



CABINET

6 June 2012

A Meeting of the CABINET will be held on Wednesday, 13th June, 2012, 6.00 pm in Committee Room 1 - Marmion House

A G E N D A

NON CONFIDENTIAL

1 Apologies for Absence

2 Corporate Update

Title: Town Centre

Presenter: Rob Mitchell (Director (Communities, Planning and Partnerships))

3 Minutes of the Previous Meeting (Pages 1 - 6)

4 Declarations of Interest

To receive any declarations of Members' interests (personal and/or personal and prejudicial) in any matters which are to be considered at this meeting.

When Members are declaring a personal interest or personal and prejudicial interest in respect of which they have dispensation, they should specify the nature of such interest. Members should leave the room if they have a personal and prejudicial interest in respect of which they do not have a dispensation.

5 Matters Referred to the Cabinet in Accordance with the Overview and Scrutiny Procedure Rules

None

6 Quarter 4 2011/12 Performance Report (Pages 7 - 62)

(Report of the Leader of the Council)

- 7 Scheme of Delegation Decisions Report** (Pages 63 - 64)
(Report of the Portfolio Holder for Core Assets and Services)
- 8 Capital Outturn Report 2011/12** (Pages 65 - 78)
(Report of the Portfolio Holder for Core Services and Assets)
- 9 Landlord Services - End of Year Performance Report 2011/12** (Pages 79 - 168)
(Report of the Portfolio Holder for Housing)
- 10 Tenancy Strategy** (Pages 169 - 200)
(Report of the Portfolio Holder for Housing)
- 11 Town Centre Supplementary Planning Document** (Pages 201 - 206)
(Report of the Portfolio Holder for Economic Development and Enterprise)
- 12 Voluntary and Community Sector Commissioning Cycle 2** (Pages 207 - 214)
(Report of the Portfolio Holder for Economic Development and Enterprise)

Restricted

NOT FOR PUBLICATION because the report could involve the disclosure of exempt information as defined in Paragraphs 1, 3 and 9 of Part 1 of Schedule 12A to the Local Government Act 1972 (as amended)

- 13 SnowDome Swim and Fitness Contract Renewal** (Pages 215 - 230)
(Report of the Portfolio Holder for Economic Development and Enterprise)
- 14 Staffordshire County Council's Commissioning of Financial Assessment and Welfare Benefits Advice Service to District Councils** (Pages 231 - 254)
(Report of the Portfolio Holder for Core Services and Assets)

Yours faithfully



Chief Executive

People who have a disability and who would like to attend the meeting should contact Democratic Services on 01827 709264 or e-mail committees@tamworth.gov.uk preferably 24 hours prior to the meeting. We can then endeavour to ensure that any particular requirements you may have are catered for.

To Councillors: D Cook, R Pritchard, L Bates, S Claymore, S Doyle, M Greatorex and J Oates



MINUTES OF A MEETING OF THE CABINET HELD ON 30th MAY 2012

PRESENT: Councillor D Cook (Chair), Councillors R Pritchard, L Bates, S Claymore, S Doyle, M Greatorex and J Oates

The following officers were present: Anthony E Goodwin (Chief Executive), John Wheatley (Executive Director Corporate), Rob Barnes (Director - Housing and Health), Andrew Barratt (Director - Assets and Environment), Michael Buckland (Head of Revenues), Nicki Burton (Director - Technology and Corporate Programmes), Stephen Lewis (Public Health Manager), Steve Pointon (Housing Strategy Manager) and Joanne Sands (Neighbourhood Services Manager)

1 APOLOGIES FOR ABSENCE

None

2 CORPORATE UPDATE

The Director Technology and Corporate Programmes gave a presentation on the Corporate Change Programme.

3 MINUTES OF THE PREVIOUS MEETING

The minutes of the meeting held on 4 April 2012 were approved and signed as a correct record.

4 DECLARATIONS OF INTEREST

There were no Declarations of Interest.

5 MATTERS REFERRED TO THE CABINET IN ACCORDANCE WITH THE OVERVIEW AND SCRUTINY PROCEDURE RULES

None

6 CORPORATE PLAN 2012/13

The Report of the Leader of the Council informing Cabinet of the contents of the Corporate Plan before publication was considered.

RESOLVED: That the Corporate Plan be approved.

(Moved by Councillor R Pritchard and seconded by Councillor S Claymore)

7 PROPOSED IMPLEMENTATION OF DOG CONTROL ORDERS

The Report of the Portfolio Holder for Environmental and Waste Management seeking to endorse the outcomes of initial consultation and seeking approval to commence introduction of dog control orders in Tamworth, subject to acceptance by full Council was considered.

