had been those where someone had Mental Health issues, which had to be taken into account, when dealing with the issue and looking for a resolution.
- Officers had provided a summary (excluding personal information) to the Board of the types of high profile cases dealt with by the service and their status either resolved or ongoing.

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

- In response to a question asking how far did the tenant have to go before the Council took action, the Board was informed that there was a set procedure and protocol that Officers had to follow but it was not set in stone and could be dependent on the severity of the case. Dealt with on a case by case basis. Officers would start with discussion, negotiation, support and advice and then if that did not work, they could go down the route of ASB notice, which was an informal action was but last resort was an injunction and possession of property.
- Director for Housing and Communities wanted to commend Housing Manager and his team for their work and performance. The work, they completed within the ASB service was frequently long and complex with multiple issues.
- In response to a question asking about council Houses which had been sold and the owners or private tenants causing problems, the Board was informed that when the Council sold a property through RtB, there was a conveyance attached to it. This conveyance included provision that the owner/occupier should not perpetrate ASB. Dealing with cases of ASB perpetrated by owner/occupiers' was more difficult than dealing with cases perpetrated by our tenants. With breaches of tenancy, the Council had the legal tenancy agreement that could be used to confront them but Officers had to be more flexible when dealing with cases with owner/occupiers'. The Council had the ability to impose a sanction but our first step would be to hold discussions with them. In many cases the owner/occupier had more to lose so when presented with the situation, they were more willing to reach an agreed position.

**Resolved** that the Officer's report be noted.

## **7. Report on Housing Revenue Account (HRA) Business Plan Review**

Members considered report previously circulated, which provided an update on the progress of the review of the Housing Revenue Account (HRA) Business Plan.

The Business Plan contained the aims and objectives of the HRA, and included a financial model of the next 30 years. A number of largely external changes had meant that a full refresh of the Business Plan was necessary. The report therefore identified the changes and the impact of these changes.

A copy of the updated Business Plan was included with this report, along with a new Asset Strategy and Development Strategy.

The new Business Plan was more robust than previously with the inclusion of better quality data, in particular around the Council's assets. However, the financial margins were now much tighter with the plan relying on the delivery of savings, which would require the imposition of continuing management vigilance in order to maintain a viable Business Plan.

The Business Plan had brought everything together and had set out the aims and objectives of the HRA. The review had updated strategic objectives for the service, which were to provide quality homes, support the most vulnerable, provide a better service and build a stronger business.

The review had also detailed the way in which the HRA would work in the future, including setting out a new operating model that would allow tenants, where appropriate, to move into additional services such as shared ownership. This model showed the way in which the HRA would support tenants into and through the Housing service.

Following consultations with Councillors, the Tenant Services Management Board, the Tenants' Forum and all staff members in the Housing and Communities Directorate, the following conclusions had been established:-

- The HRA's Core Business should be social rented housing for the most vulnerable in our communities.
- The proposed new objectives for the HRA were appropriate.
- That much could be done to improve the customer experience of the Housing Service.
- Subject to continuing commitments with repairs and maintenance service standards, it would be acceptable to prioritise new build projects over some maintenance expenditure.
- The priority for the tenants groups was not to allow standards in the Council's existing housing to fall.
- To make better use of current repairs and maintenance service in order to free up resources.
- There was an appetite for looking at housing products closer to the market in order to generate additional income on new build/regeneration schemes.
- The current revised debt repayment approach was acceptable based on treasury management advice and to achieve a viable Business Plan and protect services.

Due to a number of changes driven by both internal and external factors, which included a reduction in rent by 1% for four years, rental income by 2042 was likely to be reduced by 39%. Noted that there was likely to be a reduction in income of



£185,000,000 over the next 30 years. This substantial impact on the financial position of the Business Plan had meant the Council had to consider some corrective action to mitigate these impacts within the updated Plan.

The new financial position and baseline assumptions of the HRA Business Plan included the following:-

- Right to Buy (RtB) – This had been updated to include 60 sales per annum for a three year period, followed by a reduction to 30 sales a year. This would result in a reduced number of dwellings in the Housing stock and reduced rental income.
- Pay to Stay – The introduction of this meant that tenant households of local authorities earning over £31,000 per annum must be charged a higher rent, depending on their income, up to market, or near market rents.
- Welfare Reform – This included a provision for lower income for a period of three years due to an increase in bad debt. This would cover the roll out of Universal Credit in Taunton Deane.
- Maintenance – Inclusion of a slight increase to major works spend following the recent Stock Condition Survey as well as a reduction over five years to the day to day spend on maintenance.
- New Developments – Committing a budget over the full 30 years of £77,000,000, which equated to 15 units per year at an average rate of £130,000 per unit, rising with inflation.
- Disabled Facilities Grant – A budget reduction from £435,000 per annum to £300,000 per annum over a five year period.
- Capital Improvements - This once separate budget for Sustainable Energy had been 'mainstreamed' into the heating replacement programme and would now be included within the core capital programme. The Estate Improvements annual budget of up to £50,000 would be continued, which the Council had acknowledged was very important to tenants.
- Management Costs – This included efficiency savings of £253,000, which had been identified from management and service costs as well as a new permanent provision of £140,000 per annum was being included for schemes currently being covered with temporary funding.
- Debt – Where the Council's reserves allowed debt was being repaid, otherwise it would be refinanced. Also included were provisions for long term debt repayment to be spread over 60 years. This should result in the debt being reduced to less than £50,000,000 by year 30.

Further reported that the Business Plan faced a number of risks and uncertainties that were not currently quantifiable and so had not been included within the Business Plan finances. These included the introduction of Pay to Stay, selling off Higher Value Void Stock, the introduction of Local Housing Allowance Rates and the full roll out of Universal Credit replacing Housing Benefit.

The HRA had a well-established development programme and to ensure a continuing and deliverable programme, and the best use of the funding, a Development Strategy had been established which would allow opportunities for the development pipeline and other new challenges to be identified. A copy of the Development Strategy was attached as an appendix to the Business Plan for the information of members.

The review had also identified some future drivers for the HRA priorities, which included dealing with the loss of housing stock through Right to Buy, the Council's

investment priorities and dealing with non-traditional stock and poor performing stock as identified in the Asset Management Strategy.

Through the Asset Management Strategy, the Council had identified its objectives and principles in relation to active asset management and these included:-

- Objectives:-
  - Good quality homes and environmental standards;
  - Strengthening financial viability; and
  - Improving social sustainability.
  
- Principles:-
  - Using information on performance to target investment; and
  - The use of Options appraisals where performance was poor – prior to long term investment decisions.

This strategy had been developed so that decisions could be made in order to fund the contribution to Government, but also to start active asset management and stock churn. This was in order to make sure that the housing held was right for both the HRA and tenants.

This tool had been created to take all of the data and assess the Housing stock using this information. This did not indicate what stock should be sold but showed which groups should have an options appraisal. Following an appraisal, it was the Council's intention that decisions should be made regarding the disposal of vacant dwellings or related assets through an Executive Portfolio Holder decision in conjunction with the Director of Housing and Communities.

A copy of the Asset Strategy was also submitted as an appendix to the Business Plan for the information of members.

The financial position of the HRA Business Plan had changed considerably from a forecasted reserves balance of £156,000,000 at 2042 (year 30 of the existing Business Plan) to £18,000,000 at 2046 (year 30 of the new Business Plan). This was largely due to external changes such as the national rent policy, which had greatly reduced income expectations.

These changes meant that the HRA would not be able to continue the financing of the repayment of the current self-financing loans by year 2030 (year 18 of the Business Plan 2012) without a significant reduction in service quality.

The Council's Treasury Advisors had confirmed that the HRA would have a shortfall in cash when the loans were repaid. It would not therefore be beneficial to refinance the existing loans immediately and replace them with new longer term loans. Instead, it had been recommended to refinance the loans on maturity as and when needed, over the period required.

The current balance of HRA general reserves was £2,686,000, which was £886,000 over the minimum recommended balance of £1,800,000. These forecasted deficits would reduce the HRA general reserves balance to £1,800,000 in 2018/2019. This meant that all of the available funding in general reserves (over the minimum balance) was needed over the next two years, and no further allocations would be possible.

As a result of the review, an Action Plan had been developed based on the HRA Business Plan's key priority areas of providing quality homes, supporting the most vulnerable, providing a better service and building a stronger business. This detailed the future action for each priority and the sponsor for that priority.

