

You are requested to attend a meeting of the Tenant Services Management Board to be held in The Brittons Ash Community Centre, Bridgwater Road, Bathpool, Taunton (Committee Room) on 14 August 2017 at 18:00.

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## **Agenda**

- 1 Apologies.
- 2 Minutes of the meeting of the Tenant Services Management Board held on 17 July 2017 (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 Fire Safety Update (verbal update)  
Reporting Officer: Derek Quick
- 6 Performance Indicators Quarter 1 2017/18 (attached)  
Reporting Officers: Rich Prewer  
Stephen Boland
- 7 Property Services Delivery Plan and Performance Indicators Quarter 1 2017/18 (attached)  
Reporting Officer: Rich Prewer
- 8 Considerate Constructors Scheme (attached)  
Reporting Officer: Rich Prewer

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

- 9 Development Update (verbal update)  
Reporting Officers: Rachel Searle  
Rosie Walsh

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.

Full Council, Executive, Committees and Task and Finish Review agendas, reports and minutes are available on our website: [www.tauntondeane.gov.uk](http://www.tauntondeane.gov.uk)



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



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

**For further information about the meeting, please contact the Corporate Support Unit on 01823 356414 or email [r.bryant@tauntondeane.gov.uk](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 17 July 2017 at 6.00pm in the John Meikle Room, The Deane House, Belvedere Road, Taunton.**

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

**Officers:** Simon Lewis (Assistant Director – Housing and Community Development),  
Tony Knight (Area Community Manager Halcon), Julie Sabey (Area  
Community Manager North Taunton), Paul Hadley (Lettings Manager), Jack  
Madge (Estates Officer), Angela Summers (Housing and Community Project  
Lead), Martin Price (Tenant Empowerment Manager) and Clare Rendell  
(Democratic Services Officer)

**Others:** Councillor R Habgood and Mrs J Warmington.

(The meeting commenced at 6.00pm)

**1. Apologies**

Apologies were received from Mr K Hellier and Councillor T Beale.

**2. Minutes**

The Minutes of the meeting of the Tenant Services Management Board held on 19 June 2017 were signed and taken as read.

**3. Public Question Time**

No questions were received for Public Question Time.

**4. Declarations of Interests**

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

**5. Update on Progress of One Teams**

The Assistant Director for Housing and Communities gave an update on the latest position of the One Team service.

The One Team model continued to work on the basis of co-locating the Estates Officers to the areas that generated the most demand and to work alongside other partners to provide the best joined up solution for tenants. The report focused on the benefits of the multi-agency approach.

Partnership working continued to be good although austerity had meant there were less officers available to commit as much time to the One Team work. This had been noticed within the Get Set Services, Mental Health Officers and the Police. However, partnership relations had strengthened and improved links with the Get Set

Services and Children's Social Care had been achieved. This was due to regular meetings held between the partners and a better understanding of their parameters.

Feedback on the MIND support had been positive from both tenants and the One Team. The contract was due to end, however, MIND were expected to submit a bid for this. A pilot project had also been agreed in North Taunton for Adult Social Care, Somerset Partnership and Public Health which focused on a small number of high contact households and would provide a stronger joined up support service.

Inspired to Achieve continued to receive referrals to support unemployed tenants. With the recent changes to Welfare Reform, families could be deeply affected financially if they continued to be unemployed. Inspired to Achieve had received national recognition for a best practice organisation due to this kind of support being delivered.

The Taunton Deane One Teams had been recognised nationally for a model of Best Practice and last month won a 'Highly Commended' in the 2017 Municipal Journal Awards in the category 'Delivering Better Outcomes'.

Bath Spa University had undertaken a two-year evaluation on the One Team and was due to report back on this within the next two months. The results were expected to report back that the model added real value to the community and to individual households.

Key points were highlighted within each of the three One Teams, as follows:-

#### Halcon One Team

- The new Moorland House was due to open soon which would be a hub for public sector agencies to support the community.
- Link Power had delivered thousands of volunteer hours into the community and some of the volunteers had won awards for the work they had carried out.
- Little Pickers had won a number of awards and was well recognised on the estate.
- The One Team Co-ordinator had moved on to another project and had not yet been replaced.
- Police call logs had shown an increase in demand this year, in particular, drug use and anti-social behaviour.

#### North Taunton One Team

- MIND was working well in the area.
- Chill and Chat (domestic violence group) had become established and had regular attendees.
- The Fire Service was working on a 'Dream Scheme' project for young people within the community.
- Crime and anti-social behaviour was generally high and there were ongoing problems with exclusions from the local Academy School and had impacted on the youth crime in the area.
- There had been issues with engagement of Adult Social Care.

#### Wellington One Team

- There had been strong community events with good turnout from tenants.
- There was good engagement from MIND and Chill and Chat which was set up for victims of domestic violence.

- The multi-agency approach had been taken to set up a new employment hub.
- There was still a need for better engagement from the Housing Associations and local GPs.
- The Police and PCSO resources had been reduced but had started to improve.

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

- Members reported to the Board that the presentation with the One Team and Wellington Town Council had been very well received.
- Concern was raised that the current austerity measures would have an impact on the One Team work.  
*Some of the funding available for the partner agencies had been cut and so this would have an impact. However, joint working could help alleviate that and create a sustainable model of work.*
- Members confirmed that agencies were keen to support joint working and believed it was an opportunity as well as a challenge.
- Members queried whether any men had attended the Chill and Chat sessions.  
*Officers confirmed it was mainly women that had attended but gave information on other help and support that was available for men.*

**Resolved** that the report be noted.

## 6. Housing Service Complaints Summary

The Assistant Director for Housing and Communities presented his report which provided an overview of the complaints received by the department.

The Board was given a description of what officers classified as a complaint, this was 'when someone had told the Council they were not happy about a service or something the Council had or had not done that had an impact upon them'. This was different to an initial 'request for service'.

The Council had a two-stage internal complaints procedure. Stage one was normally handled within the service which the complaint related to. The target response time was within 20 working days. Where the customer remained unhappy with the outcome of the complaint, it would be escalated to stage two. At this stage the complaint would be handled by the Assistant Director for the service concerned.

Between the 1 April 2016 and 31 March 2017, 141 complaints had been received across the Housing and Communities department. 60 were for Housing and Community Development and 81 were for Property and Development. The service area that received the most complaints was Repairs and Maintenance, which was not surprising due to the high degree of customer interaction.

Since the Housing staff had received additional complaints training in 2016, there was a clear downward trend in complaints received and an improvement in the response times in complaints being handled on time.

Standard of service was the most common reason for complaints across the department and analysis of this showed that there was no real pattern to the reason for the complaints. However, the most common issue identified in this category was the lack of response from officers. This would be an area that managers would encourage improvement on.

A piece of work was currently being carried out on the Housing Maintenance Standard. This included a consultation with the Tenants Forum. Once the work had been finalised and approved by the Tenant Services Management Board, officers would be able to ensure that tenant's expectations matched the service standards. Officers were hopeful that this would reduce the number of complaints. Work would continue to be carried out with the work force, systems and IT to improve the skills and equipment needed to undertake quality repairs and maintenance in an efficient manner.

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

- Members queried the rates of repairs and whether sheltered housing was different.  
*The officers were not sure what standards were being used, so would report back to the Board.*
- Tenants had struggled to get in contact with the repairs helpline.  
*Officers would feed this back to the team. There had been a new phone system installed which might have caused some issues.*
- Members queried what was the main route complaints had been received.  
*Customers would normally email the team with a complaint. This was then logged on the system and the customer would get a response within 48 hours to advise what would be done.*
- Members queried whether officers had access to mobile phones.  
*Yes they did. Officers had been issued with new mobile phones. If customers could not get through, they should leave a voicemail and the officer should then call them back.*

**Resolved** that the report be noted.

## 7. **Anti-social Behaviour Update**

The Housing Manager for Lettings and Anti-Social Behaviour gave a verbal update on the service.