RESOLVED: That:

- 1 The report and results of the consultation of the Dog Control orders identified be endorsed, and;
- 2 The areas proposed to be included in the Dog Control Orders with the amendments arising from the consultation be approved, and;
- 3 Statutory 28 day consultation to begin on 1 June 2012 be approved, and;
- 4 Formal presentation of Dog Control Orders implementation to Full Council for adoption of the orders in July 2012 be endorsed subject to comments received from the statutory consultation.

(Moved by Councillor S Doyle and seconded by Councillor M Greatorex)

8 ENVIRONMENT, HEALTH REGULATORY SERVICE (EHRS) FEES AND CHARGES 2012-13

The Report of the Portfolio Holder for Environment and Waste Management seeking approval to implement revised fees and charges in respect of services provided by Environment, Health and Regulatory Services to come into effect from 1 June 2012 was considered.

RESOLVED That:

- 1 The fees and charge proposed for Environment Health & Regulatory Services set out in Appendix 1 of the report with effect from 1 June 2012 (apart from Taxi Licensing fees which need to be approved by Council) be approved, and;
- 2 Cabinet recommend to Council that the Taxi licensing fees set out in Appendix 1, subject to the statutory advertising

- prescribed by the relevant legislation be approved, and;
- 3 Cabinet recommended to Council in future reviews the revision of taxi licensing fees be delegated to Cabinet

(Moved by Councillor S Doyle and seconded by Councillor J Oates)

9 HOMELESSNESS PREVENTION FUNDING

The Report of the Portfolio Holder for Housing seeking approval for the use of Department of Communities and Local Government Preventing Homelessness Grant to support the delivery of key homelessness prevention projects was considered.

RESOLVED: That the use of Department of Communities and Local Government Preventing Homelessness Grant allocated to the Council to support homelessness prevention activity to 2015 be approved.

(Moved by Councillor M Greatorex and seconded by Councillor R Pritchard)

10 COMMUNITY INFRASTRUCTURE LEVY

The Report of the Portfolio Holder for Economic Development providing Members with an appraisal of introducing a Community Infrastructure Levy and seeking approval for undertaking the necessary evidence base collection and production of a preliminary draft charging schedule was considered.

RESOLVED: That:

- 1 The introduction of a Community Infrastructure Levy be agreed, and;
- 2 The Director of Communities Planning and Partnerships leads on the production of an evidence base and a preliminary draft charging schedule to be considered by Cabinet prior to public consultation, and;
- 3 The Director of Communities Planning and Partnerships leads on the production of the necessary procedures and processes to enable the efficient operation of a CIL, and;
- 4 The Director of Communities Planning and Partnerships leads on discussions with infrastructure providers to draft protocols for the passing of collected CIL monies for the delivery of infrastructure, the monitoring of the implementation of those monies and to seek financial assistance with producing the evidence base for CIL.

(Moved by Councillor S Claymore and seconded by Councillor D Cook)

- 5 The Chief Executive discuss the possibility of co-funding

the production of the evidence base and charging schedule with the Chief Executive of Staffordshire County Council.

(Moved by Councillor D Cook and seconded by Councillor R Pritchard)

11 LOCAL AUTHORITY MORTGAGE RATE FOR MORTGAGES GRANTED UNDER HOUSING ACT, 1985

The Report of the Portfolio Holder, Core Services and Assets in accordance with Section 438 of the Housing Act 1985 seeking to make the statutory declaration of the local authority mortgage interest rate from 1 June 2012 to 30 September 2012 was considered.

RESOLVED: That the statutory declaration of interest to be charged at 4.72% be endorsed.

(Moved by Councillor R Pritchard and seconded by Councillor D Cook)

12 WRITE OFFS 01/04/2011 - 31/03/2012

The Report of the Portfolio Holder for Corporate Services and Assets providing members with details of write offs from 1 April 2011 to 31 March 2012 was considered.

RESOLVED: That the amount of debt to be written off be endorsed.
(Moved by Councillor R Pritchard and seconded by Councillor J Oates)

EXCLUSION OF PRESS AND PUBLIC

RESOLVED: That members of the press and public be now excluded from the meeting during consideration of the following item on the grounds that the business involves the likely disclosure of exempt information as defined in Paragraph 1 and 3, Part 1 of Schedule 12A to the Local Government Act 1972 (as amended).

13 DISCRETIONARY RATE RELIEF

The Report of the Portfolio Holder for Corporate Services and Assets seeking approval for the award of discretionary rate relief in respect of a qualifying group's application was considered.

RESOLVED: That 5% top up of Discretionary Rate Relief be awarded from 1 April 2011.