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

- Board Members thanked Officers for the information within the report as it put their minds at ease knowing there was a plan of action, despite the reduction in income to HRA.
- In response to a question asking where the Woolaway properties indicated on the diagram were, the Board was informed that these particular properties were located between the wards of Galmington and Pyrland & Rowbarton.
- In response to a question concerning the introduction of 'Pay to Stay' and was the Council completing financial background checks to ensure financial affordability, the Board was informed that Officers could contact Revenues and Customs (HMRC) for background checks.
- Members and Director for Housing and Communities thanked the Project Manager for their work on the project.

**Resolved** that the Officer's update report be noted.

## **8. Report on Housing Revenue Account (HRA) Landlord Health and Safety Compliance Status**

Members considered report previously circulated, concerning an update on progress of landlord Health & Safety Compliance.

The Council had been advised that an interim action plan for Asbestos management was in place, and approval had been given to employ an 18 month fixed term Project Manager – Compliance to drive Landlord Health & Safety (LH&S) and deliver the Asbestos Action Plan.

The interim Asbestos Action Plan had been developed into a live final action plan that had been agreed by the Asbestos Working Group. The AWG met on a six week basis with a remit of delivering Asbestos Management improvements.

The Project Manager Compliance had started to develop documents and letter templates as part of the asbestos management process and a new Property & Development Directorate restructure was now starting to be implemented, with the Property Manager Asbestos now in post as well as the Asbestos Task Team was in place and working effectively.

In Addition, the Council had set up a small team of two electricians to carryout Periodic Electrical Testing and Inspections for the Housing Stock to maintain compliance of electrical safety requirements.

The Council had produced a compliance statement that would be included within the new Asset Management Strategy. A copy of this statement was provided to the Board Members within the covering report as well as developing Policy and Procedures for the other LH&S compliance areas that would be supported by a LH&S Action Plan, which would be presented at a future meeting of the Board.

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

- Board Members commented that they had received positive feedback and had positive experiences themselves regarding the work that had been completed by staff.

**Resolved** that the Officer's update report be noted.

## **9. Update Report on the One Team Areas**

Reference Minute No. 8/25 January 2016, Members considered report previously circulated, concerning an update report on One Team areas.

The One Team model continued to work on the basis of co-locating our Estates Officers in the areas of Housing Estate that generate the most demand and to work alongside other partners to provide the best joined up solution to these issues.

Below was a summary of the Officer's update report:

- Although the Area Community Managers and their teams did locality working within the One Team areas due to demand but they were aware of and provided support and responded to requests from tenants in communities from all over the borough.
- The One Team area were still trying to improve their partnership reach and were trying to extend it to include new partners to provide new support for the communities.
- Partnership working continued to be good in some areas but challenging in others.
- A facilitated day had been organised with Get Set Services next month to try and agree closer working arrangements and communications and ensuring One Teams could provide a responsive service to families that need help.
- Ongoing conversations with Musgrove Park Hospital and the Ambulance Trust concerning the sharing of information and closer working to prevent future demand on services.
- Positive feedback received from both Tenants and One Team regarding the introduction and support provided by MIND. Along with other voluntary and community sector organisation such as CAB and Inspire to achieve, this was having positive affect on the communities and the Council's business as a landlord.
- A pilot scheme was being developed for the North Taunton funded by Somerset County Council Public Health to provide a stronger framework of mental health.
- Inspired to Achieve were bedding in but receiving increasing numbers of referrals to support unemployed tenants. The work of Inspired to Achieve would not only benefit tenants and their families but should also help us protect future rental income!
- Inspired to Achieve had received national recognition as a best practice organisation for delivering this kind of support.
- With the success of Link Power at East Taunton (Halcon), they were also assisting and supporting similar litter picks within Holway area.
- One of the continuing priorities for One Team areas was the look and feel of estates and communities.

- One Teams were still struggling to keep partnership involved and there were a number of reasons for this but this was increasingly affected by budget and service cuts due austerity.
- Area Community Managers, other Council staff and agency partnerships had seen the benefits of this model for working for individuals, families and communities.

The Officer provided a brief update on the individual One Teams including their progress and area where they were still struggling. Below was a summary of those points raised:

- Halcon One Team's Link Power success with 1500 hours of volunteer work and letters of recognition of their work on the estate
- Wellington One Team area was responding well to safeguarding and Early Help concerns.
- Rent Collection and Arrears management in the Wellington was at a good level.
- MIND work in North Taunton working really well
- Issues surrounding the levels and incidents of Crime and Anti-Social Behaviour
- Halcon had significant safeguarding issues within the community
- Chill and Chat in North Taunton was struggling to establish.

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

- In response to a question asking did the Council and the One Team Multi-Agency group work with the Village agents in rural communities, the Board were informed that overseeing the One Teams was the Strategic Partnership, which had a representative from the Somerset Community Foundation (SCF) who employed the Village Agents. The Council and other agency partners were aware that the focus at the moment had been urban areas and that we needed the Village Agents to support our rural areas and bring things to the Multi-Agency group requiring attention.  
The Council was in discussions with SCF prior to the roll out of Universal Credit (UC) and providing training for the agents so they would be able to support rural communities with UC.
- Board Member commented that they lived within a rural area where there was a village agent but they did not see much of them and the service did not appear to widely advertised.
- Board Member mentioned that the One Team Multi-Agency group had been well received within the Wellington area and everybody was very enthusiastic about it. Officers agreed with the comments and said that Wellington One Team had been well supported and backed by Wellington Town Council. The Town Council had also agreed to show financial support and provided funding which had extended presence of the Co-ordinator post.

**Resolved** that the Officer's update report be noted.

## 10. Report on the Review of Complaints 2015/16

Members considered report previously circulated, concerning the analysis of complaints received to the Housing and Communities Directorate between April 2015 and March 2016 and the findings.

From 1 April 2015 all corporate complaints, compliments and suggestions were recorded on a central database, which provided greater visibility of complaints received and provides better quality information pertaining to the complaint.

The analysis had proved difficult as not all fields were mandatory and there were options for some entries to be created manually rather than being selected from a pre-defined list.

The Officer gave a brief overview of the Corporate Complaints process to the Board including the deadline period for Officers to respond by as well as where the Complainant could go following the Council procedures if they were not satisfied with the outcome.

Following the analysis of the data, between 1 April 2015 and 31 March 2016 a total of 120 complaints were logged as received within the Housing and Communities Directorate. This equated to around 10 a month. Of these, 106 were logged and then resolved at Stage 1; 12 were logged and then resolved at Stage 2; and 2 were referred on to the Housing Ombudsman. The complaints were received through a variety of means with 43 complaints via the web, 29 via post and the remainder either made in person or over the telephone.

The most common reason for complaints was regarding 'standard of service' and of the 64 complaints logged as standard of service, the majority of these (51) were related to some sort of repair work.

Of all complaints received and responded to between 1 April 2015 and 31 March 2016, the average response time was 28 working days and response times ranged from 1 working day to 172 working days. This highlighted that complaints were not being prioritised as they should be and response times had been impacted due to protracted hand-offs between Officers, as sometimes the complaint needed to be investigated by two different departments.

Complaints performance in relation to response times would continue to be monitored as this was an indicator on the Housing and Communities quarterly scorecard. Running alongside this was a project for Improving Tenant and Leaseholder satisfaction, which would produce some further data analysis and recommendations.

In order to make the data captured regarding complaints more robust, it was an intention to run complaints workshops with staff to ensure they were fully aware of the complaints process and train them in using the Corporate Complaints database correctly.

**Resolved** that the Officer's update report be noted.

## **11. Verbal Update on TDBC and the Housing of Refugees.**

The Assistant Director for Housing and Community Development gave a verbal progress update concerning the Council current relating to the Housing of Refugees.

Below was a summary of the main points from the update provided by the Director of Housing and Communities:

- The government as a country had made a commitment to house 20,000 refugees from Syria.
- To date, Somerset had housed six families and two of those six had been housed in Taunton.
- The two families that had been housed in Taunton, had been supported and integrated into the community successfully.
- These families had not been housed within Council housing stock. They had been placed in private rented accommodation.
- The Government had been clear that they did not want Refugees families coming in the Country and affectively jumping the queue for Council Housing.
- In support of the refugee families, there had been a lot of Multi-Agency group working. This included Voluntary & Community Sector partnership, church groups as well as support from the local mosaic.
- The Council had been working closely with Somerset County Council (SCC) on this as there were a lot of restricting factors effecting the decision, which including if the Council could or could not house them as if they had any health needs and whether there were any educational places available.
- Refugees were offered an initial five year residency, which would reviewed and decision made depending on situation in Syria following the end of their residency, meaning if the situation had improved the families would encouraged to return home.
- The cost of Housing the Refugees did not sit with the Council's general fund or the HRA but this was funded by central government. Apart of this funding allowed the Council to kit out the properties prior to the arrival of the families.
- SCC were taking a report and recommendation to Cabinet stating that Somerset should take a further three families per year over the next three years. This could mean a further two or three families for Taunton Deane.
- This also had no impact on Homefinder Somerset or the Council's Housing Stock.

