

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 24 October 2016 at 18:00.

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## **Agenda**

- 1 Apologies.
- 2 Minutes of the meeting of the Tenant Services Management Board held on 20 September 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 Universal Credit Update (Verbal update)  
Reporting Officers: Michaela Mullen  
Paul Hadley
- 6 Introductory Tenancies (Verbal update)  
Reporting Officer: Paul Hadley
- 7 Financial Monitoring 2016/17 as at 31 August 2016 (attached)
- 8 Performance Indicators Quarter 2 2016/17 (attached)  
Reporting Officers: Terry May  
Stephen Boland

Bruce Lang  
Assistant Chief Executive

22 February 2018

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

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

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

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

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

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

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

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



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

**For further information about the meeting, please contact the Corporate Support Unit on 01823 356414 or email [r.bryant@tauntondeane.gov.uk](mailto:r.bryant@tauntondeane.gov.uk)**

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**Tenant Services Management Board Members:-**

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

**Minutes of the Meeting of the Tenant Services Management Board held on 20 September 2016 at 6pm in The John Meikle Room, The Deane House, Belvedere Road, Taunton.**

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

**Officers:** Martha Dudman (Customer Services Improvement Project Manager), Simon Lewis (Assistant Director – Housing and Community Development), Stephen Boland (Housing Services Lead), Martin Price (Tenant Empowerment Manager) and Emma Hill (Democratic Services Officer).

**Others:** Councillor Warmington

(The meeting commenced at 6.30pm)

**1. Apologies**

Mr K Hellier and Councillor Booth

**2. Minutes**

The Minutes of the meeting of the Tenant Services Management Board held on 15 August 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, Mr A Akhigbemen, Mrs J Bunn, Mr D Galpin, Mrs J Hegarty, Mr I Hussey declared personal interests as Taunton Deane Borough Council Housing Tenants.

**5. Report on Improving Tenant and Leaseholder Satisfaction**

Members considered report previously circulated, concerning the Council project to improve Tenant and Leaseholder Satisfaction within five highlighted areas of concern from the Council's STAR Survey.

Covered within the report provided was the detailed outcomes of the investigation into the five areas of the concern as well as the proposed action plans and recommendations. The workstreams within the project were as follows:

- Grounds Maintenance Contract Review
- Repairs and Maintenance Review
- Feedback, Compliments and Complaints Procedures
- Service Standards Review
- Customer Service

- Leaseholder Engagement

Each workstream had produced its own actions and recommendations as well as overarching themes and ways of working, which included Stakeholder Engagement, Financial Restrictions, Procurement, Communication and Publicity.

As work continued on each workstream, the project team completed regular consultation and testing, to ensure that the conclusions being drawn remained reflective of tenant's views and priorities.

Below was a summary of the main points from the report provided on the Tenant and Leaseholder Satisfaction project:

- Additional outsourced training for Customer Service review had come recommended by Yarlington Housing. Carol Carpenter had provided specific training on customer service practices. This was one of main areas of focus for the project.
- Another part of the customer service project was aligning our customer service standards with that of the main Council and Officers were working with the Assistant Director of Corporate Services to achieve this.
- The project team were reviewing the way that complaints were handled and processed as there was a tendency to follow the formal complaints procedure, rather than take ownership of the issue and if able to, resolve there and then. Officers were looking to change attitudes and empower staff to own complaints and resolve them as quickly as possible.
- If the Council was unable to meet the request, precise and proper reasoning why must be given rather than an excuse. The Council needed to put in place proper standards and understanding of what we were able to do and what we could not.
- Another area of focus was, the review of the Grounds Maintenance contract. This was about reviewing the detail of the contract and drawing out the options how best to spend the money available.
- The options from this review would be brought before the Tenants' Forum and TSMB for their opinions and feedback.
- We want to be able to make it clear to our Tenants and Leaseholders what they could expect from the Grounds Maintenance contract, but also indicating what land belonged to the HRA and what did not.
- Project Team Officers had visited the Tenants' Forum and the forum had raised concerns about the STAR Survey due in 2017, and that it would not allow time for the changes to take place and take affect properly. So it was suggested that the STAR Survey be delayed until 2018 to allow proper time for the changes to bed in and giving more accurate feedback from Tenants and Leaseholders.
- It was also suggested that the Council look at and investigated the possibility of introducing a 'mystery shopper' exercise to test services including those that had undergone changes.

A copy of the Improving Tenant and Leaseholder Satisfaction report was attached to the agenda for the Board Members.