The service had carried out a performance review and had sent forms out for tenants to complete. The results from the forms that had been returned, was that 95% of tenants were satisfied.

The service had 42 new cases and had advised the Board that these cases were not routine cases and were high level complex cases that involved substance dependency and mental health issues. Cases of drug and alcohol abuse had increased whilst cases of domestic violence, harassment and hate crime had reduced. Over the last 12 months, 18 cases had been closed.

The Housing Manager reported some of the details of the high profile cases the team had worked on:-

**Drugs, noise and callers to the property** – The tenant was a young vulnerable female who had been supported by the YMCA, the Halcon One Team and the Police. She had been issued with an Anti-social Behaviour Order to allow the tenant to moderate those that attended the property. This had been unsuccessful. Therefore the team had sought legal advice from SHAPE and had served the tenant notice of a court date and possible possession of the property. The tenant was likely to lose her tenancy.



**Noise, excessive drinking, physical and verbal abuse and criminal damage** – Due to the behaviour of tenant, a leaflet drop was carried out and officers managed to get volunteers to come forward who gave evidence that they had witnessed the tenants behaviour. Formal legal action had begun against the perpetrator.

**Longstanding case** – An injunction had been granted against the tenant in relation to a neighbour. The injunction was due to end and the team had requested an extension to the injunction which would allow the neighbour some rest bite. This was a complex case and was difficult to manage. Officers had worked with the Portfolio Holder for Housing and the Leader of the Council.

**Noise, drug activity and untaxed vehicles** – The case had originally been dealt with by the Wellington One Team but had been handed over to the Anti-social Behaviour Team. An action plan was being worked on and the officers had liaised with the community to advise them on the progress made on the case.

**Lifestyle conflict with two neighbours** – Officers aimed to defuse the tension but this was unlikely to happen due to lack of tolerance. This case would be monitored.

**Domestic violence, noise and child neglect** – Different agencies had been involved in the case, however, the victim had not engaged with any of them. The Police had arrested the perpetrator, but no action was taken.

**Drug activity** – The Police had carried out a drug raid but not enough evidence was found. Complaints had been received from the neighbours that the activity was still occurring. Officers were working on how to move forward with the case.

**Single male with mental health issues** – After the consumption of alcohol the tenant became abusive towards his neighbours. This case was due to go to court and officers expected a suspended possession order would be granted.

The Housing Manager highlighted that a significant amount of work had been involved in all the cases and included working with multiple agencies to gain their support.

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

- Members queried what the success rate was when cases got referred to the courts?  
*Taunton Deane had 100% success rate.*
- Members suggested whether tenancy demotions could be used.  
*Officers confirmed that all options were looked into before they sought eviction. The officers took reasonable and proportionate measures when they dealt with these types of cases.*

**Resolved** that the report be noted.

## 8. Meeting Hall Use Strategy

The Housing and Community Project Lead presented her report which outlined the proposed vision, priorities and actions to provide more flexible and comprehensive use of the 13 meeting halls and ensured the assets provided value for money.

A Conditions Survey had been completed which identified works that were required to meet all necessary regulations, to ensure halls were compliant with, which included:-

- Disability Discrimination Act 2005
- Health and Safety, and
- Fire Safety

Works were divided into high, medium and low priority risks. Property Services had commenced works on Middleway, Tauntfield and Darby Way Meeting Halls to make them legally compliant. Officers had produced a works programme for the remainder of the year which included the other 10 halls.

Sheltered Housing Officers and Community Development Officers had been working with Zing Somerset and Age UK and had arranged a number of new activities in the meeting halls. The activities had received a mixed review. For example, the Healthy Eating sessions at Wellesley Street were not well received and had been cancelled after two weeks. However, the Indoor Sports sessions at Moorland Hall were a success. Computer Kiosk and IT Training sessions had also been organised at different halls and had empowered tenants to develop new skills. Officers continued to work on new activities to meet the demands and interests of the tenants.

Last year 13 tenants from the Creedwell Orchard Sheltered Housing Scheme had been contacted to ascertain whether they would like to take part in a Wi-Fi Pilot. The Pilot enabled them to use their own devices to access the internet in the hall. A total of 6 tenants had registered and used the Wi-Fi connection. To enable the rollout of Wi-Fi access in all the meeting halls, a survey was required of all the sheltered housing tenants, which would determine how often the internet would be used and therefore provide the Council's ICT Manager with the best solution on how to proceed with the installation.

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

- Members queried what methods were used to advertise the activities held at the meeting halls.  
*Electronic mailshots had been sent to the NHS, Community Groups, The One Teams and Partner Organisations. Officers hoped that an online booking system would be added to the new Council website.*
- Concern was raised because Priorswood and Wiveliscombe were not mentioned within the report.  
*There was not a meeting hall located in those areas. There were other facilities available for tenants to use.*
- Members requested could a list of all the meeting halls be sent around to all Councillors so that they were aware what facilities were available in their wards.
- Members requested confirmation on the differences between meeting halls and community halls.  
*Meeting halls were smaller and normally located within the Council housing estates.*
- Members queried why there had been a delay in Wi-Fi availability in the halls.  
*This was being investigated by the IT team. The Council only had 200 licences and if all tenants were allowed access to the Wi-Fi system, it would crash due to the limited availability. The officers hoped this would be rectified by October 2017.*
- Members raised concern that they could not always gain access to the meeting halls, especially at Robins Close because the numbers had worn away on the keypad.  
*Officers would ensure this was investigated and rectified.*
- Concern was raised about parking at the meeting halls.  
*Officers wanted to promote local residents to use the halls, therefore there should be no need for additional parking because tenants should be able to walk to the halls.*

- Concern was raised that some of the meeting halls had been closed down. *Officers suggested that this was because they were not utilised enough.*

**Resolved** that the report be noted.

## **9. TPAS Annual Conference 2017 Feedback**

Two of the Board Members had attended the 2017 TPAS Annual Conference.

The following details were the highlights of their experience:-

- The accommodation and food were of a very high standard.
- The delegates were given goodie bags with useful contacts and information.
- Over 200 hundred people had attended the conference from all over the UK.
- Other local Councils had attended from the South West and Taunton Deane's attendance had been noted.
- The sessions they had attended were very interesting and informative and covered items from the Housing Ombudsman and Social Housing Tenants that included a Fireman and a Teacher. The sessions also discussed many items and included 'What formed a good community?' and 'How to obtain funding'.
- A good discussion was held on Supported Housing and what would happen if all of the funding got cut over the next four years.
- Information was given on how to make communities more financially viable.
- Information was given on Loan Sharks and how they exploited tenants.
- The delegates enjoyed the conference and thought it was worth attending in the future.
- The Board Members thanked the Tenant Empowerment Manager for his support which enabled them to attend the conference.

## **10. Venues for future Tenant Services Management Board meetings**

The Tenant Empowerment Manager advised the Board Members that future meetings would be held at the Brittons Ash Community Hall whilst the Accommodation Project was carried out at the Deane House.