(Moved by Councillor R Pritchard and seconded by Councillor S Claymore)

Leader

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REPORT OF THE LEADER

Quarter Four 2011/12 Performance Report

EXEMPT INFORMATION

Not applicable

PURPOSE

This report aims to provide Cabinet with a performance and financial health-check.

RECOMMENDATIONS

That Cabinet endorse the contents of this report

EXECUTIVE SUMMARY

This report looks at

Part 1

1. Corporate consultations,
2. Corporate communications,
3. Corporate risks,
4. Corporate plan scorecard of performance indicators,
5. Directorate Updates.

Part 2

The financial health-check.

RESOURCE IMPLICATIONS

None, directly arising from this report.

LEGAL/RISK IMPLICATIONS BACKGROUND

Not applicable.

SUSTAINABILITY IMPLICATIONS

Not applicable.

BACKGROUND INFORMATION

See attached document

REPORT AUTHOR

John Day

LIST OF BACKGROUND PAPERS

APPENDICES

Part 1 Performance Health check

1. Corporate Consultation update

Citizens Panel

Using the Mosaic customer insight data, 134 new members have been recruited to the citizens panel with a high proportion being from those age groups where representation was low.

A citizens panel survey was undertaken in January with part of this covering a section on questions for the Primary Care Trust. This information was received, analysed and reported back. Acknowledgement and praise of the work undertaken was mentioned at the Commissioning Consultative Group meeting In April.

Tamworth Listens

Tamworth Listens is currently focusing on community safety and housing and health. A survey has been launched to find out what community safety issues residents have and focus groups have been held to collect qualitative data. A live blog will also be held so residents can talk to us about any issues they may have. The housing survey will be available in May and focus groups will be held.

Customer Insight

The Mosaic data has been used to support the following initiatives;

- Citizens panel recruitment,
- Tamworth Listens community safety and housing and health consultations,
- Communication information for Spital Ward for the community safety partnership,
- Profiling Tinkers Green and the Kerria Centre,
- Targeting households with no registered voter to find out their communication preferences.

The following surveys were undertaken in quarter four

- Tamworth Castle,
- Assembly Rooms,
- Dog control orders.

On-line Place Survey

The annual on line place survey covers 10 perception type indicators used in the corporate scorecard. All of these showed improvement when compared to their 2010/11 results.

2. Corporate Communications update

During this period 98 press releases were issued, resulting in 382 pieces of press coverage.

Media highlights included: construction of the new BMX play track, St George's Day event, successful benefit fraud prosecution of more than £50,000, single issue debate on Ventura where a potential second exit was announced, launch of a new dog fouling campaign, the Olympic Torch route announced and council tax was frozen for a second year running.

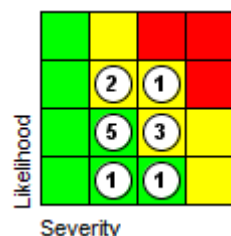
A number of videos were uploaded including the Mary Portas pilot which saw more than 1500 views. The Participatory Budgetary video also proved popular. A Housing and Health DVD prepared for the launch of the strategy received positive feedback.

The Tamworth Borough Council website remains ranked second in Google searches for Tamworth, averaging around 21,000 unique users a month.

3. Corporate Risks

The Corporate Risk register is reviewed and updated by the Corporate Management Team.

There are currently thirteen risks on the Corporate Risk Register, none of which are high risks and the "heat map" below indicates the current position of their risk status.