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

- Members raised concerns about when Tenants and Leaseholders tried to contact Officers or specific services within the Council that they were unable to contact them and were passed around a variety of other Officers and did not receive

solution to their enquiry. The Board were informed that what they had described was part of the customer service workstream within the project and it was about empowering Officers to take ownership of the customer's enquiry, then investigate and provide an answer to the customer by contacting them directly.

- In response to a question asking if the Project Manager was now in place, the Board were informed that the Project Manager was indeed in place and was Martha Dudman. Since this report had been written and published to the Board, several proposals and actions had been completed.
- In response to a question asking what the term GIS stood for and what was it, the Board were informed that it stood for Geographic Information System (GIS) and was a system designed to capture, store, manipulate, analyse, manage, and present all types of dimensional or geographical data (maps).
- The Board were informed that within the revised and updated version of this report, Officers had included a glossary of terms and acronyms.
- In response to a question asking if the tradesmen and contractors left any kind of feedback form or card for the Tenants and Leaseholders to complete and post back to the service when the job was completed, the Board were informed that part of the project was reviewing how the Council captured and measured customer feedback as currently each service captured feedback in variety of ways and medias, which included feedback cards.
- Discussion took place about the inclusion of face to face meetings with Tenants and Leaseholders who had made complaints and concerns about services. The Board Members felt that arranging face to face meetings would allow and encourage early resolution to issues and also meant Tenants and Leaseholders would feel valued and listened to, rather than pushed from pillar to post and ignored. Officers agreed with the Board on this suggestion and stated that it was too easy to put complaints on the back burner.
- Members were informed that following research, Officers had discovered other housing services and associations were using more instant methods to resolve issues and complaints rather than using a formal procedure. Asking themselves, how could we solve this issue now?
- In response to a question asking if the Council would allow a small budget to make gestures of goodwill when resolving a complaint, the Board were informed that this was something they were investigating with the review of the customer service. Considering that occasionally it would be better to admit we got it wrong and apologise, rather than make excuses.
- In response to a question asking if within the specific IT and customer services training challenges, would there be areas looking at staff behaviour and attitudes towards Tenants and Leaseholders, the Board were informed that the Council had taken recommendations from Yarlinton Housing on specific customer service training, which included correct conscious choice about staff and their behaviour and attitude. The Council were looking to provide unconditional positive service to Tenants and Leaseholders.
- Members suggested that the Council needed to empower staff to make judgement calls and make decisions to resolve issue and complaints without having to go through the management structure for permission for minor issues. The Board were informed that this was being considered but there would be some jobs and complaints that would require permission for supervisors and service managers.
- In response to a question asking if service managers and supervisors completed random checks on tradesmen and contractors ensuring that they were where they should be, the Board were informed that this was indeed written into the grounds maintenance contract with Deane DLO but this was not necessarily completed as regularly as we had requested or desired.

- Members were informed that within the repairs sections, the location of tradesmen was monitored through the electronic scheduling of their jobs and monitoring through PDA handsets.
- In response to a question asking if Officers had split the data from complaints from Deane DLO between contractors and DLO tradesman, indicating whether or not people were more or less dissatisfied with contractors completing work for the Council, the Board were informed that Tenants and Leaseholders had expressed more dissatisfaction with contractors than DLO tradesmen. Currently, the Council was talking to all the contractors informing them we expect the same standard of work and customer service from their contractors as we did from the DLO tradesman's and staff.
- In response to a question asking if the grounds maintenance contact with the DLO was a fixed term or rolling contract, the Board were informed that the contract was originally fixed term but upon the contract renewal date, the contract was renewed without reviewing the contract detail. The HRA needed to review this contract and be more strict about enforcing what we expect from this contract. This did not necessarily mean a formal contract but HRA needed to have more overview and oversight. We were reviewing the contract detail to make best use of money available.
- In response to a questions asking had the Council considered the use of wild flower seed on areas of grass owned by the housing department, where appropriate instead of cutting, the Board were informed that the project team were looking at the best practices of neighbouring and other local authorities. With the wild flower areas, some Tenants liked the areas left to go wild, but other Tenants hated it and felt it looked untidy.  
During the review of the contract, the project team would be looking at different ways to use the land of HRA to either make the most of money available but also how the Council could make best use of the land.
- In response to a question asking if the Council and Parks service considered investing in and using Mulching Mowers rather than just cutting without collecting, the Board were informed that this had been mentioned several times before but we were talking to Tenants about how best we could use the land and if they had any desires or ideas for it. For example, allotments and community gardens.
- In response to a questions asking if the Council still removed ragwort or did they dealt with it in a different way now, the Board were informed that this was something Officers would have come back to the Board on.
- In response to a questions asking if services had specific call centre for enquiries or the Council only have the main call centre, the Board were informed that as part of the review project and wider Council transformation project we were reviewing the number of published telephone numbers. This was still under discussion and yet to be agreed.
- Members suggested that the Council should encourage and empower Tenants and Leaseholders to take more responsibility for the land surrounding their properties rather than expecting the HRA to pay for maintenance. The Board were informed that the review of the Grounds Maintenance contract would require a decision between what we could afford and what the Tenants want us to do. This might require an increase in charges to cover additional maintenance.
- The Board were informed that the Officers were considering incentives and rewards for Tenants and Communities who took more responsibility of the community areas surrounding their properties allowing maintenance budget to re-directed elsewhere.