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

- In response to a question asking where did the housing come from and was it correct that they were only funded by the Government for 12 months, the Board were informed that housed refugees would receive benefits until they got into paid employment. These people were highly educated and held good jobs when they were in Syria and would most likely be looking for work. The five year residency afforded them the same rights as UK citizen.
- Officers stated there was definitely pressure on Social Housing but these people would be housed within private rented accommodation and would not be in competition with our other tenants or these people in need of housing.

**Resolved** that the Officer's report be noted.

(The meeting ended at 7.27pm)

## Declaration of Interests

### **Tenant Services Management Board**

- Declared a personal interests as a Taunton Deane Borough Council Housing Tenants;
  - Mr R Balman
  - Mrs J Bunn
  - Mr D Galpin
  - Mrs J Hegarty
  - Mr K Hellier
  - Mr I Hussey
  - Mr R Middleton
  - Mr A Akhigbemen



# Taunton Deane Borough Council

## Tenant Services Management Board – 25 July 2016

### Financial Monitoring – Outturn 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 contains information related to the Council's financial performance for 2015/16 financial year. Monitoring the budget is an important part of the Council's performance management framework.
- 1.2 The Housing Revenue Account (HRA) is a 'Self-Financing' account for the Council's Housing Landlord function, which is budgeted to 'break even' (net of approved transfers to/from HRA Reserves). The HRA Outturn for 2015/16 is a net underspend of £0.476m (1.8% of gross income).
- 1.3 The HRA approved Capital Programme at the end of 2015/16 was £23.759m. This relates to schemes which will be completed over the next five years. The actual expenditure on the Capital Programme during 2015/16 was £11.391m, as summarised in Table 4 below, with £10.214m for planned investment to implement approved schemes in future years. A net underspend of £2.154m (9%) is reported against the overall programme.
- 1.4 The Housing Revenue Account (HRA) Reserve balance as at 31 March 2016 stands at £2.675m, which is above the minimum level (£1.800m) set within the Council's Budget Strategy and HRA Business Plan.

#### 2 Recommendations

- 2.1 The Board reviews the Council's financial performance and end of year position for the Housing Revenue Account.
- 2.2 The board is recommended to:
  - (a) note the reported HRA Revenue Budget underspend of £0.476m in 2015/16
  - (b) support a Housing Revenue Account Capital Programme Budget Carry Forward totalling £10.214m (as set out in Appendix B).
  - (c) support £0.333m Supplementary Budget allocations in 2016/17 for the HRA, utilising 2015/16 underspends, for the following areas:

- i. £0.033m to fund an extension to the employment of the Welfare Reform Officer to March 2018.
- ii. £0.038m to fund an extension to the additional Debt and Benefit Advisor to March 2018.
- iii. £0.198m to increase the Estate Officer capacity by one in each area until March 2018.
- iv. £0.021m to fund an extension to the Mental Health support until March 2017.
- v. £0.025m to provide funding to Pilot a dedicated part-time resource to roll-out, drive and oversee the 'Chill and Chat' peer support group to vulnerable women across all three One Team areas.
- vi. £0.018m to increase funding available to Community Development Officers in each of the One Team Areas for 2016/17.

### 3 Background and Full details of the Report

- 3.1 This report informs the Tenants Services Management Board the Council's financial outturn (a comparison of net spending against the budget for the year) for revenue and capital budgets in 2015/16 for the Housing Revenue Account (HRA).

### 4 2015/16 Financial Performance

- 4.1 The HRA is a 'Self-Financing' account for the Council's Housing Landlord function, which is budgeted to break-even (net of approved transfers to/from HRA Reserves). The HRA Revenue Outturn for 2015/16 is a net surplus of £0.476m (1.8% of gross income).

**Table 1: HRA Outturn Summary**

	Budget £'000	Outturn £'000	Variance	
			£'000	%
Gross Income	(26,931)	(27,056)	(125)	0%
Service Expenditure	11,284	11,388	104	1%
Other Operating Costs and Income	2,909	2,629	(280)	(10%)
Earmarked Reserve Transfers	2,673	(2,673)	0	0%
Capital Financing and Debt Repayment	8,457	8,457	0	0%
Technical Accounting Adjustments	323	148	(175)	(54%)
Unearmarked Reserve Transfers	1,285	1,285	0	0%
<b>Net Variance</b>	<b>0</b>	<b>(476)</b>	<b>(476)</b>	<b>2%</b>

- 4.2 The HRA Revenue Outturn for 2015/16 is provided in more detail in **Appendix A** to this report.
- 4.3 The Forecast Outturn as at Quarter 3 (December 2015) was an under-recovery of £0.072m. The main differences between the reported variances at Quarter 3 and the

year-end Outturn are summarised in Table 13 below.

**Table 2: Main Differences between Q3 and Outturn Variances**

	<b>Q3 £000</b>	<b>Change £000</b>	<b>Q4 £000</b>
Dwelling Rents and Service Charges	(55)	(53)	(108)
Housing Management	192	(192)	0
Asbestos Surveys	159	3	162
Responsive Heating	(187)	(51)	(238)
Grounds Maintenance	27	18	45
Other Maintenance	293	(108)	185
Procurement Savings	(175)	(71)	(246)
Interest Payable	(202)	2	(200)
Interest Receivable	0	(80)	(80)
Other Minor Variances	20	(16)	4
<b>Total</b>	<b>72</b>	<b>(548)</b>	<b>(476)</b>

- 4.4 The major under and over spends forecast for year are summarised as follows:
- 4.5 **Dwelling Rents and Service Charges:** Rent loss due to void properties is less than the budgeted 1.9%. This has led to an over recovery of rents and service charges. This is in line with void levels previously experienced.
- 4.6 **Housing Management:** The overspend reported in Q3 relating to the use of agency staff in key posts across the HRA was managed down by keeping some other posts vacant, and through underspends in some other management areas such as Transfer Removal Grants (grants made to tenants when downsizing) and Tenants Forum.
- 4.7 **Asbestos Surveys:** Asbestos testing has increased significantly during the year. This is expected to continue in the medium term.
- 4.8 **Responsive Heating:** Responsive heating continues to be lower than budgeted due to lower than expected levels of replacement heating systems. The budget for 2016/17 has been amended to reflect.
- 4.9 **Grounds Maintenance:** A mild winter led to additional cost in grass cutting, along with some additional maintenance in some communal areas. This has led to an overall overspend of £0.045m.
- 4.10 **Other Maintenance:** Other maintenance, such as general maintenance and maintenance in communal areas is overspent by £0.185m.
- 4.11 **Procurement Savings:** Prudent budgeting, and the completion in funding of the transformation savings has led to a one-off underspend of £0.246m in 2015/16.

- 4.12 **Interest Payable:** Due to healthy reserves, external borrowing has not yet been needed for the new development schemes, such as Creechbarrow Road. This has therefore reduced the interest payable in 2015/16.
- 4.13 **Interest Receivable:** Healthy reserves and an increasing interest rate has led to higher income from investments during 2015/16.
- 4.14 **Other minor variances:** Expected areas of high spend in housing management have been offset through keeping some other posts vacant, and through some underspends in non-staffing areas.

### **Housing Revenue Unearmarked Account Reserves**

- 4.15 The HRA reserves at the start of the year were £3.484m, and the Council approved allocations totalling £1.285m throughout 2015/16 reducing the budgeted balance to £2.199m. The surplus of £0.476m in 2015/16 increases the balance to £2.675m. This is above the minimum recommended reserve level of £1.800m by £0.875m.

**Table 3: General Reserve Balance**

	£k
Balance Brought Forward 1 April 2015	3,484
<i>Supplementary Estimates</i>	
Initiatives approved utilising 2014/15 underspend – July Full Council	(776)
HRA Stock Condition Surveys - December Full Council	(250)
HRA Contribution to SWOne Succession and SAP Replacement – February Full Council	(259)
<b>Budgeted Balance March 2016</b>	<b>2,199</b>
Outturn 2015/16	476
<b>Balance Carried Forward 31 March 2016</b>	<b>2,675</b>
Recommended Minimum Balance	1,800
Balance above recommended minimum	875

- 4.16 If recommendation 2.2e (i to vi) is approved as part of this outturn report, this will be funded from the above reserves balance in 2016/17 thus reducing it to £2.342m. This would leave HRA general reserves at £0.542m above the recommended minimum balance. This position has been taken into account in the review of the HRA Business Plan.