(The meeting ended at 7.20pm)

## 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 A Akhigbemen

## Housing and Communities Scorecard Q1 2017-18 - Tenant Services Management Board

Reference	Description	Measure	Previous Year Performance Q1 (RAG)	Comments
<b>Finances</b>				
HC1.1	<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%	<p>Q1 - 100.57%</p> <p>Q2 - (As at month 5) 100.34%</p> <p>Q3 - 99.46%</p> <p>Q4 - 99.67%</p>	<p>GREEN</p> <p>Q1 - 101.15%</p>
<b>Satisfaction</b>				
HC2.5	<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 good</p>	Target = 85%	<p>Q1 - 95%</p> <p>Q2 - 93%</p> <p>Q3 - 92%</p> <p>Q4 - 93%</p>	<p>GREEN</p> <p>95%</p>
HC2.6	<p>Operational Delivery Percentage of closed anti-social behaviour cases that were resolved.</p>	Target = 85%	<p>Q1 - 98%</p> <p>Q2 - 94%</p> <p>Q3 - 93%</p> <p>Q4 - 93%</p>	<p>GREEN</p> <p>95%</p>
HC2.7	<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%	<p>Q1 - 87%</p> <p>Q2 - 74%</p> <p>Q3 - 72%</p> <p>Q4 - 82%</p>	<p>AMBER</p> <p>80% slightly lower than previous quarter.</p>
HC2.8	<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%	<p>Q1 - N/A</p> <p>Q2 - 98%</p> <p>Q3 - N/A</p> <p>Q4 - 96.4%</p>	<p>RED</p> <p>92% - out of the 18 responses which were not satisfied, the majority (78%) were due to tenants not being able to contact the Repairs service without any problems. The average call waiting times are now being monitored, and a digital display showing number of calls waiting is now in use. This will enable the Repairs Logistics Manager to analyse peak call times and allow him to address higher call volumes accordingly. An additional phone line is also being explored to allow trades to call the office on a different number, as currently they are using the main Repairs number which is contributing to call waiting times.</p>
<b>Decent Homes</b>				
HC3.1	<p>Decent Homes - To comply with Government Standards - To improve energy efficiency of housing stock</p> <p>Percentage of dwellings with a valid gas safety certificate</p>	Target = 100%	<p>Q1 – 99.90%</p> <p>Q2 – 99.97%</p> <p>Q3 – 99.93%</p> <p>Q4 - 99.95%</p>	<p>Q1 - 99.90%</p> <p>Total no. of properties - 4426</p> <p>2 x properties now serviced</p> <p>2 x properties will gain access on Gas Hit W/C 24.7.17</p>
<b>Operational Delivery</b>				
HC4.1	<p>Housing Stock To manage the housing stock and maintenance service to meet the needs of the tenants</p> <p>Average re-let time (calendar days)</p>	Target = 26 days	<p>Q1 - N/A</p> <p>Q2 - N/A</p> <p>Q3 - 44 days</p> <p>Q4 - 42.92 days</p>	<p>Not Available</p> <p>Q1 - 24.9 days</p>

### Housing and Communities Scorecard Q1 2017-18 - Tenant Services Management Board

Reference	Description	Measure	Previous Year Performance Q1 (RAG)	Comments
HC4.2	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 - 95.29% Q2 - 80.25% Q3 - 80.1% Q4 - 82.01%	Showing improvement from previous quarter. Further improvements are expected as the Q1 figure includes significant downtime due to IT complications. Emergencies are measured by time e.g. if a job is reported at 1pm and is not completed until 1.15pm the following day this is identified as a fail. 95.7% of jobs are completed by the following day. There are still Admin errors and errors around trade professional completing their tablets correctly.
HC4.3	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 – 89.05% Q2 – 86.11% Q3 – 90.1% Q4 - 87.87%	Q1 86.16%
HC4.4	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)	Cumulative total 34 weeks	Council DFG's: 47 weeks; Non Council DFG's (General Fund) 15 weeks. Note: Qtr1 had 5 councils cases, 4 were within target (average 19 weeks) but the last was a complex extension for a child with complex needs and this took over a year to assess and agree the best solution and further time to build it. The General Fund DFGs included 13 cases, 6 of which were major adaptations and 7 which were ramp installations. 10 were inside the 24 week period (77%) and 3 outside (23%) (complex alterations).
HC4.8	Sheltered Housing Percentage of tenants receiving annual review of Support Plans or review of needs and risks	Target = 100%	Q1 - 100% Q2 - N/A Q3 - N/A Q4 - N/A	Q1 - 80% we have now been able to report a figure and will put a plan in place to achieve 100% target by Q4.

## Building works Delivery Plan 2017-18

Key	Status
Red	Over Target or Budget
Yellow	In Progress
Green	Completed

01-Apr-17

No.	Task Description	Alignment to objectives	Action Item	Target Due Date	Lead Officer	Progress to date	Status
1	Review and Improve Key Processes						
1.1	Operational		Develop and Monitor Comprehensive set of KPI's	Mar-17	Rich Prewer	KPI's agreed	Complete
1.2	Operational		Deliver outcomes from the transformation review into the void services offer	Aug-17	Jonathan Stevens	Work undertaken with Housing Team. Void action plan developed. Meeting with Simon Lewis to review progress in June.	In progress
1.3	Operational		Review the delivery of Void works in line with changes to CDM regulations	May-17	Jonathan Stevens	Review complete. Gap regarding organisation wide Principal Designer role identified.	Complete
1.4	Operational		Reveiw the delivery of Void works in line with Asbestos regulations	May-17	Rich Wiseman	PW completed review and recommendations made to AWG. These have been implemented and monitoring continues.	Complete
1.5	Operational		Review the current vehicle leasing arrangements and procure new fleet	Nov-17	Rich Prewer		
1.7	Operational		Develop Void IT Functionality with IT, using Tablets	Apr-17	Jonathan Stevens	Void SORs live and now in use.	Complete
1.8	Operational		Deliver cashable savings in the void repairs budget	Mar-18	Jonathan Stevens	Indicative figures suggest void times reduced by 7 days on previous quarter. Over a year this would equate to a saving of £54k a year in rent loss. SWAT are currently undertaking a review on contractor VFM which is likely to suggest further savings are possible.	In progress
1.9	Operational		Develop an imprest stock based around intelligence gathered for job costing system	Nov-17	Jonathan Stevens	Awaiting outcome of stores review, due end of June.	In progress

1.10	operational		Review existing stores arrangement	Nov-17	Jonathan Stevens	As above.	In progress
<b>2 Long Term Maintenance and Investment</b>							
2.1	Strategic		We will investigate the opportunity to create our own Gas Boiler maintenance team	Apr-17	Owain Jones	Gas maintenance team being embedded within Property Services. Gas audit planned for Q2.	Complete
2.2	Strategic		Work with Asset Management to develop robust 5 year investment plan	Feb-18	Rich Wiseman	First draft of asset data has been produced. Using this information for 17/18 programmes. Data is not robust though so we have designed a database feedback process.	In progress
2.3	Strategic		Interrogate data to identify cyclical repairs to inform the programme above	Feb-18	Rich Wiseman	Data being interrogated as we validate properties for 17/18 programme.	In progress
<b>3 Deliver Brilliant Services</b>							
3.1	Operational		We will provide an excellent void service focused on resident satisfaction and improving our position against our peers	Mar-18	Jonathan Stevens	New void lettings standard developed by Housing and embedded into void process and AWMs. Voids now being signed off independently by Pre-Void Officers against standard. We will continue to monitor this.	Complete
3.2	Strategic		We will improve our position in respect of the housemark benchmarking tool	Mar-18	Rich Prewer		
3.3	Strategic		Use business intelligence to better understand patterns and trends regarding voids	Mar-18	Jonathan Stevens	Continued frustration with IT means we are unable to capture information effectively and we are using a manual process.	In progress
<b>4 Expansion of Building Services Offer to Include</b>							
4.1	Operational		Investigate the maintenance service and gas servicing provision to leaseholders and other external Customers	Nov-17	Owain Jones	Currently embedding in house gas maintenance team. Decision to be taken later in year as to whether service is expanded.,	On hold
4.2	Operational		Investigate the maintenance service provision to external organisations	Mar-18	Rich Prewer	Understanding our costs are key. Without necessary information we are unable to ascertain job costs effectively to see if we can compete in a commercial environment.	On hold
<b>5 Staff Development</b>							
5.1	Operational		Training programme for all Surveyors, Supervisor and Managers	May-17	Rich Wiseman Jonathan Stevens	3 sessions completed / booked. 1 further session to be arranged.	In progress
5.2	Operational		Work with IT to increase use of mobile working technology	Oct-17	Rich Prewer	Action plan for improvements being developed by IT.	In progress