**Resolved that:**

1. The officer's report be noted.

2. The Board approved the delay of the start of the STAR Survey to Tenants and Leaseholder until 2018.

(The meeting ended at 7.45pm)



## 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 – 24 October 2016

### Financial Monitoring – 2016/17 as at 31 August 2016

This matter is the responsibility of Executive Councillor Terry Beale

Report Author: Lucy Clothier, Senior Accountant - Services

#### **1 Executive Summary**

- 1.1 This report provides an update on the projected outturn financial position of the HRA for the financial year 2016/17 (as at 31 August 2016).
- 1.2 Monitoring the budget is an important part of the Council's performance management framework.
- 1.3 The current revenue forecast outturn for the financial year 2016/17 is an underspend of £129k.
- 1.4 The HRA capital account is forecasting spend of £17.873m against a budget of £20.129m with £2.256m forecast to be spent in future years.
- 1.5 The Housing Revenue Account (HRA) Reserve forecast balance as at 31 March 2017 is £2.471m, which is above the recommended minimum level (£1.8m) set within the Council's Budget Strategy and HRA Business Plan.

#### **2 Recommendations**

- 2.1 It is recommended that Tenant Services Management Board note the HRA's forecast financial performance for 2016/17 financial year as at 31 August 2016.

#### **3 Background and Full details of the Report**

- 3.1 This report provides the Council's forecast end of year financial position for revenue and capital expenditure as at 31 August 2016 for the Housing Revenue Account (HRA).
- 3.2 The regular monitoring of financial information is a key element in the Council's Performance Management Framework. Crucially it enables remedial action to be taken in response to significant budget variances, some of which may be unavoidable. It also provides the opportunity to assess any consequent impact on reserves and the HRA's 30 Year Business Plan.

- 3.3 The Board will be aware from previous experience that the position can change between 'in-year' projections and the final outturn position. The budget monitoring process involves a detailed review of the more volatile budgets and a proportionate review of low risk/low volatility budget areas.
- 3.4 Budget Holders, with support and advice from their accountant, regularly review the position and update their forecasts based on currently available information and knowledge of service requirements for the remainder of the year. As with any forecast there is always a risk that some unforeseen changes could influence the position at the year end, and a number of risks and uncertainties are highlighted within this report. However, the following forecast is considered to be reasonable based on current information.

#### **4 Housing Revenue Account (HRA)**

- 4.1 The HRA is a 'Self-Financing' account for the Housing Landlord function, which is budgeted to break-even (net of approved transfers to/from HRA Reserves). The current forecast HRA Revenue Outturn for 2016/17 is a net surplus of £129k (0.5% of gross income).
- 4.2 The current forecast outturn for 2016/17 is provided in more detail in **Appendix A**.
- 4.3 The major under and overspends forecast for year are summarised as follows:
- 4.4 **Dwelling Rents and Service Charges:** Void rate is lower than budgeted leading to additional income of £299k.
- 4.5 **Leasehold Income:** Income from leaseholders is higher than budgeted by £48k to reflect the increased cost of maintenance on shared blocks.
- 4.6 **PV Income:** This is a one year pressure in expected feed in tariff income of £60k due to limited unit size. This has been taken into account in the Business Plan on an ongoing basis.
- 4.7 **Housing Management:** Underspends in IT costs (-£20k) are expected pending implementation of new IT systems, along with RTB income of £39k, which from 2017/18 is included in the Business Plan.
- 4.8 **Asbestos Surveys:** Asbestos surveys and testing continues to be a priority and the forecast variance is £58k overspent due to the increased activity.
- 4.9 **Voids:** The forecasted overspend of £100k on void repairs will be monitored through the year but this fluctuates with the number of voids at any one time.
- 4.10 **Grounds Maintenance:** A review of Grounds Maintenance works on HRA land is currently underway and will shape the ongoing service. The current forecast variance is £20k over budget.