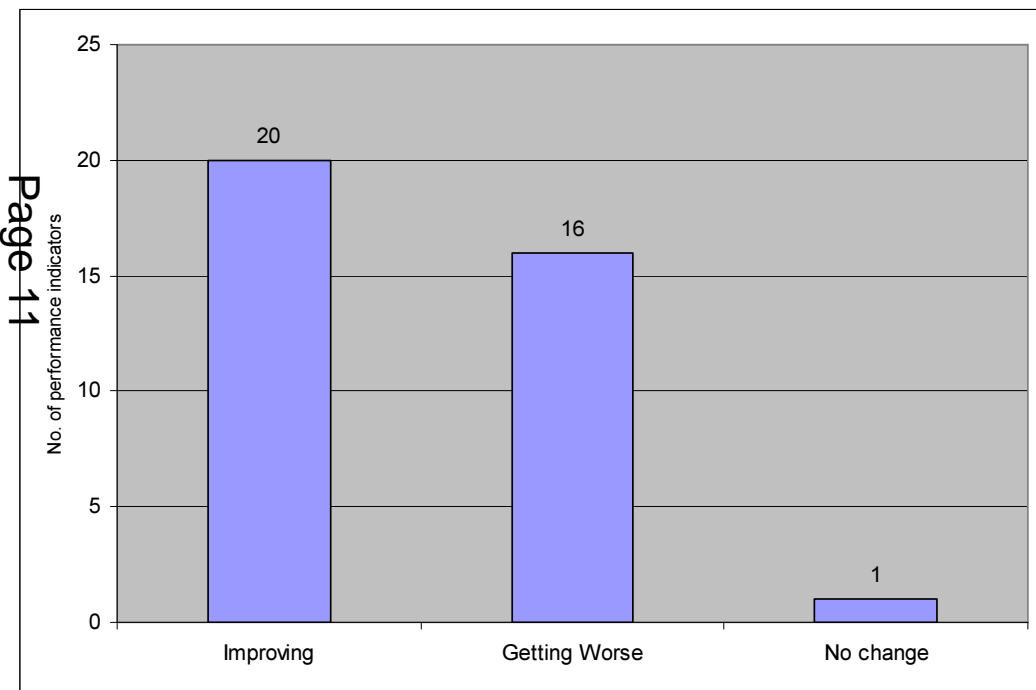


4. Corporate Plan Scorecard of Performance Indicators

The charts below show the numbers of performance indicators and whether they are improving, getting worse or have stayed the same. Those indicators where historical data is not yet available are not included in this analysis as no comparison against previous performance can be made. More detail on the individual indicators that make up this analysis can be found at pages 7 to 20.

To Aspire and Prosper in Tamworth –

To create and sustain a thriving local economy and make Tamworth a more aspirational and competitive place to do business

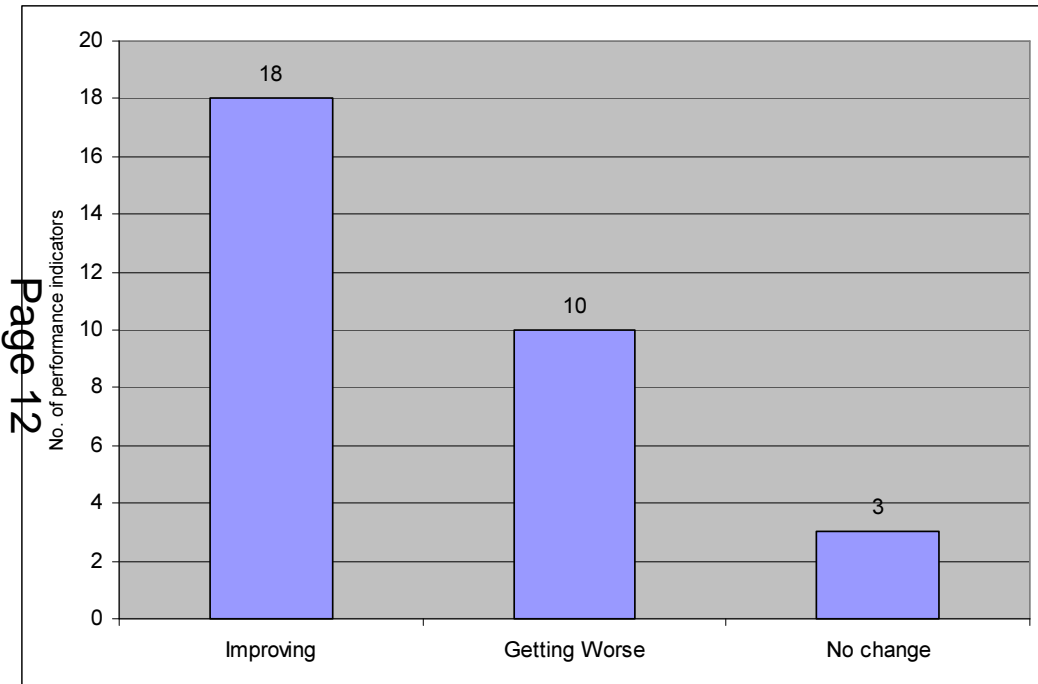


Positive activities in this priority area have been;

- Plans announced for redevelopment of the Assembly Rooms and the creation of a cultural quarter,
- New Assembly Rooms website went live,
- The Core Strategy/Local Plan was finalised and received Cabinet and Council approval to be published,
- Work progressed on the Town Centre Supplementary Planning Document, a draft consultation version will be published in June,
- The Business And Economic Partnership has been actively involved in specifying and commissioning a business support service for Tamworth businesses branded Tamworth4Business,
- A business engagement event for The Greater Birmingham and Solihull Local Enterprise Partnership was held at Drayton Manor,
- The submission of a bid to be a Portas Pilot town.