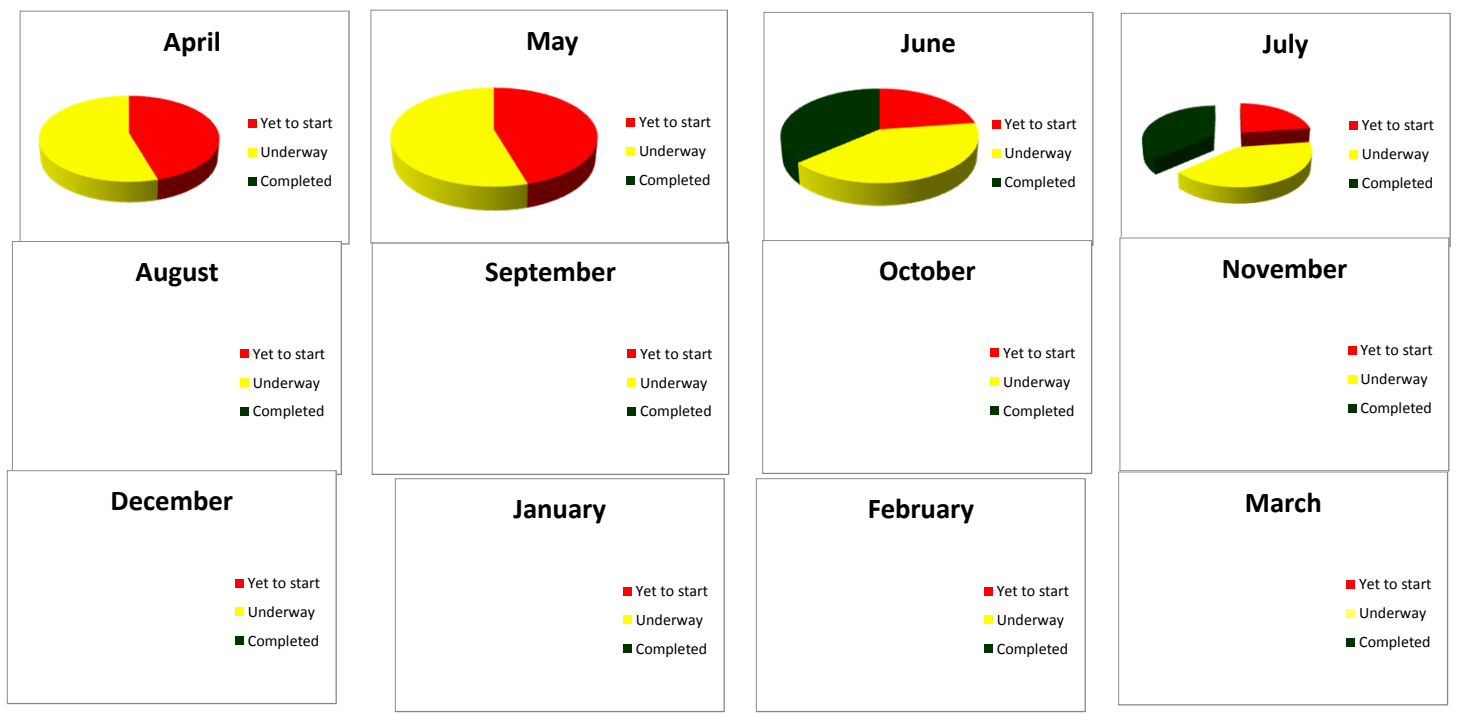


6	Networking Groups						
6.1	Strategic		Direct Works Forum	Mar-18	RP,RW,JS	Seminar attended.	Complete
6.2	Operational		HAMMAR south west	Mar-18	RP,RW,JS		
6.3	Strategic		Attend CIH Conference and Seminars	Mar-18	RP,RW,JS	Conferences and seminars to be attended through the year as required.	Complete

# Property Maintenance Team - Delivery Plan Progress Sheet

Review & Improve Process  
 Long Term Maint. & Investment  
 Deliver Brilliant Services  
 Expansion of Property Services  
 Staff Development  
 Networking

Number of Items	Apr			May			Jun			Jul			Aug			Sept			Oct			Nov			Dec			Jan			Feb			Mar		
	Yet to start	Underway	Completed	Yet to start	Underway	Completed	Yet to start	Underway	Completed	Yet to start	Underway	Completed	Yet to start	Underway	Completed	Yet to start	Underway	Completed	Yet to start	Underway	Completed	Yet to start	Underway	Completed	Yet to start	Underway	Completed	Yet to start	Underway	Completed	Yet to start	Underway	Completed			
9	5	4	0	5	4	0	1	4	4	1	4	4																								
3		3	0		3	0		2	1		0	2																								
3	1	2	0	1	2	0	1	1	1	1	1	1																								
2	1	1	0	1	1	0	2	0	0	2	0	0																								
2	1	1	0	1	1	0	0	2	0	0	0	2																								
3	2	1	0	2	1	0	1	0	2	1	0	2																								
22	10	12	0	10	12	0	5	9	8	5	9	8	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0



**Property Services Performance Scorecard**

KPI Number	KPI detail	Target / Expected Level 2017/18	A/Q/M	End of 2016/17 Performance	Q1 2017/18 Performance	Cumulative Performance	Traffic light	Trend	Comments
1	Responsive Repairs: Emergency Repairs Completed on Time	99%	Q	83%	92%	92.00%	A		Showing improvement from previous quarter. Further improvements are expected as the Q1 figure includes significant system downtime due to IT complications. Emergencies are measured buy time< eg if a job is reported at 1pm and is not completed until 1:15 the following day this is identified as a fail. 99% of jobs are completed the following day. There are still Admin errors and errors around the trade professionals completing the tablets correctly.
2	Responsive Repairs: Appointed (non-emergency repairs) Completed on time	80%	Q	77.84	86.16%	86.16%	G		9% improvement on Q4.
3	Responsive Repairs: Repairs completed out of target	20%	Q	22.16	13.84%	13.84%	G		9% improvement on Q4. We are investigating why jobs are being missed. IT errors and historic processes are the issues at this time and we are looking to iron them out.
4	Responsive Repairs: Spend against profiled Budget	£1,998,300	Q	£2,925,663					
5	Responsive Repairs: Productive Time (number of hours works/number of hours available to work)	75%	Q	82%	81.00%	81.00%	G		We will continue to identify ways to increase productive time and increase performance. This does include driving time rather than just the time on the job.
6	Responsive Repairs: Average Visits per day	3.5	Q	NEW KPI	2.7	2.7	R		Average jobs down significantly this quarter. PDAs were unusable for a number of weeks during Q1 due to IT systems issues, which led to paper tickets being produced for the entire workforce. This will have contributed to the reduction in performance. There is also a train of thought that as multi skilling is embedding more SOR (tasks) will be completed therefore resulting in less visits. Productivity is identified by measuring the number of SOR's not the number of visits.
7	Responsive Repairs: Average jobs per day	5	Q	4.5	3.8	3.8	R		
8	Responsive Repairs: Satisfaction with the quality of the works	80%	Q	96%	92.00%	92.00%	G		40 responses vs 107 previous quarter. Major contributor to reduced performance is time taken to get through on repairs line. Solutions to this are being explored and average call times monitored. We need to look at identifying how we get more responses to further validate the data.
10	Planned Maintenance: Committed Spend against budget	100%	Q	100%	20.0%	20.0%	G	NEW	Year to date we have spent £1,192,120. In addition, we have committed £66,088 for July. Total expenditure plus commitment is £1,258,208. Our total capital budget is £6,242,000.
11	Planned Maintenance: % Capital works completed against programme	100%	Q	101.4%	19.00%	19.00%	G	NEW	We completed 425 of our circa 2,250 property programme. Programmes such as Doors, Windows and Kitchens are yet to commence, hence the slightly under 25% figure for first quarter. This has not been identified as amber because its expected in the first quarter that work has gone into tendering Etc.
12	Planned Maintenance: Refusal rate (%)	15%	Q	NEW KPI	3.13%	3.13%	G	NEW	Kitchens = 9.8%, Bathrooms = 10.32%, Roofing = 0%, Windows = 0%, Heating = 25.11%, Doors = 0%, Fire Safety = 0%, Soffits & Fascias = 25%, ASHP = 38.57%, Door Entry = 0%, Insulation = 31%, Ventilation = 0%.
13	Planned Maintenance: Customer Satisfaction against planned works	95%	Q	NEW KPI	94.20%	94.20%	G	NEW	Bathroom = 94%, Heating = 92.8%, Soffits & Fascias = 90%, Insulation = 100%
14	Gas: Percentage of properties with a current CP12	100%	Q	99.9%	99.9%	99.9%	G		Outstanding: 18 Duke St, 6 Blackmoor Rd, 11 St Patricks Close, 14 Parker Close, 73 Smithy, 59 Milton. Only 2 of these remain outstanding now and are due to be capped w/c 24.07.
15	Gas: Number of properties going through legal access action (within target date)	10	Q	0	0	0	G	NEW	Following forced entry procedure as standard rather than legal route.
16	Voids: Number of voids YTD against profile	450	Q	NEW KPI	68	68	G	NEW	Below profiled target. Spring and Summer is traditionally lower than Winter.