- 4.11 **Supported Housing:** Additional works and equipment in Supported Housing have created a forecast overspend variance of £20k.
- 4.12 **Other Maintenance:** A forecast overspend in General Maintenance (+£100k) and Responsive electrical (£20k), driven by demand is partially offset by an expected underspend in Responsive Heating works (-£65k). This will continue to be monitored throughout the year.
- 4.13 **Interest Receivable:** Higher reserve balances mean that the interest received on investments is higher than budgeted by £40k.

### **HRA - Risk and Uncertainty**

- 4.14 Budgets and forecasts are based on known information and the best estimates of the Council's future spending and income. Income and expenditure over the financial year 2016/17 is estimated by budget holders and then reported through the budget monitoring process. During this process risks and uncertainties are identified which could impact financial projections, but for which the likelihood and/or amount are uncertain.

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

- 4.15 The HRA reserves at the start of the year were £2.675m. The use of the 2015/16 underspend and the surplus of £129k in 2016/17 reduce the balance to £2.471m. This is above the minimum recommended reserve level of £1.800m by £671k, although it should be noted that the Business Plan already accounts for the use of reserves above the minimum balance.

***Table 2: General Reserve Balance***

	£k
Balance Brought Forward 1 April 2016	2,675
<b>Use of 2015/16 underspend (Full Council July)</b>	<b>-333</b>
<b>Budgeted Balance March 2017</b>	<b>2,342</b>
Forecast Outturn 2016/17 (as at 31 August 2016)	129
<b>Forecast Balance Carried Forward 31 March 2017</b>	<b>2,471</b>
Recommended Minimum Balance	1,800
Forecast Balance above recommended minimum	671

## **5 HRA Capital Programme**

- 5.1 The HRA approved Capital Programme is £20.129m. 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.
- 5.2 **Appendix B** provides a breakdown of the HRA Capital Programme Outturn by

scheme.

5.3 The capital programme can be split into two distinct areas:

**Major Works:**

5.4 £10.743m of the capital budget in the HRA relates to major works on existing dwellings and includes works such as kitchens, bathrooms, heating systems, roofs, doors and windows. Actual spend at 31 August 2016 is £3.384m. This is lower than would be expected due to invoicing in arrears. £2.235m of the HRA Major Repairs and Improvements Fund is to be used over the next few years as set out in the Business Plan.

5.5 A total of £1.965m relates to Other Works such as disabled facilities adaptations, asbestos removal, external wall insulations and extensions.

**Development:**

5.6 The remaining budget of £7.421m is for the provision of new housing through Creechbarrow Road, Weavers Arms and the Social Housing Development Programme.

**6 Links to Corporate Aims / Priorities**

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

**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.

**9 Environmental Impact Implications**

9.1 None for the purpose of this report.

**10 Safeguarding and/or Community Safety Implications**

10.1 None for the purpose of this report.

**11 Equality and Diversity Implications**

11.1 None for the purpose of this report.

**12 Social Value Implications**

12.1 None for the purpose of this report.

### **13 Partnership Implications**

13.1 The Council remains committed to partnership working.

### **14 Health and Wellbeing Implications**

14.1 None for the purpose of this report.

### **15 Asset Management Implications**

15.1 None for the purpose of this report.

### **16 Consultation Implications**

16.1 None for the purpose of this report.

#### **Democratic Path:**

- **Scrutiny – Yes 20 October 2016**
- **Executive – Yes 9 November 2016**
- **Full Council – No**

**Reporting Frequency: Twice-yearly**

#### **List of Appendices**

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

#### **Contact Officers**

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**APPENDIX A**  
**HOUSING REVENUE ACCOUNT SUMMARY 2016/17**

	<b>Current Budget £'000</b>	<b>Forecast Outturn £'000</b>	<b>Forecast Variance £'000</b>
<b>Income</b>			
Dwelling Rents	(24,614)	(24,801)	(187)
Non Dwelling Rents	(610)	(601)	9
Charges for Services/Facilities (Service Charges, Rechargeable Repairs, Leaseholder Charges)	(995)	(1,157)	(162)
Contributions Towards Expenditure	(549)	(489)	60
<b>Total Income</b>	<b>(26,768)</b>	<b>(27,048)</b>	<b>(280)</b>
<b>Expenditure</b>			
Repairs and Maintenance	6,122	6,334	212
Housing Management	6,299	6,240	(59)
Capital Charges – Depreciation and Revenue Contribution to Capital	7,708	7,708	0
Other Expenditure	1,811	1,849	38
Provision for Bad Debt	223	223	0
<b>Total Expenditure</b>	<b>22,163</b>	<b>22,354</b>	<b>191</b>
<b>Other Costs &amp; Income</b>			
Interest Payable	3,011	3,011	0
Interest and Investment Income	(80)	(120)	(40)
Provision for Repayment of Debt	1,007	1,007	0
Social Housing Development Fund	1,000	1,000	0
Transfers To/(From) Earmarked & Other Reserves	(333)	(333)	0
<b>Total Other Costs &amp; Income</b>	<b>4,605</b>	<b>4,565</b>	<b>(40)</b>
<b>NET (SURPLUS)/DEFICIT FOR THE YEAR</b>	<b>0</b>	<b>(129)</b>	<b>(129)</b>