To be healthier and safer in Tamworth -

To create a safe environment in which local people can reach their full potential and live longer, healthier lives

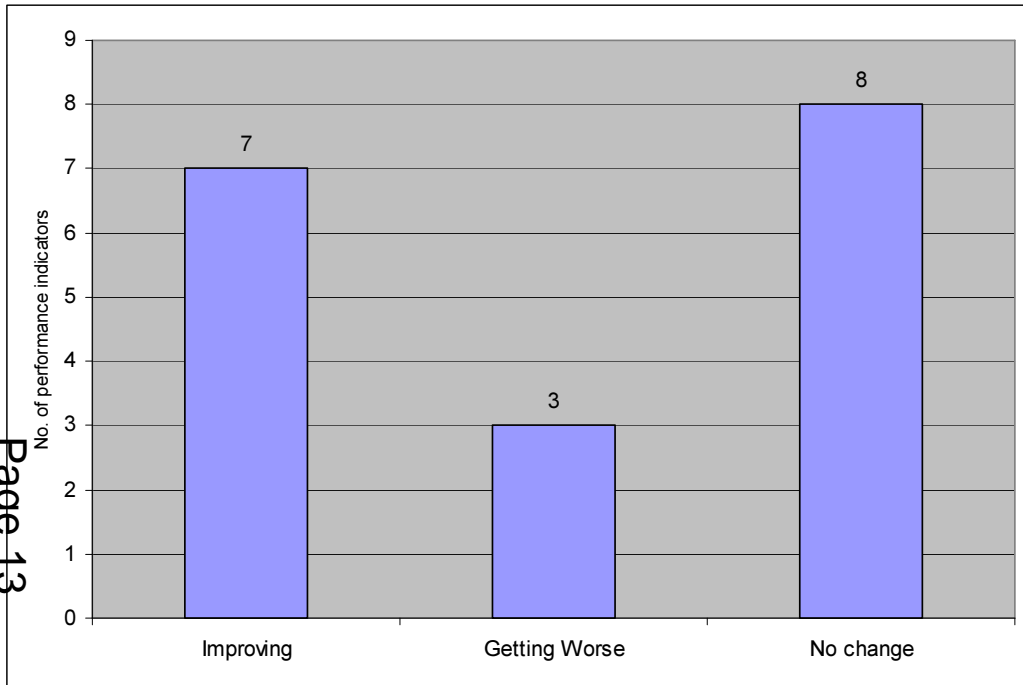


Page 12

Positive activities in this priority area have been;

- First annual tenants' conference held,
- Contracts awarded for housing repairs and gas servicing,
- Participatory budgeting event in Amington,
- Dog fouling campaign announced,
- The launch of Operation Zig and Zag, a joint campaign by Tamworth Borough Council, Staffordshire County Council and the police to make the roads around schools safer for everyone,
- Street wardens, community development staff, a community cafe, a counselling service and a job club have joined forces and are now working alongside the fire service at the Tamworth Community Fire Station in Belgrave,
- BMX track constructed and opened,
- 2000 homes have benefited from the HEAT scheme and it was announced that this will be extended to June 2012,
- Installation of benches and a community planting project at Glascote Heath,
- Launch of Citizen Watch in the town centre,
- Various sporting initiatives including
 - The establishment of a new stand up paddle boarding club at the Castle Grounds Activity Centre,
 - The beginning of the process of turning the Castle Grounds tennis courts into a beacon accredited community tennis club to increase recreational tennis playing,
 - The submission of an application to Sport England for two outdoor table tennis tables to be located in the Castle Grounds,
 - The completion of a first stage Reaching Communities bid for relocation and expansion of the current gym facility in the Castle Grounds Activity Centre,
 - The Sports Relief Mile attracted more than 800 runners.

Approachable, Accountable and Visible










Positive activities in this priority area have been;





- Council Tax for 2012/13 was frozen,
- The Support Services review identified £85k year on year savings,
- The recovery of more than £5m deemed at risk in Icelandic deposits,
- The preparation of a balanced four year medium term financial strategy,

**To Aspire and Prosper in Tamworth:
To create and sustain a thriving local economy and make Tamworth a more aspirational and competitive place to do business**