17	Voids: Number of Major voids (Quarter total)	35	Q	NEW KPI	25	25	G		NEW	Below profiled target. Spring and Summer is traditionally lower than Winter.
18	Voids: Number of minor voids (Quarter total)	180	Q	NEW KPI	43	43	G		NEW	Below profiled target. Spring and Summer is traditionally lower than Winter.
20	Voids: Average void cost	£1,680	Q	NEW KPI	£1,680.00	£1,680.00				
21	Voids: Spend against		Q	NEW KPI	£215,156	£215,156				
22	Voids: % of voids turned around by sub contractors	10%	Q	NEW KPI	4.00%	4.00%	G		NEW	1 major void returned by a contractor during Q1.
23	Voids: Number of voids post inspected (to agreed standard)	100%	Q	100%	100%	100%	G			Voids now signed off by Pre Void Officers against new void standard. This has allowed a more independent 'critical eye' to be added to process.
24	Voids: Average Major Void turnaround time	35 days	Q	46.6 Days	34.4 Days	34.4 Days	G		NEW	Significant changes have been made to the void process to improve repair turnaround times. This has yielded improvements - average for February and March properties combined were 26.6 minor and 41.6 major. A number of factors have contributed to this, including better integration of pre-void officers and improved scheduling and planning practices.
25	Voids: Average Minor Void turnaround time	20 Days	Q	26.6 Days	19.3 Days	19.3 Days	G		NEW	
26	Voids: Average Combined Void turnaround time	25 days	Q	NEW KPI	25 Days	25 Days	G		NEW	
27	Aids & Adaptations: Tenant Satisfaction with Aids and Adaptations	95%	Q	NEW KPI	94.00%	94.00%	G		NEW	This only applies to the Bathroom programme as Kitchens are completed by the adaptations team, rather than Planned Maintenance.
28	Numbers of issues/refusals referred from Building Services to Communities and Incomes about potential tenancy issues and vulnerability	N/A	Q	NEW KPI	0%	0	G		NEW	No recorded referrals.
29	Complaints completed within time (whole of property services)	95%	Q	NEW KPI	94.11%	94.11%	A		NEW	17 complaints in the quarter. 1 was closed late. Target Date 31/05/2017 <ul style="list-style-type: none"> <li>• Response Date 08/06/2017</li> <li>• Pete Bailey visited Tenants on mon 15.05.17 to survey the damaged caused to her property. Pete agreed and has raised a job ticket for decoration to rectify the damage and work will be completed by 26.05.17</li> <li>• Awaiting Confirmation that his works is complete 01.06.17</li> <li>• This was completed on 23.05.17 letter sent 08.06.17</li> </ul>

# Considerate Constructors Scheme

## Company scoring explained



Any site, company or supplier that registers with the Scheme makes a commitment to meet the minimum requirements of the Scheme's Code of Considerate Practice. To establish compliance, and recognise performance beyond compliance, Scheme Monitors will visit offices, depots and individual projects or work areas, and will use the appropriate Checklist to confirm a score against each of the five Code headings – appearance, community, environment, safety and workforce.

Separate Checklists have been developed to recognise the differences between sites, companies and suppliers but each includes a number of questions within the five key sections of the Code.

The Checklists include the Scheme's minimum compliance requirements and these are highlighted as bold questions.

Each section of the Checklist is scored out of 10 points, with a score of 5 indicating compliance. All compliance requirements highlighted in bold on the Checklist must be satisfactorily addressed in order to achieve compliance in that section. However, Monitors are not only assessing compliance with the Scheme's Code and Checklist but also look to identify measures taken which are above and beyond these requirements, and addressing the non-bolded questions/prompts on the Checklist may result in a higher score.

### How to apply the scores

Monitors will use their discretion when assessing whether questions or prompts are relevant. Where they are not, they will not be considered when assessing performance or awarding a score. Monitors will decide whether a question/prompt has been adequately addressed taking into account the size, type and location of the site, company or supplier.

The score awarded reflects the Monitor's opinion on how the site, company or supplier is performing based on observations at the time of the visit and their discussion with the company representative or site manager. Please note that credit will not be given for activities that are planned but have yet to be carried out.

Failure to adequately address all bold compliance questions in a section to the Monitor's satisfaction will result in a non-compliant score for that section, regardless of any other positive activities or initiatives undertaken relevant to that section. The non-compliant score is awarded depending on the nature and severity of the issues identified and taking into account the required course of action. Therefore, when awarding a non-compliant score, consideration will be given to the expected course of action though it is still the nature of the issue itself which will dictate the score.

### Indicative scores vs validated scores

Following the initial office visit within a registration period, the Monitor will provide an indicative score, i.e. a score that reflects how the Monitor feels that company is performing against the Checklist, based solely on the discussions and observations at the office visit. The score is deemed to be indicative because the Monitor has not yet been able to validate the discussions with observations 'in the field' and it is therefore impossible to confirm with surety that the company is performing at a certain level.

For this reason, the indicative score will usually be given as a two-point range, e.g. 6-7, which would mean that the Monitor thinks the company is performing to a good or very good level using the descriptors shown overleaf but needs to verify the discussions before a validated score can be awarded. It may be possible for the Monitor to award a specific indicative score if they feel confident but equally, they may occasionally use a three point range, e.g. 6-8 if they just didn't get enough information at the office visit to be confident in narrowing down a score.

Following the first validation visit, an updated indicative score will be shown on the report which may match that shown following the office report or may be flexed up or down, depending on whether observations at the validation visit matched the discussions that previously took place or whether they actually demonstrated a level of performance better or worse than previously discussed.

Following the second validation visit, a further updated indicative score will be shown reflecting observations at that time and the Monitor will also provide a final validated score for each section of the report that reflects how they feel that company is generally performing against the Scheme's Code of Considerate Practice and the associated Checklist. The validated score is not a reflection of the second site visited but of overall performance based on discussions and observations across three separate meetings.