## APPENDIX B

### HRA CAPITAL PROGRAMME FORECASTED OUTTURN 2016/17

Scheme	Budget	Actuals	Outturn Forecast	Variance
	2016/17 £	31/08/2016 £	2016/17 £	£
<b>Major Works</b>				
Kitchens	120,000	31,189	70,000	(50,000)
Bathrooms	1,450,000	697,867	1,450,000	0
Roofing	100,000	760	760	(99,240)
Windows	50,000	10,928	10,928	(39,072)
Heating Improvements	2,604,000	1,568,748	4,248,355	1,644,355
Doors	450,000	194,820	750,000	300,000
Fire Safety Works in Communal Areas	225,000	67,235	150,000	(75,000)
Fascias and Soffits	750,000	433,509	850,000	100,000
Air Source Heat Pumps	680,000	195,634	700,000	20,000
Door Entry Systems	300,000	164,287	221,264	(78,736)
Other External Insulations	10,000	19,242	19,240	9,240
HRA Major Repairs and Improvement Fund	4,004,000	0	0	(4,004,000)
<b>Total Major Works</b>	<b>10,743,000</b>	<b>3,384,218</b>	<b>8,470,547</b>	<b>(2,272,453)</b>
<b>Improvements</b>				
Aids and Adaptations	120,000	55,151	120,000	0
DFGs	315,000	85,326	315,000	0
Garages	30,000	0	30,000	0
Sewerage Treatment Plants	0	0	20,798	20,798
Meeting Halls	71,000	4,736	71,000	0
Unadopted Areas	21,000	26,479	26,479	5,479
Asbestos Works	331,000	89,050	346,612	15,612
Tenants Improvements	5,000	0	0	(5,000)
Sustainable Energy Fund	224,000	(9,950)	224,000	0
Environmental Improvements	291,000	17,791	291,000	0
Extensions	158,000	650	158,000	0
Community Alarms	5,000	14,872	5,000	0
IT Development	394,000	0	394,000	0
PV Systems	120,000	(17,185)	0	0
<b>Total Improvements</b>	<b>1,965,000</b>	<b>266,919</b>	<b>2,001,889</b>	<b>36,889</b>
<b>Social Housing Development Programme</b>				
Creechbarrow Road	2,099,000	38,767	2,099,000	0
Phase 1: Vale View, West Bag	0	3	0	0
Phase 1: Bacon Drive	0	(8,777)	0	0
Phase 1: Normandy Drive	0	(18,810)	0	0
Buybacks	0	108	0	0
Weavers Arms	3,372,000	2,869	3,372,000	0
Social Housing Development Program	1,950,000	2,000	1,950,000	0
<b>Total Social Housing Development Programme</b>	<b>7,421,000</b>	<b>16,160</b>	<b>7,421,000</b>	<b>0</b>
<b>Total HRA</b>	<b>20,129,000</b>	<b>3,667,298</b>	<b>17,893,436</b>	<b>(2,235,564)</b>