## **5 Recommendations for use of the 2015/16 HRA Underspend**

- 5.1 The 2015/16 underspend has allowed the HRA Reserves to remain at a level comfortably above the recommended minimum balance.
- 5.2 It is therefore recommended that funds are allocated from the 2015/16 underspend in respect of the following, as set out in Recommendations 2.2c:

		£k
Welfare Reform Officer	Extend the Welfare Reform Officer post to March 2018 (currently funded to March 2017). This officer will be critical to support tenants through the next phase of Universal Credit roll-out (from October 2016) and help ensure that loss of rental income is minimised to the HRA	33
Debt and Benefit Advisor	Extend the additional Debt and Benefit Advisor post to March 2018 (currently funded to November 2016). This officer will be critical to support tenants through the next phase of Universal Credit roll-out (from October 2016) and help ensure that loss of rental income is minimised to the HRA.	38
Estate Officers x3	Increase Estate Officer capacity by one in each area until March 2018 (two years). This brings the total to 11 across the borough for this fixed term period. These posts are required to continue embedding One Team working into our three housing area teams. The additional resource will be necessary to support the anticipated 10-fold increase in Universal Credit applicants from October 2016, working alongside the above officers to support tenants and minimise rental loss.	198
Mental Health Support	Extend the Mental Health support currently funded until September 2016 (from 2014/15 underspends) until March 2017. From April 2017 this will be included within the Business Plan. The MIND project has been a real success and allowed us to better engage with vulnerable tenants. This engagement leads to reducing social isolation and helping them better manage their tenancies.	21
Chill and Chat	One year funding to Pilot a dedicated part-time resource to roll-out, drive and oversee the 'Chill and Chat' peer support group to vulnerable women across all three One Team areas. The pilot will be evaluated to see whether it demonstrates improved outcomes to attendees and whether it can become self-managed in future (or joint funded)	25
Community Development	Increase funding available to Community Development Officers from £4k to £10k in each One Team Area for 2016/17. This will be included in the base budget from 2017/18. Current community development budgets are minimal and often unable to support genuine community development activities and groups. This increase will be shared across the three area teams and will help address that.	18
	<b>Total</b>	<b>333</b>

## 6 HRA Capital Programme

- 6.1 The HRA approved Capital Programme at the end of 2015/16 was £23.759m. This relates to schemes which will be completed over the next five years. The Council is supporting this investment through the use of Capital Receipts, Revenue Funding and Borrowing. The profiled budget on the Capital Programme during 2015/16 was £11.391m, as summarised in Table 15 below, with £10.214m being carried forward and a net underspend of £2.154m being reported. Rather than this underspend being carried forward, the resources that were allocated to the capital programme but not spent are held in reserves and will be prioritised through the new HRA 30-Year Business Plan.
- 6.2 The major areas of capital spend during the year related to the capital maintenance for the existing housing stock and the development and acquisition of new stock.
- 6.3 **Appendix B** provides a breakdown of the HRA Capital Programme Outturn by scheme, and also sets out the proposed Carry Forward.

**Table 4: HRA Capital Programme 2015/16 Outturn Summary**

	£'000	%
Approved Capital Programme Budget	23,759	
Profiled in later years	0	
2015/16 Capital Budget	23,759	
Re-profiled forecast of spending Carried Forward to 2016/17	(10,214)	43%
Residual budget for 2015/16	13,545	
2015/16 actual capital expenditure	11,391	
Underspend	2,154	9%

- 6.4 The capital programme can be split into two distinct areas:

### **Major Works and Improvements:**

- 6.5 From a budget of £13.227m, a total of £8.002m was spent in 2015/16. This includes £1.435m on bathrooms, £1.086m on heating improvements, £0.714m on air source heat pumps, £0.287m on adaptations to improve accessibility and £2.132m on other programmed works on dwellings. A total of £0.888m was spent on related items such as asbestos removal, external areas including scooter stores, and external wall insulation.
- 6.6 A total of £4.004m has been reprogrammed into later years as the HRA Major Repairs and Improvement Fund, and has been included in the revised capital programme in the HRA Business Plan.
- 6.7 The budget of £1.509m for the installation of solar PV systems to dwellings is underspent by £0.169m. This is due to an unexpected limitation in the size of each installation, with some additional savings made by managing the installation 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.

6.8 A total of 6 Social Mobility Grants were issued through the year totalling £0.120m. These were funded through a grant from Government.

**Development:**

6.9 A total of £3.389m has been spent on new housing throughout 2015/16. The Creechbarrow Road and Weavers Arms developments include carry forwards of £5.337m with the schemes are due to complete in 2016/17.

6.10 Vale View, Normandy Drive and Bacon Drive were fully completed during 2015/16.

**7 Finance / Resource Implications**

7.1 Contained within the body of the report.

**8 Legal Implications**

7.1 There are no legal implications associated with this report.

**List of Appendices**

Appendix A	Housing Revenue Account Outturn Summary
Appendix B	Housing Revenue Account Capital Programme Outturn Summary

**Contact Officers**

Name	Lucy Clothier	Name	
Direct Dial	01823 358680	Direct Dial	
Email	<a href="mailto:l.clothier@tauntondeane.gov.uk">l.clothier@tauntondeane.gov.uk</a>	Email	

## APPENDIX A

### HOUSING REVENUE ACCOUNT OUTTURN SUMMARY 2015/16

	Target Budget (£)	Total Outturn Position	Variance (£)
<b>Income</b>			
HRA Dwelling Rents	(24,932,700)	(25,020,692)	(87,992)
HRA Non Dwelling Rents	(599,100)	(603,907)	(4,807)
HRA Charges for Services/Facilities	(997,900)	(1,033,470)	(35,570)
HRA Contributions Towards Expenditure	(401,700)	(419,972)	(18,272)
<b>Total Income</b>	<b>(26,931,400)</b>	<b>(27,078,041)</b>	<b>(146,641)</b>
<b>Expenditure</b>			
Housing Management	6,742,400	6,689,880	(52,520)
Repairs & Maintenance - Planned	1,750,400	1,964,459	214,059
Repairs & Maintenance - Responsive	3,190,500	2,932,725	(257,776)
Repairs & Maintenance - Voids	1,610,600	1,622,317	11,717
Other Expenditure	1,405,400	1,686,390	280,990
<b>Total Expenditure</b>	<b>14,699,300</b>	<b>14,895,772</b>	<b>196,472</b>
<b>Central Costs/Movement in Reserves</b>			
Social Housing Development Fund	1,000,000	1,000,000	0
Depreciation and Revenue Contribution to Capital Programme	7,618,400	7,618,400	0
Procurement Savings	323,000	76,670	(246,330)
Net Interest Payable	2,909,100	2,629,292	(279,808)
Provision for the Repayment of Debt	892,800	892,800	0
Change in Provision for Bad Debt	514,800	514,775	(25)
Other Movement in Reserves	(1,026,000)	(1,026,000)	0
<b>Total Central Costs/MIRs</b>	<b>12,232,100</b>	<b>11,705,937</b>	<b>(526,163)</b>
<b>Total Housing Revenue Account</b>	<b>0</b>	<b>(476,332)</b>	<b>(476,332)</b>