Descriptor	Explanation of score descriptor	Score
<b>Gross failure</b>	The majority of bold items on the Checklist have not been satisfactorily addressed demonstrating a <b>gross failure</b> to achieve compliance with the Scheme's Code of Considerate Practice. The areas highlighted reflect gravely on the construction industry and should be dealt with immediately to address the negative impact on the image of construction.	1
<b>Failure</b>	Several bold items on the Checklist have not been satisfactorily addressed demonstrating a <b>failure</b> to achieve compliance with the Scheme's Code of Considerate Practice. The areas highlighted reflect seriously on the construction industry and should be dealt with immediately to address the negative impact on the image of construction	2
<b>Major non-compliance</b>	More than one bold item on the Checklist has not been satisfactorily addressed demonstrating <b>major non-compliance</b> with the Scheme's Code of Considerate Practice. The areas highlighted reflect poorly on the construction industry and should be dealt with immediately to address the negative impact on the image of construction.	3
<b>Minor non-compliance</b>	A bold item on the Checklist has not been satisfactorily addressed demonstrating <b>minor non-compliance</b> with the Scheme's Code of Considerate Practice. The area highlighted reflects unfavourably on the construction industry; however, it is deemed to be minor and should be quickly and easily addressed.	4
<b>Compliance</b>	All bold items on the Checklist have been satisfactorily addressed which demonstrates adherence to the minimum requirements of the Scheme's Code of Considerate Practice. When all bold compliance requirements in a section of the Checklist are addressed, but none of the applicable non-bolded areas have been addressed to the Monitor's satisfaction, that section will be deemed as <b>compliant</b> .	5
<b>Good</b>	All bold items on the Checklist have been satisfactorily addressed and additional measures to address some of the applicable non-bold areas of the Checklist are evident, demonstrating performance to a good standard beyond the minimum requirements of the Scheme's Code of Considerate Practice. When 'compliance' is demonstrated in a section and <u>some</u> of the applicable non-bolded areas have also been addressed to the Monitor's satisfaction, the level of performance against that section will be considered to be <b>good</b> .	6
<b>Very Good</b>	All bold items on the Checklist have been satisfactorily addressed and additional measures to address most of the applicable non-bold areas of the Checklist are evident, demonstrating performance to a very good standard well beyond the minimum requirements of the Scheme's Code of Considerate Practice. When 'compliance' is demonstrated in a section and <u>most</u> of the applicable non-bolded areas have also been addressed to the Monitor's satisfaction, the level of performance against that section will be considered to be <b>very good</b> .	7
<b>Excellent</b>	All bold items on the Checklist have been satisfactorily addressed and additional measures to address all of the applicable non-bold areas of the Checklist are evident, demonstrating performing to an excellent standard well beyond the minimum requirements of the Scheme's Code of Considerate Practice. When 'compliance' is demonstrated in a section and <u>all</u> of the applicable non-bolded areas have also been addressed to the Monitor's satisfaction, the level of performance against that section will be considered to be <b>excellent</b> .	8
<b>Exceptional</b>	At the forefront of industry best practice demonstrating the very highest level of achievement far above the minimum standards required by the Scheme's Code, addressing all applicable areas of the Checklist to the very highest standards. When 'compliance' is demonstrated in a section and <u>all</u> of the applicable non-bolded areas have also been addressed to the <u>very highest of standards</u> , the level of performance against that section will be considered to be <b>exceptional</b> . The differentiator between 8 points and 9 points is the standard to which the items are addressed.	9
<b>Innovative</b>	Beyond being exceptional, innovative practices or thinking that goes far beyond the expectations of the Scheme are evident and, as such, the standard by which the image of the industry is judged is being advanced. 10 points can only be awarded in a section where an 'exceptional' standard as defined above has been demonstrated and something truly innovative, as witnessed by the Monitor, has also been implemented or undertaken. This score will only be awarded where an initiative or activity has been seen which demonstrates original thinking in line with the Scheme's Code of Considerate Practice.	10

### Non-compliance process

Where a company is found to be non-compliant in one or more sections, the following process will be followed:

A letter highlighting the area(s) of failure will be sent with a request to address the issue(s) detailed in the Monitor's report. In instances of **gross failure** or multiple instances of **failure**, the Scheme will request a meeting to be arranged at the company's office to discuss the issue(s) detailed in the Monitor's report.

A further subsequent visit may be required so that the Monitor can establish that compliance has been achieved. Where **major non-compliance** is found, it may be possible to confirm compliance by providing evidence remotely. Where **minor non-compliance** is identified, no reassessment or evidence is required and the company will be trusted to take the necessary steps to address the issues identified. Failure to take action to address the issue(s) may result in removal from the Scheme.

Full details of the Scheme's non-compliance process are available on the Scheme's website.

# Considerate Constructors Scheme

## Monitor's Company Report



<b>Company</b>	Taunton Deane Property Services				
<b>Company contact</b>	Richard Prewer				
<b>Company ID number</b>	1947	<b>Visit ID</b>	19989	<b>Banding</b>	£250k to £3.5m

Company description, context and location	
<b>OFFICE</b>	Taunton Deane Property Services are responsible for the planned and responsive maintenance for approx. 6000 homes owned by West Somerset Council. Works are all located in the Taunton Deane area. Direct labour force is around 60 with 10 staff managing the programme of works
<b>FIRST VALIDATION VISIT</b>	The depot is still developing its systems as the various sections of Taunton Deane Property Services are reorganised to take advantage of the new depot. Workforce remain at 60 staff now 12 Nr. Car and works van parking is organised into appropriate areas with signage requiring drivers to don hivis as leaving their vehicles.
<b>SECOND VALIDATION VISIT</b>	

Code and Checklist section	Office	Validation visits		Validated	Score descriptor
	19/04/2017	01/08/2017			
Care about <b>Appearance</b>	6-7	6-7			/10
Respect the <b>Community</b>	6-7	7-8			/10
Protect the <b>Environment</b>	6-7	6-7			/10
Secure everyone's <b>Safety</b>	6-7	6-7			/10
Value their <b>Workforce</b>	6-7	7-8			/10
<b>Total score</b>	<b>30-35</b>	<b>32-37</b>			<b>/50</b>

*For more information visit [www.ccscheme.org.uk](http://www.ccscheme.org.uk)*

Innovative activities identified	
Care about <b>Appearance</b>	
Respect the <b>Community</b>	
Protect the <b>Environment</b>	
Secure everyone's <b>Safety</b>	
Value their <b>Workforce</b>	

*While an innovative activity is required to achieve a score of 10 in any section, such activities will be recorded regardless of score. When recorded on a visit where a score of 10 has not been achieved, the activity may count towards achieving a 10 score on subsequent visits. An innovative activity will only count once towards a 10 score unless it is further developed and improved. See 'Scoring Explained' for further details.*

Executive summary
<p>The first validation meeting was carried out in the new offices situated at Chelston, Wellington in Somerset, with Richard Prewer Head of Property The depot has recently relocated from Taunton to this new facility. The depot also houses other service departments for Taunton Deane IE. Parks and Grounds, Roads etc. There was a wide ranging discussion at the meeting highlighting good practices that are already in place and some more which could be put into practice as the department builds and takes on more responsibilities. Richard promotes CCS through the office intending to include logo and information on the office paperwork, when received. All operatives are inducted to the CCS codes and practices, which is intended to be cascaded down to the residents of the properties where works carried out. A new name board has been erected which includes the CCS banner. Richard also intends to purchase CCS fags to be erected at the entrance. The van fleet will be replaced with new which will include the CCS logo etc. The premises contain messing, canteen, toilets both male and female, lockers, shower and drying room. A cycle rack is provided for those that cycle to work. Smoking is not permitted within the depot, an area has been designated for this purpose adjacent to the depot which Richard intends to develop into a recreational area picnic tables, covered area for smokers and vapors.</p>

# Considerate Constructors Scheme

## Monitor's Company Report



### Care about Appearance

Office visit observations and indicative score	6-7	/10
<p>First impression of the depot is very good. The facilities are all new and cleaned by contract cleaners on a daily basis. Fleet vehicles are kept clean and tidy with regular inspections to ensure standards are maintained. Material storage areas are well organise. Skips are provided for waste materials brought back by the workforce, which are segregated and covered when not in use. <b>Branding to be enhanced on new vehicles which gives the opportunity to define / formalise company values and PPE will also be redesigned to include logo etc.</b></p>		
First validation visit update and indicative score	6-7	/10
<p>The depot remains clean and tidy. The new company board is situated at the entrance. Vehicle parking has been formalised with segregated areas for works and private cars. HiVis is required to be worn when exiting the vehicles. Company vehicles are being replaced with <b>new logoed vehicles including CCS logos. Operatives will have company uniform and HiVis which will includes CCS logo.</b></p>		
Second validation visit update and indicative score		/10
Validated score		/10