Ref	AD	Council	Corporate Aim/Priority	Description	Measure	Previous Year Performance	Q1 (RAG)	Q2 (RAG)	Comments
<b>Finances</b>									
HC1.1	SL	TDBC	Key Theme 4 - An Efficient & Modern Council (TDBC)	<p>Budgets – Income To maximise income opportunities and collection</p> <p>Income collected as a % of rent owed excluding arrears b/f Figures over 100% indicate that arrears have been cleared or balances are in credit.</p>	Target = 98.3%	Q1 – 104.37% Q2 – 99.46% Q3 – 99.68% Q4 - 99.96%	GREEN	GREEN	Q1 - 100.57% Q2 - (As at month 5) 100.34% As at end Week 22
<b>Satisfaction</b>									
HC2.5	SL	TDBC	Service Measure	<p>Customer Satisfaction To deliver customer-focussed services, achieving high levels of customer satisfaction</p> <p>Percentage of tenants who have reported anti-social behaviour in the past 12 months, rating the help and advice given as excellent or</p>	Target = 85%	Q1 – 96% Q2 – 95.4% Q3 – 97% Q4 - 95%	GREEN	GREEN	Q1 - 95% Q2 - 93%
HC2.6	SL	TDBC	Service Measure	<p>Operational Delivery</p> <p>Percentage of closed anti-social behaviour cases that were</p>	Target = 85%	Q1 – 98.8% Q2 – 88.23% Q3 – 94.4% Q4 – 98%	GREEN	GREEN	Q1 - 98% Q2 - 94%
HC2.7	SL	TDBC	Service Measure	<p>Customer Satisfaction To deliver customer-focussed services, achieving high levels of customer satisfaction</p> <p>Percentage of new tenants satisfied with the lettable standard of the property</p>	Target = 86%	Q1 - 72% Q2 - 79% Q3 - not available Q4 - 98%	GREEN	AMBER	Q1 - 87% Q2 - 74% Factors that are likley to have had an impact on this PI are the recent restructure of Property Services, DLO taking over scheduling of void works, continued concern in regard to inconsistant delivery of void works. These issues are being addressed. Pilot of new lettable standard to assist with expectation management, Pre-void inspection Officers are now working more closely with Area Works Managers to ensure that issues identified at Pre-void are addressed during the void period.
HC2.8	TM	TDBC	Key Theme 4 - An Efficient & Modern Council (TDBC)	<p>Customer Satisfaction To deliver customer-focussed services, achieving high levels of customer satisfaction</p> <p>Percentage of tenants satisfied with the most recent repair.</p>	Target = 98%	Q1 - 97.8% Q2 - 96.8% Q3 - 96.9% Q4 - 96.9%	Not Available	GREEN	Not able to report for Q1 as a system failure means surveys were not produced. Q2 - (As at month 5) 98% satisfied

Decent Homes									
HC3.1	TM	TDBC	Key Theme 1 - People (TDBC)	Decent Homes - To comply with Government Standards - To improve energy efficiency of housing stock  Percentage of dwellings with a valid gas safety certificate	Target = 100%	Q1 – 99.84% Q2 – 99.93% Q3 – 99.90% Q4 - 99.98%	AMBER	AMBER	Q1 - 99.90%  Q2 - (As at month 5) 99.97%  1 property non-compliant.  Tenant in a nursing home, Estates Officer having no response from NOK.&nbsp; Will gain access to property 4.10.16 @ 2.00
Operational Delivery									
HC4.1	TM	TDBC	Service Measure	Housing Stock To manage the housing stock and maintenance service to meet the needs of the tenants  Average re-let time (calendar days)	Target = 26 days	Q1 - 24.8 days Q2 - 26.9 days Q3 - data not available Q4 - data not available	RED	Not Available	There remains data that has not been captured, this linked to the recent restructure of property services has resulted in reduced data collection for the above period. Confident that once new structure settled in we will be able to return to more accurate and timely reporting. Q2 - No Data We are still not in a position to collect accurate data. Changes to O/C and the introduction of tablets will give us more data going forward however data collection for the remainder of the year will not accurately reflect the service
HC4.2	TM	TDBC	Key Theme 4 - An Efficient & Modern Council (TDBC)	Housing Stock To manage the housing stock and maintenance service to meet the needs of the tenants  Completion of repairs within priority target times: Urgent (Emergency) - within 24 hours	Target =98%	Q1 - 86% Q2 - 87.10% Q3 - 88.26% Q4 - 91.70%	AMBER	RED	Q1 - 95.29%  There are further actions to be taken in accuracy of data entry. For example some P1 jobs were not attended as callouts but completion dates have not been correctly updated. This also happens when interfaces between Academy and OC fail at a weekend so it is not possible to accurately record completion dates.&nbsp; The reality is that more P1 job are completed that data suggests.  Q2 - 80.25% As at month 5 We are still not in a position to collect accurate data. Changes to O/C and the introduction of tablets will give us more data going forward however data collection for the remainder of the year will not accurately reflect the service.
HC4.3	TM	TDBC	Key Theme 4 - An Efficient & Modern Council (TDBC)	Housing Stock To manage the housing stock and maintenance service to meet the needs of the tenants  Completion of repairs within priority target times: Non Urgent (up to 28 days)	Target =85%  Show breakdown of Building Services and external contractors.	Q1 – 90% Q2 – 92.95% Q3 – 93.30% Q4 - 91.94%	GREEN	AMBER	Q1 - 89.05%  Q2 - 86.11 As at month 5 We are still not in a position to collect accurate data. Changes to O/C and the introduction of tablets will give us more data going forward however data collection for the remainder of the year will not accurately reflect the service