1a. Raise the aspiration and attainment levels of young people

Performance Indicator	Last Update	Current Value	Frequency of collection	Performance improving or declining		Performance against target (where target is known)
Achievement of 5 or more A*- C grades at GCSE or equivalent including English and Maths	2010/11	49.8%	Years	↑	Improving	
Key stage 2 - Percentage of pupils attaining English & Maths level 4 & above	2010/11	68.1%	Years	↓	Getting Worse	
Percentage of 18 -24 year olds in receipt of Job Seekers Allowance	March 2012	9.6%	Months	↑	Improving	
16 to 18 year olds who are not in education, employment or training (NEET) - Belgrave	August 2011	13.9%	Months	↓	Getting Worse	
16 to 18 year olds who are not in education, employment or training (NEET) - Glascote	August 2011	17.3%	Months	↓	Getting Worse	
16 to 18 year olds who are not in education, employment or training (NEET) - Amington	August 2011	10.8%	Months	↓	Getting Worse	
16 to 18 year olds who are not in education, employment or training (NEET) - Spital	August 2011	12.6%	Months	↓	Getting Worse	





1b. Create opportunities for business growth through developing and using skills and talent

Performance Indicator	Last Update	Current Value	Frequency of collection	Performance improving or declining		Performance against target (where target is known)
Percentage of working age population with NVQ2+	2010/11	62.2%	Years	↑	Improving	
Percentage of working age population with no qualifications	2010/11	16%	Years	↑	Improving	
Percentage of working age population with NVQ3+	2010/11	37%	Years	↑	Improving	
Percentage of working age population with NVQ4+	2010/11	17.2%	Years	↑	Improving	














1c. Promote private sector growth and create quality employment locally

Performance Indicator	Last Update	Current Value	Frequency of collection	Performance improving or declining		Performance against target (where target is known)
Percentage of working age population claiming Job Seekers Allowance	Q4 2011/12	3.7%	Quarters	↓	Getting Worse	
Overall Employment rate (working-age) (Tamworth)	Q2 2011/12	60.5%	Quarters	↑	Improving	
New business registration rate per 10,000 resident population aged 16 and above (Tamworth)	2010/11	40.3	Years	↓	Getting Worse	
Unemployment level	Q2 2011/12	14.7%	Quarters	↓	Getting Worse	
Unfilled jobcentre vacancies	March 2012	514	Months	↑	Improving	
Total number of jobs	2009/10	30,000	Years	↓	Getting Worse	
Job Density	2009/10	0.6	Years	↓	Getting Worse	
Median gross weekly earnings for employees working in the area	2011/12	£439.60	Years	↑	Improving	



1d. Brand and market “Tamworth” as a great place to “live life to the full”

Performance Indicator	Last Update	Current Value	Frequency of collection	Performance improving or declining		Performance against target (where target is known)
The occupancy levels of Town Centre retail outlets	Q4 2011/12	89%	Quarters	↓	Getting Worse	
The footfall for Town Centre	H2 2011/12	5,768	Half Years	↓	Getting Worse	
Overall/general satisfaction with local area (Tamworth)	2011/12	86.2%	Years	↑	Improving	
Tamworth Information Centre Interactions	March 2012	1,720	Months	↑	Improving	

1e. Create the physical and technological infrastructure necessary to support the achievement of this primary outcome





Performance Indicator	Last Update	Current Value	Frequency of collection	Performance improving or declining		Performance against target (where target is known)
Net additional homes provided (Tamworth)	Q3 2011/12	56	Quarters	↓	Getting Worse	
Processing of planning applications: Major applications (Tamworth)	2011/12	65.00%	Years	↓	Getting Worse	
Processing of planning applications: Minor applications (Tamworth)	2011/12	82.40%	Years	↓	Getting Worse	
Processing of planning applications: Other applications (Tamworth)	2011/12	92.57%	Years	↓	Getting Worse	
Percentage of residents satisfied with the authorities parks and open spaces	2011/12	76.7%	Years	↑	Improving	
Satisfaction with cleanliness of streets	2011/12	54.4%	Years	↑	Improving	
Satisfaction of business with local authority regulation services (Tamworth)	2010/11	84%	Years	↑	Improving	
Percentage of household waste sent for reuse, recycling and composting (Tamworth)	2011/12	50.10%	Years	↑	Improving	
Increase in the number of local sites where active conservation management has been or is being implemented from 5 in 2009/10 to 8 by 2013	2011/12	7	Years	—	No Change	
Improved street and environmental cleanliness - Litter	2011/12	3.23%	Years	↑	Improving	
Improved street and environmental cleanliness - Detritus	2011/12	5.88%	Years	↑	Improving	
Improved street and environmental cleanliness - Graffiti	2011/12	2.82%	Years	↑	Improving	
Satisfaction with household waste collection	2011/12	84.2%	Years	↑	Improving	

Page 18

Performance Indicator	Last Update	Current Value	Frequency of collection	Performance improving or declining		Performance against target (where target is known)
The number of enforcement actions for flytipping in the year	2011/12	87	Years			
Improved street and environmental cleanliness - Dog Fouling	March 2012	2.61%	Months	↑	Improving	