**APPENDIX B**




**HOUSING REVENUE ACCOUNT CAPITAL PROGRAMME OUTTURN 2015/16**

Scheme	Budget	Outturn	Variance	Carried Forward
	2015-16			2016/17
	£	£	£	£
<b>Major Works</b>				
Kitchens	1,356,300	269,761	1,086,539	
Bathrooms	1,932,800	1,435,224	497,576	
Roofing	50,000	75,216	(25,216)	
Windows	146,000	73,785	72,215	
Heating Improvements	2,894,000	1,086,180	1,807,820	
Doors	630,500	570,167	60,333	
Fire Safety Works in Communal Areas	334,200	324,910	9,290	
Fascias and Soffits	868,700	471,094	397,606	
Air Source Heat Pumps	709,500	713,804	(4,304)	
Door Entry Systems	270,000	317,326	(47,326)	
Soundproofing	0	2,208	(2,208)	
Other External Insulations	10,000	27,679	(17,679)	
HRA Major Repairs and Improvement Fund	0	0	0	4,004,000
<b>Total Major Works</b>	<b>9,202,000</b>	<b>5,367,354</b>	<b>3,834,646</b>	<b>4,004,000</b>
<b>Improvements</b>				
Aids and Adaptations	120,000	74,302	45,698	
DFGs	315,000	213,065	101,935	
Garages	30,000	0	30,000	30,000
Sewerage Treatment Plants	20,000	20,798	(798)	
Meeting Halls	30,000	975	29,025	
Unadopted Areas	45,000	24,150	20,850	21,000
Asbestos Works	260,000	271,334	(11,334)	
Tenants Improvements	5,000	0	5,000	
Sustainable Energy Fund	546,400	422,597	123,803	124,000
Environmental Improvements	312,000	71,481	240,519	241,000
Extensions	160,000	1,779	158,221	158,000
Community Alarms	65,800	61,290	4,510	5,000
IT Development	306,900	13,330	293,570	294,000
PV Systems	1,509,100	1,340,205	168,895	
Social Mobility	300,000	120,000	180,000	
<b>Total Improvements</b>	<b>4,025,200</b>	<b>2,635,306</b>	<b>1,389,894</b>	<b>873,000</b>
<b>Social Housing Development Programme</b>				
Creechbarrow Road	4,862,000	2,763,445	2,098,555	2,099,000
Phase 1: Vale View, West Bag	253,400	25,272	228,128	
Phase 1: Bacon Drive	550,400	(5,591)	555,991	
Phase 1: Normandy Drive	366,100	61,148	304,952	
Buybacks	161,100	194,179	(33,079)	
Social Housing Development Program	1,000,000	250,000	750,000	
Weavers Arms	3,338,500	100,206	3,238,294	3,238,000
<b>Total Social Housing Development Programme</b>	<b>10,531,500</b>	<b>3,388,659</b>	<b>7,142,841</b>	<b>5,337,000</b>
<b>Total HRA</b>	<b>23,758,700</b>	<b>11,391,319</b>	<b>12,367,381</b>	<b>10,214,000</b>

# Summary for TSMB 25 July 2016

## Housing and Communities Quarter 4

### Overview & Summary

Section	No. of measures	 Green	 Amber	 Red	N/A	Trend (to be reported from Q2)
1) Managing Finances	8	62.5% (5)	25% (2)	12.5% (1)	0% (0)	↓
2) Satisfaction	10	40% (4)	30% (3)	30% (3)	0% (0)	↑
3) Decent Homes	2	0% (0)	50% (1)	50% (1)	0% (0)	↔
4) Staffing	3	0% (0)	67% (2)	33% (1)	0% (0)	↓
5) Operational Delivery	17	47% (8)	12% (2)	35% (6)	6% (1)	↓
<b>TOTALS</b>	<b>40</b>	<b>42.5% (17)</b>	<b>25% (10)</b>	<b>30% (12)</b>	<b>2.5% (1)</b>	

### 12 RED ISSUES

Planned actions are off course.

- **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.
- **One measure for Decent Homes is off course.** Average SAP (energy efficiency) rating is below target. This is due to us being unable to report accurately 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 just under 68% of diversity information. Although below target this has continued to improve each quarter.
- **Two Repairs and Maintenance measures are off course.** Both of these measures have seen a slight improvement on Quarter 3. Work will continue to investigate the reasons behind jobs not being

completed on time. For the financial year 2016/17 we have revised KPI's of only 'Urgent' and 'Non-urgent'.

- **Major Aids and Adaptations** – both indicators are below target. The end to end completion times of major aids and adaptations has improved by 7 weeks compared to Quarter 3.
- **Estate Management Team** – current rent arrears was off target, however this is a moving picture week by week.
- **Staffing** – this was difficult to report and forecast due to the change of line management for Building Services. It should be reported consistently from April.
- **Extra Care** - % of extra care tenants with a support plan reviewed in last six months, although this is below target the percentage has improved quarter on quarter.

## 10 AMBER ALERTS 😞

Some uncertainty in meeting planned actions

- **Two Housing Debt Measures** – around half of the existing debt is due to current or former rent arrears which continues to be managed.
- **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.
- **One Measure for Decent Homes is off course. Dwellings with a valid gas safety certificate** – 99.98% - 1 property was without a valid certificate.
- **Both PRED measures** – a corporate change to the People Management Framework has been implemented, meaning a lot of PREDs fell out of sync. It is anticipated that by Q2 of 2016/17 we will be on target.
- **Lettings Team – vacant dwellings that are unavailable.** An improvement on previous quarter.
- **Major Aids and Adaptations satisfaction** – 90% satisfaction based on 3 surveys.
- **Sheltered Housing** - % of sheltered housing tenants with a support plan reviewed in last six months, slightly off target but the highest percentage to date

## 17 ON TRACK 😊

Planned actions are on course

- **Managing Finances** – 5 measures are on target.
- **Satisfaction** – 4 measures are on target.
- **Operational Delivery** – 8 measures are on target.

Ref	AD	Description	Measure	Previous Year Performance	Q1 (RAG)	Q2 (RAG)	Q3 (RAG)	Q4 (RAG)	Direction	Comments
<b>Managing Finances</b>										
HC1.1		Budgets – Expenditure  - To achieve a balanced budget by the financial year end in HRA  - Compliance with TSA	Housing Revenue Account Overall expenditure against budget	£1.269m underspent (4.8% of overall budget)	GREEN	GREEN	GREEN	GREEN	Improving	This measure is reported as a whole directorate HRA measure and not for each Assistant Director. Q3 - £22,000 overspend Q4 - £476,000 underspend
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	GREEN	Improving	Q1. 0.41% Q2 0.48% Q3 0.53% Q4 0.46%
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	GREEN	Worsening	Q1 0.02% Q2 0.05% Improvement on Q2 last year Q3 0.11% Improvement on Q3 last year Q4 0.25% Improvement on Q4 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	GREEN	Worsening	Q1 0.83% Q2 0.78% Q3 0.83% Q4 0.87%
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	RED	RED	Improving	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 Q4 £417,517.75 End Week 52 by end of new year week 1 this had reduced to £387,778.86 Plan of management action continues to be implemented on a weekly basis to ensure current tenant rent arrears are tackled.

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	GREEN	Improving	Q1. 104.37% Q2. 99.46% Q3 99.68% Q4 99.96%
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	AMBER	Worsening	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 Q4 £199,236.37 - of this amount £84,262.96 is not yet overdue.
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	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 Q4 £763,945.37 - £419,950.79 is for current rent arrears, and £121,725.11 is for former tenant arrears. Of the total debt £66,971.05 is not yet overdue. Housing debt is managed across the service and regularly reviewed
<b>Satisfaction</b>										
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	RED	No Change	80%, The Star Survey is undertaken every two years and we will be expecting improvement in 2017. We are 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.

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	AMBER	No Change	88%, The Star Survey is undertaken every two years and we will be expecting improvement in 2017. We are 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.
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	RED	Worsening	57%, The Star Survey is undertaken every two years and we will be expecting improvement in 2017. We are 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.
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	RED	Worsening	61%, The Star Survey is undertaken every two years and we will be expecting improvement in 2017. We are 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.
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 = 85%	Q1 – 93% Q2 – 92.3% Q3 – 95% Q4 - 98%	GREEN	GREEN	GREEN	GREEN	Worsening	Q1 - 96% Q2 - 95.4% Q3 - 97% Q4 - 95%

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	GREEN	GREEN	Improving	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. Q4 98%
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 AVAILABLE	GREEN	Improving	Q1 - 72% Q2 - 79% Q3 - data not available Q4 - 98%
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	AMBER	No Change	Q1 - 98% (97.8%) Q2 - 96.8% Q3 - 96.9% Q4 - 96.9% The satisfaction figure has remained nearly identical for the last 3 quarters. There is an ongoing project around customer service where the quality of data collected will be looked at, along with how we assess satisfaction levels.
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	GREEN	No Change	Q1 100% satisfaction reported Q2 100% satisfaction reported Q3 100% satisfaction reported Q4- Accumulative percentage taken over the year shows 99.6 % of customers were satisfied with the method of service delivery. Three had commented on the lack of meter checks and one had not been advised about the need for ventilation.
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	AMBER	Worsening	Q1 - 100% satisfaction based on 5 surveys Q2 - 100% satisfaction based on 6 surveys Q3 - Surveys not yet available Q4 - 90% satisfaction based on 3 surveys

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	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	AMBER	Improving	Q1 - 99.84% Q2 - 99.93% Q3 - 99.90% Q4 - 99.98%. As at 31/03/2016 there was only one property that did not have a valid Landlord Gas Safety Certificate due to tenant being in hospital (out of 4,500 homes).
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	RED	Worsening	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. Q4 - 9.73 days lost Actual days lost was 1586.5 against an average FTE of 163.13. Q3 was reported incorrectly, probably due to the change in line management and the reports not being aligned correctly. Reporting for the next financial year should be more consistent.