### Respect the Community

Office visit observations and indicative score	6-7	/10
<p>Residents are informed of planned maintenance to their homes with planned dates to carry out works with reasonable efforts made to minimise the impact of these works. Response works are carried out on a timed schedule, which is controlled by the co-ordinators. Company work closely with "Inspire to Achieve " scheme. As 80% of the residents are on benefits Richard is promoting return to work by taking on apprentices to train up and carry out maintenance works. Currently they have 12 apprentices. Vehicles are branded with 24/7 contact numbers, which are also available on the web site. <b>Consideration is to be given to encourage resident to notify defects via the web site.</b></p>		
First validation visit update and indicative score	7-8	/10
<p><b>Call staff have been trained to deal with residents complaints in a sympathetic manner and ensure that the complaint is dealt with quickly and with minimum impact on the resident.</b> Operatives also receive training to deal with residents sympathetically and to "have a chat" with them the assure them that the service given is the best that can be achieved</p>		
Second validation visit update and indicative score		/10
Validated score		/10

### Protect the Environment

Office visit observations and indicative score	6-7	/10
<p>All waste is recycled wherever possible with very little going to landfill. Rainwater is harvested and used for cleaning purposes. Local labour and suppliers used wherever possible. <b>Operatives to be issued contact numbers for local vets should a distressed animal be observed.</b> Team are responsible for collecting and disposing of road kill. <b>Consideration could be given to purchase a chip reader so any pets could be identified and owners informed.</b> Company encourage cycle to work and have installed cycle rack. Plans are in hand to educate workforce on environmental/sustainability issues.</p>		
First validation visit update and indicative score	6-7	/10
<p>TDPS no longer deal with "road kill". Agency labour has been replaced with local labour thus reducing travel impact on the environment. Research is being undertaken to encapsulate housing to reduce energy consumed in heating. They are also researching forming <b>rain gardens under communal areas to capture and use rainwater, which would normally go into watercourses. This will reduce flood risk and save on water usage cost.</b></p>		
Second validation visit update and indicative score		/10
Validated score		/10



## Secure everyone's Safety

<i>Office visit observations and indicative score</i>	<b>6-7</b>	/10
<p>Company has comprehensive first aid arrangements. A defibrillator is kept in the office, and staff trained in its use. High quality PPE is provided including face fit masks, gloves etc. Operatives are briefed in the workday RAMS including lone working and asbestos training There is <b>no random testing for drugs or alcohol as not permitted by the unions</b>. This could be an area to reconsider in the future. A list of troublesome residents is kept and if call out to one of these a pair of operatives will be sent. Each van carries first aid kit, accident book, spill kit etc. Each call out has a check list to be signed by resident and operative as proof worked carried out.</p>		
<i>First validation visit update and indicative score</i>	<b>6-7</b>	/10
<p>Safety remains paramount. Lone working is a constant problem with appropriate systems in place to check on the operative. A register of aggressive residents and a minimum of two operatives is sent to deal with their works. <b>D&amp;A is a sensitive issue with the involvement of the unions but further discussions are planned to look into this.</b></p>		
<i>Second validation visit update and indicative score</i>		/10
<i>Validated score</i>		/10

## Value their Workforce

<i>Office visit observations and indicative score</i>	<b>6-7</b>	/10
<p>Workforce thoroughly inducted and trained in public relations. Consideration given to resident's requirements, special needs noted and works arranged accordingly. Workforce issued with list of municipal buildings where they can use facilities. All operatives are medically checked and occupational health advice readily available and also subject to regular toolbox talks. Chill out room provided in depot. Operatives are instructed not to work in a premise if the tenant becomes abusive. <b>Further training to be considered on public relations and how to deal with complaints or abusive behaviour</b></p>		
<i>First validation visit update and indicative score</i>	<b>7-8</b>	/10
<p>Depot facilities are excellent but the workforce is out on the road most of the time so they carry list of locations where the facilities can be used. <b>Workforce have received training to liaise with residents and have a chat with them to put them at ease.</b></p>		
<i>Second validation visit update and indicative score</i>		/10
<i>Validated score</i>		/10

***This report does not count towards BREEAM or other similar accreditation schemes.***

*The contents of this report are a reflection of the meeting held between the Scheme's Monitor and the company representative, and the activities and initiatives witnessed at the time of the visits. Where appropriate, **bold italic** statements will indicate where improvements can be made.*

**Minutes of the Meeting of the Tenant Services Management Board held on 14 August 2017 at 6.00pm in the Committee Room, The Brittons Ash Community Centre (BACH), Bridgwater Road, Bathpool, Taunton.**

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

**Officers:** Rich Prewer (Property Services Manager), Stephen Boland (Housing Services Lead), Derek Quick (Landlord Health and Safety Compliance Project Manager), Rachel Searle (Development Manager), Rosie Walsh (Development Decant Manager), Julia Williamson (Housing Options Assistant), Martin Price (Tenant Empowerment Manager) and Marcus Prouse (Democratic Services Officer).

**Others:** Amanda Taylor (Nash Partnerships)

(The meeting commenced at 6.00pm)

**1. Apologies**

Apologies were received from Mrs J Hegarty, Mr K Hellier and Councillor T Beale.

**2. Minutes**

The Minutes of the meeting of the Tenant Services Management Board held on 17 July 2017 were signed and taken as read.

**3. Public Question Time**

No questions were received for Public Question Time.

**4. Declarations of Interests**

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

**5. Fire Safety Update**

The Landlord Health and Safety Compliance Project Manager introduced the item and informed Members of the situation locally and what impact the Grenfell Tower tragedy had on the Fire Safety Risk Assessment programme.

The Officer team had reviewed the local situation and was pleased to be able to say that the Council was already pro-active in this area, and as stated there was already a programme of Fire Safety Risk Assessments in place, but to offer further reassurance this would no longer be done over an 18 month period, instead it would be done in six weeks, and had been completed this week.

Results of the Assessments would be fed through to this Committee once further analysis had been done, however, it was reassuring that no major issues had come to light. Early indications were that most of the identified issues were due to

housekeeping by tenants. An issue had been identified with the Bin Stores that are located usually by a Back or Front door, which could present a fire hazard. A piece of work had been commissioned which would move these away from the main residence and still provide a secure compound. Another piece of work currently underway was the replacement of Doors in flats, which has been extended to Leaseholders and would be around 200 doors that would be replaced. It was reassuring that of the 448 blocks of flats in the Borough nothing major had been identified, but the Officer team would continue to provide a pro-active service in this area, with more findings and figures brought before the Committee in the future.

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

- Was the person carrying out the Risk Assessments trained to a high standard?
- *It was confirmed that the person/s are highly trained to Fire Service standards, undertaking an intensive course and able to assess complex buildings.*
- It was considered that it was fortunate Taunton Deane did not have any high rise buildings, but it was presumed the emphasis would still be on keeping areas clean and clear and free of pot plants, carpets and bicycles?
- *Taunton Deane had a zero tolerance policy to obstructions in the communal areas which is enforced. There had been a noticeable improvement in the last six months, with Grenfell seeming to reinforce the messages regarding Fire Doors and obstructions.*
- There had been a few incidents in the past with regard to Door Access issues, with Anti-Social Behaviour occurring. Would this be improved under the replacement programme?
- *A controlled access programme would address the Door Access issues to ensure this would stop the problem.*
- Where could amenities like bicycles which are often in the way be stored in a flat with no designated communal space?
- *This was recognised as a real difficulty but safety had to come first.*
- Through the Assessment programme, were there any communal spaces that were identified as needing a sprinkler system?
- *Yes, Kilkenny Court, which is an 'extra care' facility had been identified six or seven months ago, and this would be rectified. No systems were identified as being necessary in the communal flats elsewhere in the Borough.*

**Resolved** that the report be noted.

## **6. Performance Indicators Quarter 1 2017/18**

The Housing Services Lead introduced the KPI's under his jurisdiction which were currently at 'Amber' or had changed back to 'Green'.