HC4.4	SL	TDBC	Service Measure	Disabled facilities grants - Average time taken to complete DFG process once allocated by SWPSHP. Measures the time from allocating the case until the work has been completed.  KPI 52	Target - 24 weeks (as per the Home Improvement Agency's target) (To be reported as one indicator but split by GR and HRA)	Amended indicator for 2016/17	RED	RED	Q1 - 44 weeks Wetroom installation. Case which was under the old contract and beset by delays with staffing issues at the agency. 6 mths before worked upon by the agency. Is improving with staff structure and new case management systems.  Q2 - (As at month 5) 32 weeks (11 cases) for Council properties and 40 weeks (9 cases) for non Council. Overall average combining the two = 37.5 weeks. 24 weeks for Council if we exclude an extension (18 months which is normal) and one exceptional case, where delays were due to the client. General Fund position due to staffing issues with Aster which have been resolved and this position is improving month to month.
HC4.8	SL	TDBC	Service Measure	Sheltered Housing Percentage of tenants receiving annual review of Support Plans or review of needs and risks	Target = 100%	New Indicator	GREEN	AMBER	Q1 -100% Using current data the reviews are meeting expectations new monitoring process ( SAM)&nbsp; will ensure this is objective.  Q2 - Staff are still being trained in completing the Support Monitoring database, which will allow us to report up-to-date information. This should be ready at Quarter 3. We have recently recruited new sheltered housing officers which will give us full capacity to deliver on this and we should meet the target by year end.
HC4.10	SL	TDBC	Service Measure	Extra Care Percentage of Extra Care tenants receiving annual review of Support Plans	Target = 100%	Q1 - 100% Q2 - 100% Q3 - 100% Q4 - 100%	GREEN	AMBER	This quarter is still the quarter where the bulk of reviews were established. kilkenny is rescheduling the reiews so show 50% overdue and Lodge close is showing 24% overdue. There is a plan to rectify the schedule by March 2017 when contract is handed over to new

**Minutes of the Meeting of the Tenant Services Management Board held on 24 October 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 A Akhigbemen, Mr K Hellier, Mr I Hussey, and Councillor Booth and Bowrah.

**Officers:** Terry May (Interim Assistant Director – Property and Development), Richard Brown (DLO Project Manager), Steven Boland (Housing Services Lead), Lucy Clothier (Senior Accountant), Martin Price (Tenant Empowerment Manager), and Andrew Randell (Democratic Services Officer).

(The meeting commenced at 6.00pm)

**1. Apologies**

No apologies registered.

**2. Minutes**

The Minutes of the meeting of the Tenant Services Management Board held on 20 September 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 A Akhigbemen, Mr K Hellier declared personal interests as Taunton Deane Borough Council Housing Tenants.

**5. Financial Monitoring 2016/17 as at 31 August 2016**

Members considered the Financial Monitoring 2016/17 as at 31 August 2016 previously circulated, concerning the Housing and Communities Quarter Three performance Scorecard and a verbal update on the performance of the Repairs Service.

Looking at the detail set out in the report, the information was set out as follows:

- Reported that the current revenue forecast outturn for the financial year 2016/17 is an underspend of £129k.
- The HRA capital account is forecasting spend of £17.873m against a budget of £20.129m with £2.256m forecast to be spent in future years.
- The Housing Revenue Account (HRA) Reserve forecasted balance as at 31 March 2017 is £2.471m, which is above the recommended minimum level (£1.8m) set

within the Council's Budget Strategy and HRA Business Plan.

- The HRA is a 'Self-Financing' account for the Housing Landlord function, which is budgeted to break-even (net of approved transfers to/from HRA Reserves). The current forecast HRA Revenue Outturn for 2016/17 is a net surplus of £129k (0.5% of gross income).
- The current forecast outturn for 2016/17 was set out in Appendix A.
- The major under and overspends forecast for year were summarised as follows:
- **Dwelling Rents and Service Charges:** Void rate is lower than budgeted leading to additional income of £299k.
- **Leasehold Income:** Income from leaseholders is higher than budgeted by £48k to reflect the increased cost of maintenance on shared blocks.
- **PV Income:** This is a one year pressure in expected feed in tariff income of £60k due to limited unit size. This has been taken into account in the Business Plan on an ongoing basis.
- **Housing Management:** Underspends in IT costs (-£20k) are expected pending implementation of new IT systems, along with RTB income of £39k, which from 2017/18 is included in the Business Plan.
- **Asbestos Surveys:** Asbestos surveys and testing continues to be a priority and the forecast variance is £58k overspent due to the increased activity.
- **Voids:** The forecasted overspend of £100k on void repairs will be monitored through the year but this fluctuates with the number of voids at any one time.
- **Grounds Maintenance:** A review of Grounds Maintenance works on HRA land is currently underway and will shape the ongoing service. The current forecast variance is £20k over budget.
- **Supported Housing:** Additional works and equipment in Supported Housing have created a forecast overspend variance of £20k.
- **Other Maintenance:** A forecast overspend in General Maintenance (+£100k) and Responsive electrical (£20k), driven by demand is partially offset by an expected underspend in Responsive Heating works (-£65k). This will continue to be monitored throughout the year.
- **Interest Receivable:** Higher reserve balances mean that the interest received on investments is higher than budgeted by £40k.