To be healthier and safer in Tamworth Borough Council
To create a safe environment in which local people can reach their full potential and live longer, healthier lives

2a. Address the causes of poor health in children and young people

Performance Indicator	Last Update	Current Value	Frequency of collection	Performance improving or declining		Performance against target (where target is known)
Obesity in primary school age children in Year 6:Obese	2010/11	20.9%	Years	↓	Getting Worse	
Proportion of children in poverty	2009/10	19.8%	Years	↓	Getting Worse	
Infant Mortality per 1,000	2008/09	7.13	Years	↓	Getting Worse	
Physically active children	2009/10	61.2%	Years	↑	Improving	






Page 20

2b. Improve the health and well being of older people by supporting them to live active, independent lives







Performance Indicator	Last Update	Current Value	Frequency of collection	Performance improving or declining		Performance against target (where target is known)
Male life expectancy	2008/09	78.6	Years	↑	Improving	
Female life expectancy	2008/09	82.1	Years	↑	Improving	
Premature mortality rate per 100,000 population aged under 75	2009/10	271.37	Years	↑	Improving	
Obese – adults	2007/08	30.7%	Years	↓	Getting Worse	
The percentage of physically active adults	2009/10	9.7%	Years	↑	Improving	
Adult participation in sport and active recreation (Tamworth)	2010/11	19.0%	Years	↑	Improving	

Page 21

2c. Reduce the harm and wider consequences of alcohol abuse on individuals, families and society




Performance Indicator	Last Update	Current Value	Frequency of collection	Performance improving or declining		Performance against target (where target is known)
Increasing and higher risk drinking	2008/09	27.7%	Years	↓	Getting Worse	
Estimated problem drug users	2008/09	409	Years	↓	Getting Worse	
Percentage of Adults Smoking	2009/10	25.9%	Years	↓	Getting Worse	
Alcohol attributable mortality per 100,000 population - Males	2009/10	45	Years	↓	Getting Worse	
Alcohol attributable mortality per 100,000 population - Females	2009/10	12	Years	↑	Improving	

2d. Implement 'Total Place' solutions to tackling crime and anti-social behaviour in designated localities










Performance Indicator	Last Update	Current Value	Frequency of collection	Performance improving or declining		Performance against target (where target is known)
Incidents of Anti-Social Behaviour	2011/12	2,295	Years	↑	Improving	
Perceptions of anti-social behaviour (Tamworth)	2011/12	30%	Years	↑	Improving	
Percentage of people who feel that the council and police are dealing with local concerns about anti-social behaviour and crime issues	2011/12	58.8%	Years	↑	Improving	
Percentage of people feeling safe after dark (on line place survey)	2011/12	63.1%	Years	↑	Improving	
Percentage of people feeling safe during the day (on line place survey)	2011/12	92.6%	Years	↑	Improving	
Percentage of people who felt fearful of being a victim of crime in the last 12 months	H2 2011/12	9%	Half Years	↓	Getting Worse	

Page 23

2e. Develop innovative early interventions to tackle youth crime and anti-social behaviour






Performance Indicator	Last Update	Current Value	Frequency of collection	Performance improving or declining		Performance against target (where target is known)
First time entrants to the Youth Justice System aged 10-17 per 100,000 10 - 17 population	2010/11	51	Years	↓	Getting Worse	
Percentage of arrests of people aged between 10 and 17 years old	2011/12	13%	Years	↑	Improving	
Young offenders receiving a community resolution order	2009/10	41	Years	Latest data being sought		

2f. Create an integrated approach to protecting those most vulnerable in our local communities

Performance Indicator	Last Update	Current Value	Frequency of collection	Performance improving or declining		Performance against target (where target is known)
Number of homelessness cases prevented as a result of casework	March 2012	394	Months	↑	Improving	
% non-decent council homes (Tamworth)	2011/12	.0%	Years	▬	No Change	
Disabled Facilities Adaptations completed	2011/12	144	Years	↑	Improving	
The number of referrals made by Tamworth HEAT	2011/12	1,779	Years	↑	Improving	
The number of empty homes brought back into use each year	2011/12	61	Years	↑	Improving	
Meet and maintain licensing programme for Houses in Multiple Occupation (HMO's)	2011/12	100%	Years	▬	No Change	
Average number of days taken to re-let local authority housing (Standard Empty Homes)	2011/12	15.83	Years	↑	Improving	
Local authority tenants' satisfaction with landlord services	2010/11	75.20%	Years	↑	Improving	
Where possible, 30% of all new homes delivered will be affordable	2010/11	53%	Years	2011/12 data will be available shortly		
The number of Council properties adapted to meet the needs of disabled people	2011/12	74	Years	▬	No Change	