HC4.2a	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	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 Q4 - 67% completed There has been a change corporately to the performance review process, which includes new PRED templates and timescales whereby PREDs are to be completed between April and August. Therefore a lot of PREDs were delayed to comply with the new framework, and it is anticipated that by Q2 of 2016/17 we will be on target.
HC4.2b	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	AMBER	No Change	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 Q4 93% complete There has been a change corporately to the performance review process, which includes new PRED templates and timescales whereby PREDs are to be completed between April and August. Therefore a lot of PREDs were delayed to comply with the new framework, and it is anticipated that by Q2 of 2016/17 we will be on target.
<b>Operational Delivery</b>										
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	GREEN	Improving	Q1 98.8% Q2 - 88.23% Q3 - 94.4% Q4 - 98%

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 AVAILA BLE	NOT AVAILA BLE	Improving	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 Q4 - As above, issue not resolved within Property Services
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)	Q1 – 0.7% Q2 – 0.6% Q3 – 0.7% Q4 - 0.55%	GREEN	GREEN	AMBER	AMBER	Improving	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 Q4 - 0.67% An improving situation
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	GREEN	No Change	Q1 - 0.12% Q2 - 0.03% Q3 - 0.10% Q4 - 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	GREEN	No Change	Q1 - 63.21% Q2 - 84.78% Q3 - 75.64% Q4 - 75.3%
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	RED	Improving	Q1 65.28% we continue to maintain efforts to collect this data Q2 66.10% small improvement Q3 66.98% Small improvement Q4 67.88% Another small improvement

HC5.7	TM	<p>Housing Stock To manage the housing stock and maintenance service to meet the needs of the tenants</p>	<p>Repairs &amp; Maintenance Completion of repairs within priority target times: Emergency (within 24 hours) Target =98%</p>	<p>Q1 – 95% Q2 – 94% Q3 – 93.83% Q4 - 90.57%</p>	RED	RED	RED	RED	Improving	<p>Q1 86% Q2 87.10 % Q3 88.26% Q4- 91.70% Accumulative figures. Whilst below the target performance is expected to improve once a number of the operational changes in working practices start to have an impact.(98%) Fixit-85.22%,Home-100%,,T&amp;C-71.43%.</p> <p>As part of the HRA Business Plan Review and planned tenant engagement of revised maintenance standards, these KPI's are being aligned with Best Practice and Peers. In principle agreement from Portfolio Holder to move from the existing P1-P9 repairs priorities to just two, being; Urgent (within 24hrs) and Non-Urgent (within 28/30 days). Next steps is to consult with Tenants Forum and the Tenant Services Board.</p>
HC5.8	TM	<p>Housing Stock To manage the housing stock and maintenance service to meet the needs of the tenants</p>	<p>Repairs &amp; Maintenance Completion of repairs within priority target times: Urgent (within 3 working days) Target =94%</p>	<p>Q1 – 91% Q2 – 91% Q3 – 90.97% Q4 - 82.95%</p>	RED	RED	RED	RED	Improving	<p>Q1 85% Q2 87.50% Q3 86.37% DLO 87.64%, Alhco 85.01%, Fixit 89.47%, Home 100%, T&amp;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. Q4 88.45% Accumulative result is 88.45% which whilst is below target is anticipated to improve once the operational changes to service delivery start to take effect.Fixit 81.14% ,Home ,72.73% ,T&amp;C 53.66%</p>

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	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. Q4-91.94% This is the accumulative percentage which is above the target of 85%.Fixit 77.39% ,Home 82.61% ,T&C 85.19%
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	GREEN	No Change	Q3 Wellington 3 community/family events and 1 community clean-up day Q4 North Taunton 2 Community clean-ups including Clean for the Queen. 2 Community events. Support for groups including Mental Health, Regeneration and sports projects.
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	RED	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. Q4 - 32 completions. Cases predicted to complete by year end either went down the Decent Homes route and are counted against minor works or are completing in Q1 of 2016/17







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	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. Q4 - 38 weeks. Beginning to see newer cases being allocated which brings down the average waiting times. Fixed Prices to be introduced 1st June 2016 which reduce tendering by up to 6 weeks.
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	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. Q4 - 352 completions, exceeded target by 2.
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	GREEN	No Change	Q1 100% Q2 100% Q3 100% Q4 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	AMBER	Improving	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. Q4 - 90% Reviews are on schedule although improvements in the quality of data obtained still required by some staff.
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	GREEN	No Change	Q1 100% Q2 100% Q3 100% Q4 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	RED	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 Improvements being achieved and figures influenced by the need for schemes to develop a regular schedule of reviews. Once schedule has been achieved then the performance requirement will be met. Q4 should see performance at green. Q4 90% - Only Amber as revised schedule of reviews for Kilkenny has yet to complete its cycle. reviews are on schedule and quality outcomes starting to be evidenced.

Green	20	21	19	17
Red	7	9	9	12
Amber	13	10	10	10

## Taunton Deane Borough Council Housing Services Performance Information April 2015 – March 2016

Listed below are indicators and data which show how Taunton Deane Borough Council Housing Services have performed. These indicators were chosen by the Tenant Services Management Board.

Key		Performance is on target		Performance may not achieve target		Performance will not achieve target
		Performance has improved since it was last reported		Performance has remained the same since it was last reported		Performance has declined since it was last reported

Indicator	Target 2015-16	Apr 2015-Mar 2016	Performance	Trend
Percentage of tenants who were satisfied with landlord services overall. (Measure will not change until next Star Survey is run in two years)	To score in the top 25% of social housing landlords.	80%		
Income collected as a percentage of the rent owed. Figures over 100% indicate that arrears have been cleared or balances are in credit.	98.3%	99.96%		
Percentage of closed anti-social behaviour cases, that were resolved.	66%	98%		
Percentage of tenants who have reported anti-social behaviour in the past 12 months and who have rated the help and advice given as excellent or good.	66%	95%		
Average time taken to re-let empty properties (calendar days).	21 days	Not able to report		
Percentage of new tenants satisfied with the lettable standard of the property.	86%	98%		
Percentage of tenants satisfied with the repairs and maintenance service.	98%	96.9%		
Completion of repairs within the target time of 24 hours.	98%	91.7%		
Completion of repairs within the target time of 3 days.	94%	88.45%		
Completion of repairs within the target time of up to 28 days.	85%	91.94%		

If you have any questions about the information above, please contact the Tenant Empowerment Team, Telephone: 01823 356552, E-Mail: [tenant.empowerment@tauntondeane.gov.uk](mailto:tenant.empowerment@tauntondeane.gov.uk)

# Tenant Services Management Board – 25<sup>th</sup> July 2016

## Information Request

The Tenant Services Management Board has previously requested information relating to tenant rent arrears performance.

For your information I attach the following:

1. Tenant rent arrears performance data as at the end of the financial year 2015/2016 is detailed below. The data shows details of the actual amount of tenant rent arrears across our 9 rounds.
2. It should be noted that the level of rent arrears is a snapshot of that day. The level of arrears can be significantly different at different times during the monthly/weekly rent account cycle. It can be seen that the rent arrears amount as at the 31<sup>st</sup> March 2016 was £375,399, a difference of £44,292 compared to the end of that week, the 3<sup>rd</sup> April 2016. This difference highlights the impact of direct debits being paid against rent accounts.

Note 1:

<b>Round</b>	<b>Estates officer</b>	<b>Area</b>
<b>1</b>	<b>Lucy Hawkins</b>	<b>Halcon Area Team.</b>
<b>2</b>	<b>Joanne Littleford/ Karen Parsons</b>	<b>Halcon Area Team.</b>
<b>3</b>	<b>Nicole Bonsall</b>	<b>Halcon Area Team.</b>
<b>4</b>	<b>Ian Handley</b>	<b>Wellington Area Team</b>
<b>5</b>	<b>Kerry Norman</b>	<b>Wellington Area Team</b>
<b>6</b>	<b>Richard Howard</b>	<b>Wellington Area Team</b>
<b>7</b>	<b>Hayley Kinnear</b>	<b>North Taunton Area Team</b>
<b>8</b>	<b>Julian Phillipson</b>	<b>North Taunton Area Team</b>
<b>9</b>	<b>Helen Perrott</b>	<b>North Taunton Area Team</b>



## TENANT RENT ARREARS – 2015/16

<b>Round</b>	<b>Actual Arrears 31st March 2016</b>	<b>Actual Arrears 3rd April 2016</b>
<b>1</b>	<b>£70,873</b>	<b>£76,383</b>
<b>2</b>	<b>£50,815</b>	<b>£56,178</b>
<b>3</b>	<b>£34,633</b>	<b>£38,172</b>
<b>4</b>	<b>£18,385</b>	<b>£22,951</b>
<b>5</b>	<b>£27,168</b>	<b>£31,877</b>
<b>6</b>	<b>£30,982</b>	<b>£34,881</b>
<b>7</b>	<b>£50,892</b>	<b>£57,704</b>
<b>8</b>	<b>£52,640</b>	<b>£56,980</b>
<b>9</b>	<b>£39,010</b>	<b>£44,564</b>
<b>ALL ROUNDS – ACTUAL ARREARS</b>	<b>£375,398</b>	<b>£419,691</b>
<b>ALL ROUNDS – TARGET</b>	<b>£360,000</b>	<b>£360,000</b>

Stephen Boland  
Housing Services Lead  
July 2016

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

**Present:** Mr R Balman (Chairman)  
Mr D Galpin (Vice Chairman), Mr A Akhigbemen, Mrs J Bunn, Mrs J Hegarty,  
Mr K Hellier, Mr I Hussey, Councillor Booth and Councillor Bowrah.