#### **HRA - Risk and Uncertainty**

- Budgets and forecasts are based on known information and the best estimates of the Council's future spending and income. Income and expenditure over the financial year 2016/17 is estimated by budget holders and then reported through the budget monitoring process. During this process risks and uncertainties are identified which could impact financial projections, but for which the likelihood

and/or amount are uncertain.

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

The HRA reserves at the start of the year were £2.675m. The use of the 2015/16 underspend and the surplus of £129k in 2016/17 reduced the balance to £2.471m. This is above the minimum recommended reserve level of £1.800m by £671k, although it should be noted that the Business Plan already accounts for the use of reserves above the minimum balance.

**Table 2: General Reserve Balance**

	£k
Balance Brought Forward 1 April 2016	2,675
<b>Use of 2015/16 underspend (Full Council July)</b>	<b>-333</b>
<b>Budgeted Balance March 2017</b>	<b>2,342</b>
Forecast Outturn 2016/17 (as at 31 August 2016)	129
<b>Forecast Balance Carried Forward 31 March 2017</b>	<b>2,471</b>
Recommended Minimum Balance	1,800
Forecast Balance above recommended minimum	671

### **HRA Capital Programme**

- The HRA approved Capital Programme is £20.129m. 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.
- Appendix B set out in the report provided a breakdown of the HRA Capital Programme Outturn by scheme.

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

- Discussion took place around “cyclical works” being undertaken alongside the timescales around the works.

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

## **6. Performance Indicators Quarter 2 2016/17**

The Housing Services Lead gave a verbal update concerning the Performance Indicators for Quarter 2 Summary presented to the Board Members following every quarter.

The summary of indicators was the selection of areas which the Board felt were most important or of interest to tenants.

The indicators were published in the newsletters and on the Council’s website to report the services performance at the end of each quarter.

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

- Managing Finances (housing) - There were 1 measure of which 100% were Green, 0% were Amber, 0% were Red and 0% were N/A.
- Service Delivery (Satisfaction) – There were 4 measures of which 75% were Green, 0% were Amber, 0% were Red and 25% were N/A.
- Service Delivery (Decent Homes) – There were 1 measure of which 0% Green, 100% Amber, 0% Red and 0% were N/A.
- Service Delivery (Operational Delivery) – There were 6 measures of which 33.3% were Green, 33.3% were Amber, 33.3% were Red and 0% were N/A.

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

- HC2.8 was considered, due to a systems failure the figures were unable to be produced. This would be looked into to resolve the issue.
- HC4.2 – further figures were awaited on this area. PDA's had now gone live.
- Members were made aware of section HC1.1. Due to Universal Credit going digital it was anticipated that this would have an impact on rent arrears which were likely to have an impact and increase on the non payment of rent.
- HC 2.5 and 2.6 were discussed, there had been increased instances of antisocial behaviour. The estates officers had been proactive in tackling antisocial issues as they had arisen.
- HC 2.7 and the satisfaction of the lettable standard was considered. It was determined that it was about being consistent with tenants in delivering it to a lettable standard.
- HC 4.4 was determined on client circumstances in undertaking adaptations along with disabled facilities grants.
- In relation to HC 4.8 sheltered housing were still getting used to the reporting process and submitting information.
- Reported that there were still plans in place to mitigate any adverse impacts of Universal Credit. A welfare reform strategy action plan detailed the approach in responding to welfare reform. Provision had been set aside in the business plan for additional debt.
- Addressing the under occupancy rate was being undertaken in partnership with others including the citizens advice bureau, to enable tenants to seek advice and information.
- Somerset savings and loans have enabled tenants to have bank accounts set up. DWP had been worked closely with alongside Revenues and benefits.
- MIND have been working with tenants that have mental health issues to provide information and advice.
- More debt and benefit advisors along with estate officers had been employed to assist around bedroom tax and incentives to move with the transfer removal grant. Support would be given alongside one to one support for those who need it.
- The situation would be monitored closely over the coming months to assess the impact from Universal credit.
- The Tenant Services Management Board congratulated the team on the background work undertaken relating to Universal Credit. In addition the anti-social behaviour team were commended on the work to tackle cases in the borough.

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

(The meeting ended at 6.45pm)