**HC 1.1** was pleasing to see as above target, as twelve months ago there had been some anxiety about the introduction of Universal Credit (UC) and how this would affect tenants. Arrears had gone up slightly overall though it was going well and the resource was in place to help people with their UC claims. The team was now going to focus help on the next phase, which is between receiving a payment and making a claim. Housing Officers were equipped with iPads and were able to support those tenants with their claims and ensure the relevant information is supplied to complete a claim. The team had even been supporting Mid Devon Council as they prepare to migrate over to the Digital UC system.

**HC 4.8** was Amber and around the review of the support plan of Sheltered Housing Units every 12 months. As the Council had 800 plus of these units, the achievement of 80% of an ambitious 100% target was considered reasonable. A qualification was also that there are tenants living on the schemes who refuse to have a review. In dealing with these, there had been issues with some Sheltered Housing Officers unsure of how to input this kind of response onto the system. This was a relatively new indicator to be measured and this still needed to be worked through with the team as to how input this, with activities in place to address this. Related to this was some of these Sheltered Housing Officers getting used to the new software and database. This was introduced in April 2017 and it was considered that more time was needed for this new way of working to bed in fully.

The Property Services Manager introduced the performance indicators he was responsible for and gave a brief overview;

**HC 2.7** dealt with customer satisfaction with lettable standards of properties, which had dipped in the middle of last year but was getting back on track. Two team members had been assigned to do pre-void work and there had been a noticeable improvement in the figures. 18 responses was considered to be too small a sample to really give much of a picture. Tenants were not complaining about the quality of the work, more often it was the time taken to get through to the call centre. Improvements had been made and new people hired, for example, TV's had been installed on the wall so it could be shown how many calls were waiting. The Repairs team were multi-skill trained and were using a dynamic scheduling system, with a push and pull diary which allowed for gaps in the day to respond to emergencies and to pro-actively pursue jobs. A performance management methodology would ensure that the Council was getting the best out of its workforce.

**HC 3.1** was measured always at a particular point of time and the issue had been two tenants in hospital so their properties were unable to be accessed to do the gas servicing, but this had now been sorted and there were none outstanding. Gas had recently been taken back in-house, there was a new software system called Gastag being used which allowed the team to know what appliances were in each property and their serviced dates. This would run in a 10 month cycle and would mean that no appliances would ever reach their expiry without a check.

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

- It was queried as to whether the annual assessment of tenants could be changed to a system where the Council were notified of any changes, as annual assessment has been felt by some to be too intrusive?
- *An annual review was required to be done by the Council.*
- It was considered that achieving 100% would always be difficult, as people living in sheltered housing who may not need that but are placed there due to social services.
- *Agreed that the schemes needed a balance of people with different support needs to be resourced without extra difficulty, and perhaps the indicator was too high.*
- What was the split between the tenants we were struggling to make contact with and the Sheltered Housing Officers not updating their computers? Was this a training issue?
- *All Sheltered Housing Officers had had the training and awareness support. Area Community Managers were continuing to restate these messages in their regular 1 to 1's with officers. Some changes had been made to the online database to make it easier to use.*

- **HC 4.2** – was around Emergency repairs within 24 hours and was currently at Amber. The Property Services Manager requested that the measure be changed to 1 day rather than in hours, as the hour's measurement penalised repairs that were the next day.
- *The Board agreed with the Officer's assessment that changing this to 1 Day would be fairer and were happy to see this change going forward.*
- What was classed as an Emergency?
- *It was generally considered to be life, limb, or damage to property. There was a balance to be had, but this would be monitored and an indicator would be a level of complaints. Complaints were now being completed properly and this had been improved.*
- Considering the challenges with the IT systems recognised, did the team have the capacity to do same day repair jobs?
- *Although the scheduling system at the moment does not allow for it, we would be able to do this by leaving gaps in the schedule to deal with expected Emergencies and follow-up jobs. The workforce was being utilised better with more multi-skill staff, and to improve the Call centre so that the right staff were sent to the right jobs for their skill level. A Business Plan was agreed to be shared at a future meeting detailing how the workforce was being organised better.*

**Resolved** that the report be noted.

## **7. Property Services Delivery Plan and Performance Indicators Quarter 1 2017/18**

The Property Services Manager introduced the report and the Delivery Plan for the year which had been included with the report. This was an overview of what was being worked on this year to put the Council in a position of strength.

The implementation had gone well so far, for example, the IT department had worked hard with the team to address the issues that had been causing problems. Tradesman's tablets having 3 passwords had been looked at and now there was just one password, with their personalised thumbprint providing access. There were still issues with the network coverage and in one instance the systems going down cost 3 lost days. In staffing terms there had been some disciplinary issues.

Employees should know what to expect now, and the Council would not accept mediocrity. It was pleasing to note that the majority of people in the organisation were working really hard. The KPI's mirrored the Corporate KPI's in a lot of ways. The officer gave further detailed explanation on the 'Repairs out of target' KPI, which was 'red' on the average jobs per day. As staff were going to get more multi-skilled this number would drop from an expectation of 5 and a half per day. This was because a 'job', for the service should be considered a 'visit', with possibly up to 7 or 8 items to do in a property, and it was against those individual items workers would be measured. If a worker was constantly underperforming, it would either be a capability issue or a training issue, and support is on offer to address both. The organisation had recently taken on some excellent apprentices who have embraced the new ways of working which was making the difference. The average age of a plumber was now 56 years old, so it was important the Council worked with local schools and colleges to bring more people into the industry.

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

- How long in time was a worker given for a job?
- *When a tenant rings in for a job, the person taking on the work uses a system called Locator Plus, which for each appliance or job will give Standard Minute Values in which to complete the role, understanding however that construction is not straightforward. The Council's emphasis was that the job took as long as needed to do a professional job on the first visit. The new mind-set being implemented was that vulnerable tenants are engaged with and any potential issues passed onto Housing colleagues.*
- The members of the board were interested in how the Voids process was turning around?
- *All voids were planned in, with cyclical work done to ensure quicker turnarounds. Compared to previously, there would be substantial efficiencies. A void service standard had been developed so that consistent product was offered alongside managing tenants expectations.*
- When Officers were made aware of an Abandoned Property, how quickly was that able to be re-let?
- *With abandonment, Estates Officers have to be very careful and follow a checklist to assure and establish that the tenant has definitely gone. Terminations are very rare, and the Council would normally go through the Courts in these cases to protect the Council.*

**Resolved** that the report be noted.

## **8. Considerate Constructors Scheme**

The Property Services Manager introduced the report and outlined the motivation behind signing the Council up to this scheme.

Part of his remit ensuring that the Council was doing enough to showcase itself as a professional organisation, for example, they had also signed up to the Association of Gas Safety Managers and the Direct Works Forum. The Considerate Constructors Scheme looked at best practice with organisations that have their own 'in-house' workforce. Major Construction companies with high standards were known to subscribe to this scheme.

The scheme looked at five disciplines across the organisation, and the Council had recently gotten the score back from its first official visit, which was thankfully really pleasing to report as positive. The score was assessed each time on creativity and innovation in the way the Council delivered the service, with the Council now on a schedule of 6 month assessments, the results of which would be brought to TSMB. It was felt important for the Council to be recognised by an outside body and embodied the cultural change that the Officers were trying to drive forward.

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

- How much was Taunton Deane contributing to the scheme monitors paid by the Considerate Constructors Scheme?
- *It was a fee based on turnover and was around £300 pa. The scheme would encourage better behaviour, and in the next assessment the monitors would likely be speaking to tenants.*
- Were any other Local Authorities signed up to this scheme?
- *Cheltenham was one known Borough Council, as well as others such as Advantage SW. The service being looked at by an external organisation*

*should be something a LA would encourage, in much the same way as the Finances of the Council are audited.*

**Resolved** that the report be noted.

**9. Exclusion of the Press and Public**

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

**10. Development Update**

Considered verbal update and presentation regarding the confidential Development updates on the North Taunton 'Woolaways' at both Dorchester Road and Rochester Road, Taunton.

(The meeting ended at 8.05pm)