**Officers:** Lucy Clothier (Senior Accountant), Terry May (Interim Assistant Director – Property & Development), Rich Prewer (Property Services Manager) Stephen Boland (Housing Services Lead), Martin Price (Tenant Empowerment Manager), and Tracey Meadows (Democratic Services Officer).

**Others:** Councillor Mrs Warmington  
Julia Williamson; Vice-Chair, Tenants' Forum

(The meeting commenced at 6.00pm)

**1. Minutes**

The Minutes of the meeting of the Tenant Services Management Board held on 27 June 2016 were taken as read and were signed.

**2. Public Question Time**

No questions received for Public Question Time.

**3. Declarations of Interests**

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

**5. Report on Financial Monitoring – Outturn 2015/16**

Members considered report previously circulated, concerning information related to the Council's financial performance for 2015/16 financial year.

The Housing Revenue Account (HRA) was a 'Self-Financing' account for the Council's Housing Landlord function, which was budgeted to 'break even' (net of approved transfers to/from HRA Reserves). The HRA Outturn for 2015/16 was a net underspend of £0.476m (1.8% of gross income).

The HRA approved Capital Programme at the end of 2015/16 was £23.759m. This related to schemes, which would be completed over the next five years and the actual expenditure on the Capital Programme during 2015/16 was £11.391m and with £10.214m for planned investment to implement approved schemes in future years. A net underspend of £2.154m (9%) was reported against the overall programme.

The Housing Revenue Account (HRA) Reserve balance as at 31 March 2016 stood at £2.675m, which was above the minimum level (£1.800m) set within the Council's Budget Strategy and HRA Business Plan.

Below was a summary of the main points from the update provided on the financial outturn for 2015/16:

Summary for reasons for underspend are as follows;

- Dwelling Rents and Service Charges: Rent lost due to void properties was less than the budgeted 1.9%. This had led to an over recovery of rents and service charges. This was in line with void levels previously experienced.
- Housing Management : The overspend reported in Q3 relating to the use of agency staff in key posts across the HRA was managed down by keeping some other posts vacant, and through underspends in some other management areas such as Transfer Removal Grants (grants made to tenants when downsizing) and Tenants Forum.
- Asbestos Surveys: Asbestos testing had increased significantly during the year. This was expected to continue in the medium term.
- Responsive Heating: Responsive heating continues to be lower than budgeted due to lower than expected levels of replacement heating systems. The budget for 2016/17 had been amended to reflect.
- Grounds Maintenance: A mild winter led to additional cost in grass cutting, along with some additional maintenance in some communal areas. This had led to an overall overspend of £0.045m.
- Other Maintenance: Other maintenance, such as general maintenance and maintenance in communal areas is overspent by £0.185m.
- Procurement Savings: Prudent budgeting, and the completion in funding of the transformation savings had led to a one-off underspend of £0.246m in 2015/16.
- Interest Payable: Due to healthy reserves, external borrowing had not yet been needed for the new development schemes, such as Creechbarrow Road. This had therefore reduced the interest payable in 2015/16.
- Interest Receivable: Healthy reserves and an increasing interest rate had led to higher income from investments during 2015/16.
- Other minor variances: Expected areas of high spend in housing management had been offset through keeping some other posts vacant, and through some underspends in non-staffing areas.

Ways to use the underspend were as follows;

- Extension of the Welfare Reform Officer until March 2018, this post has been extended an additional year to support tenants through the next phase of Universal Credit roll-out (from October 2016) and help to ensure the at the loss of rental income was minimal to the HRA;
- Debt and Benefit Advisor, this post is extended until March 2018 to support tenants through the next phase of the Universal Credit roll-out (from October 2016) and help ensure that loss of rental income was minimised to the HRA;
- 3 additional Estates Officers to cover one in each area until March 2018. This will bring the total to 11 across the borough for the fixed term period;
- Extension of the Mental Health Support currently funded until September 2016 (from 2014/15 underspends) until March 2017. From April 2017. This will become mainstream in the business plan;
- One year funding of 'Chill and Chat' to pilot a dedicated part-time resource to roll-out , drive and oversee the 'Chill and Chat' peer support group to vulnerable women across all three One Team areas;
- Reported that Garage income was 441.9k with 1400 garages that were rented out;

During the discussion of this item the following questions were asked:-

- On page 4 of the report there is was a balance of above the recommended minimum of 875k, will we be getting an observation from the auditors on that sum as we had much money tucked away? *The entirety of that balance is taken into account and forecasted to be used in the next 2-3 years. 333k of that is used within this report to be used by 2016/17. The remainder you will see within budget setting next year 2017/18 that we have to fund part of the general running costs from the reserves in order to balance it. So all of that is taken into account within the next 2-3 years and Audit will see that it was not unallocated balances.*
- Page 6, PV systems, do we have any plans to bring back the further installation of PV systems to housing stock, I know that it was government funded in the first place but was interested to see if we had any plans to bring this back in or has it come to a halt? *We are not looking to do any programmes at present, partly due to funding and the other is we had issues in rolling out what we wanted to do because the existing grid structure locally could not take it. We do have small funding but what we want to do is carry out various pilots of various renewal types of energies so that give us an opportunity for when funding streams for new technologies.* Was there any feedback on the houses that already have this system that we can look at any stage? The residents obviously benefitted when this was installed, has this been monitored? *It is early days and an area that was not monitored, but we will look via the asset team at how savings have been made by residents. This was not set out originally but we have aspirations to do now. As this is good news we need to advertise it.*
- How successful was the 'Chill and Chat'? *This is domestic abuse related, about preventing domestic abuse from escalating. The County Council commissioned Knightstone Housing Association to provide a domestic abuse service that was geared around meeting the needs around those with moderate to high abuse. What we were noticing through the One Team working was that Halcon, Wellington and North Taunton were the areas that their needs had not being met. It was also noticed that a need for earlier intervention was needed and these are through these 'Chill and Chat' sessions. The One Team have been able to demonstrate to Knightstone and Somerset County Council that there was a need for this type of early intervention and they recognised it also. There was a lot to be said about timely interventions before situations escalated and created much more distress for individuals as well as impacting on services such as Housing, Police, Somerset County Council, Social Services and Adult Social Care. All were getting drawn into responding at a stage when interventions could have come much sooner if the help and support was there, Involvement then at a higher level would then not be needed.*

**Resolved that:-**

1. The officer's report and the HRA Revenue Budget underspend of £0.476m in 2015/16 be noted.
  - (a) support a Housing Revenue Account Capital Programme Budget Carry Forward totalling £10.214m (as set out in Appendix B).
  - (b) support £0.333m Supplementary Budget allocations in 2016/17 for the HRA, utilising 2015/16 underspends, for the following areas:
  - (c) support £0.333m Supplementary Budget allocations in 2016/17 for the HRA, utilising 2015.16 underspends, for the following areas;

- i. £0.038m to fund an extension to the employment of the Welfare Reform Office to March 2018; Debt and Benefit Advisor to March 2018;
- ii. £0.038m to fund an extension to the additional Debt and Benefit Advisor to March 2018;
- iii. £0.198m to increase the Estate Office capacity by one in each area until March 2018;
- iv. £0.021m to fund an extension to the mental Health support until march 2017;
- v. £0.025m to provide funding to Pilot a dedicated part-time resource to roll-out, drive and oversee the 'Chill and Chat' peer support group to vulnerable women across all three One Team areas;
- vi. £0.18m to increase funding available to Community Development Officers in each of the One Teams Areas for 2016/17.

## 6. Report on Performance Indicators Quarter Four 2015/16

Members considered Performance Scorecard tables previously circulated, concerning the Health and Housing Quarter four performance Scorecard. The tables detailed the breakdown of overall performance for Quarter Four 2013/14.

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

- Managing Finances (housing) - There were
- Service Delivery (Service Delivery (Satisfaction) – There were
- Service Delivery (Decent Homes) – There were
- Service Delivery (Manage Housing Stock) – There were

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

- Housing Services had three measure off course. The Housing Service launching a project and developing an action plan to address the satisfaction issues and ensure this improves in key areas;
- Decent Homes had one measure off course. This was due to the service not being able to report this properly and the current asset database was not able to calculate it;
- Diversity Information – Housing Services was off course as the service only held 68% of information;
- Repairs and Maintenance had to measures off course. Although these measures had both made slight improvements on quarter three performance.
- Major Aids and Adaptations had two measures off course. The end to end completions had improved by seven weeks during quarter three;
- Estate Management Team was currently off target, however stated that this was a moving picture week by week;
- Staffing was difficult to report and forecast due to the change of line management of Building Services. It should be reported consistently from April;
- Extra Care, the % of extra care tenants with a support plan reviewed in the last six months, although this was below target the percentage had improved quarter on quarter;

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

- Two housing debt measures;
- Housing Services – sheltered Housing Tenant Satisfaction with Landlord Services;
- % of tenants satisfied with their most recent repair;
- One measure for Decent Homes is off course. Dwellings with a valid gas safety certificate;
- Both PRED measures;
- Lettings Team – vacant dwellings that are unavailable;
- Major Aids and Adaptions satisfaction;
- Sheltered Housing;

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

- Housing Management;
- Satisfaction;
- Operational Delivery;

Below were measures under development, not reported or without alerts.

- Housing Services, expenditure against budget.
- Three Repairs and Maintenance Measures

During the discussion of this item the following questions were asked:-

- How many people were involve in the survey? *About 2,000 questionnaires were sent out, and we would receive on average 1,600 back.*

**Resolved** that the Officer's report be noted.

## 7. Verbal Update on Capital Programme 2015/16

The Interim Assistant Director for Property and Development gave a verbal update on the HRA's Capital programme for 2015/16.

- **Communal Door Entry Systems** – carried out by ABCA, 51 completed;
- **New Heating System** – Keepmoat contract, 500 boilers per annum (4 year contract), 206 completed, contract started mid-way through year, materials procured through ASW;

Saltire Contract (500 boiler upgrades, started Feb/Mar)

- Late mobilisation of contract team;
- 12 completed up to April 2016;
- Some refusals;

Direct Labour Organisation (Adhoc)

- 17 heating upgrades via voids process;

Saltire Response (maintenance contract upgrades of obsolete boilers)

- 35 heating upgrades via obsolete boiler process;
- Cost via schedule of rates;

### **Air source heat pumps**

- Carried out by Otter South West;
- 95 completed;
- May need marketing to increase take up;

### **Other Heating Systems**

- Gas heating and Hybrid with Otter South West;
- 15 completed;

### **Electric Heating**

- Carried out by T&C Electrical;
- 4 completed out of a 6 yearly target (quantum);

### **Windows**

- Carried out by Wrekin Windows;
- 26 completed;
- Fully SBD (secured by design) and thermal requirements met;

### **Replacement Front and Rear doors**

- Carried out by Pro-fit;
- Fully SBD (secured by design) certificated;
- 1101 completed;

### **Fire door installation Flats**

- Carried out by Pro-fit;
- 459 fire doors supplied and fitted;

### **Kitchens**

- Carried out by Mi-Space;
- Units provided and designed by Howdens;
- All properties are validated before installation;
- Associated Electrical and Plumbing works carried out and upgraded;
- 59 completed;

### **Bathrooms**

- Carried out by Mi-Space;
- All properties are validated before installation;
- Associated Electrical and Plumbing works carried out and upgraded;
- 415 completed of a yearly 500 target;

- 74 adapted bathrooms included in total figure of 415 (level access);

### **External Painting and Fascia and Soffit Replacement**

- Carried out by Mitie – 5 year contract;
- Timber and Render painted with UPVC washed down;
- Full soffit and fascia replacement;
- Guttering and rain water goods replaced;
- General external repairs undertaken pre paint;
- Replacement/repair of shed doors;
- Garden gates repaired or replaced;

Stated that this did not give a full picture on what was being worked on at present but a programme will be presented at future meetings.

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

- Mi-Space vans working on the Creechbarrow estate are parking in the local streets are causing issues with local residents, could you liaise with the contractor to make them aware of the parking issues and encourage them to park elsewhere? *Now that we are aware of the parking problems, I will make the contractors aware and see if they can come up with some alternative parking.*
- Was the new bathroom replacement programme still on track? *Yes, there was still money in the budget for this, the only issue is with wet rooms and the sheltered housing schemes as there will be a review in that area, we do not want to put wet rooms in premises that we are going to do something different with in a future scheme. There were various options on the table that are being discussed at present.*
- Could letters be sent out to residents in a timely manner when repairs or replacements are being made, residents have complained that they have received letters 6-12 months in advance of the replacement happening. *This procedure was in the process of being changed, a blanket letter would be sent out initially stating the works to be actioned, with a caveat that this would be subject to budget constraints.*
- Some of the works that would be carried out would be in blocks of flats where Lease holders reside, can we make sure that we are carrying out the correct consultation and giving the Lease Holders plenty of time and information regarding these works. *Within the Asset Team we have a Lease Hold Officer who gets the list of programmed works at the beginning of the year and then she advises Lease Holders accordingly and at the appropriate time she instigates the Lease Holder process. What we plan to do is give the Lease Holders the heads up with works that are being planned for the year. Could this information be put up on the website so that our residents and customers can plan ahead? This was in our comms plan moving forward.*
- Board Members thanked Officers for the verbal update.

**Resolved** that the Officer's update report be noted.



## 8. Report on Rent Arrears by Area 2015/16

Members considered information report previously circulated, concerning tenant rent arrears performance.

Tenant rent arrears performance data as at the end of the financial year 2015/2016 was with the circulated information and showed details of the actual amount of tenant rent arrears across our nine rounds.

It should be noted that the level of rent arrears was a snapshot of that day. The level of arrears could be significantly different at different times during the monthly/weekly rent account cycle. And it could be seen that the rent arrears amount as at the 31st March 2016 was £375,399, a difference of £44,292 compared to the end of that week, the 3rd April 2016. This difference highlights the impact of direct debits being paid against rent accounts.

Below was a summary of the main points from the update provided on the tenant Rent Arrears by Area:

- Under Occupancy Penalty (UOP) in April 2015, 346 tenants affected by the UOP compared to 385 in April 2014;
- Benefits reform, with tenants receiving benefits and not using it to pay their rent;
- Benefit cap;
- Concerns with occupants being unoccupied in their property and not receiving the benefits that they were used to and then not being able to pay their rent;

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

- When the Universal Credit is rolled out, I believe that Tenants were going to have to wait a month for payment, is this going to make a difference and how are we going to handle this? *This is only being restricted to single claimants, by the Autumn the plan is that we will go digital and that will open up access to the Universal Credit a lot more. We have employed a Welfare Reform Project Officer, as well as that Officer within each area team, we have a debt benefit advisor. We have also made provision for an additional estates officer within each area team. We have also commissioned the Citizen Advice to continue to provide the money matters advice and also made provision within our business plan to back debt, do we still have a good plan financially even with the offset of University Credit. We are taking steps to enable that we support tenants to enable them to pay their rent.*
- Board Members commented that they had received positive feedback and were happy that the welfare of the tenants was being taken care of. Please could you provide information in the next report on arrears position with our Lease Holders, it would also be good to see what the collection rate is with our Lease Holders.

**Resolved** that the Officer's update report be noted.

## 9. Verbal Update on Feedback from TPAS Annual Conference 2016

The representatives of the Board who attended this year's TPAS Annual Conference gave a verbal update.

Below was a summary of the main points from the update provided on the Board Members attendance to TPAS conference:

- It was good to see and learn what other organisations were up to up and down the country;
- Discussions on the 'Pay to Stay' subsidised homes was interesting to see how other housing providers up and down the country were going to deal with this.
- Disappointed that there were not many councils represented, most of the attendees belonged to Housing Associations;
- All sessions were well attended;

During the discussion of this item the following point was made;

- Would it be possible for us to attend an organisation that deals with councils?  
*The organisation was called ARCH (Association of Retained Council Housing) I will get details of the next conference and report back to the group.*

(The meeting ended at 8.05pm)