Approachable, Accountable and Visible

Performance Indicator	Last Update	Current Value	Frequency of collection	Performance improving or declining		Performance against target (where target is known)
Percentage of calls answered within 20 seconds - Corporately	Q3 2011/12	91.5%	Quarters	↑	Improving	🔴
Spending maintained within approved budget and without significant underspends	March 2012	-7.58%	Months	↓	Getting Worse	🔴
Achievement of upper quartile performance for Non-Domestic Rate collection	2010/11	98.4%	Years	↑	Improving	🟡
Increase the number of eligible voters	Q4 2011/12	58,390	Quarters	↑	Improving	🟡
Maintain accreditation against ISO20000	2011/12	Yes	Years	▬	No Change	✅
Maintain accreditation against ISO27001	2011/12	Yes	Years	▬	No Change	✅
Freedom of Information Requests Responded To Within legislative timescales	February 2012	100%	Months	▬	No Change	✅
Draft Statement of Accounts to be prepared by 30th June each year	2010/11	Yes	Years	▬	No Change	✅
Achievement of upper quartile performance for Council Tax collection	2010/11	98%	Years	↓	Getting Worse	✅
To have satisfactory arrangements to secure economy, efficiency and effectiveness in our use of resources	2010/11	Yes	Years	▬	No Change	✅
Achievement of an unqualified audit opinion on the financial statements	2010/11	Yes	Years	▬	No Change	✅
Budget, Council Tax and Rent set by 11th March each year	2011/12	Yes	Years	▬	No Change	✅
Visiting Marmion House - Resolution at first point of contact	Q4 2011/12	97.5%	Quarters	▬	No Change	✅

Performance Indicator	Last Update	Current Value	Frequency of collection	Performance improving or declining		Performance against target (where target is known)
Percentage of people who feel they can influence decisions in their locality (Tamworth)	2011/12	47.8%	Years	↑	Improving	
Increase voter turnout	2012/13	27.16%	Years	↓	Getting Worse	
Usage of the "Tell us" scheme	March 2012	39	Months	↑	Improving	
Increase the percentage of residents year on year who express satisfaction with council services (on line place survey)	2011/12	76.6%	Years	↑	Improving	
The percentage of canvas forms returned	2011/12	95.6%	Years	↑	Improving	

6. Directorate Updates

Director of Transformation and Corporate Performance

Agile Working

The first stage of this project is progressing well with a small controlled trial underway. This project will mean a completely new way of working for Tamworth Borough Council employees and will require considerable support, training, changes to infrastructure and the introduction of new technology. Floor 7 of Marmion House will be cleared to enable Agile Working to be introduced amongst support service staff in the first instance.

Web Site

Work is underway to procure a new website for the council including a technical and customer specification.. A working group is being set up to discuss what is required from the new website to meet each department's needs and this will tie into the CRM system in terms of e-forms.

It is anticipated that there will be a two tier roll out; the new look and feel being first and the initial launch and e-forms/direct debit sign up coming later. Unlike previously, the procurement of a bespoke system is being avoided, this time the solution will be something which can be easily modified without excessive additional cost. This is part of the corporate change programme and the first step of having content re-written is complete and work is underway to reshape the landing pages.

New Customer Relationship Management (CRM) System

The Tender process for the new CRM closed this period. The due diligence process will now commence with regards to the technical fit analysis.

Tamworth Information Centre

The Tamworth Information Centre celebrated its first birthday. The last 12 months have seen more than 36,000 customers served by the Tamworth Information Centre staff, an increase of 13%. The number of visitors to the centre, according to the new footfall counters, has averaged out at over 10,000 each month.

Payroll

Electronic payslips fully are now fully implemented resulting in cashable annual savings of £1,400 and efficiency savings of approx £1,000 per year. In addition, the implementation of electronic P60's has also resulted in annual cashable saving of £150 and efficiency savings of approx £70.

Corporate Performance and Consultation

By making use of the recently purchased Mosaic customer insight data, the membership of the citizen's panel has increased from 566 to 700 members.

Following a review of the performance management framework a newly developed framework was approved for use for 2012/13.

New Payroll & HR System

Work is underway to finalise the order for a new Payroll & HR system to replace the current system which will be unsupported from March 2013. Implementation will begin in June 2012 to ensure the new system is operational in time. The system will support self service options enabling employees and managers to have greater access to information than currently and facilitate agile working. Long term plans include the on-line management of training & development records and the management of statutory pension auto enrolment.

E-Paycheck

A new regional pay comparator site, E-paycheck, has been signed up to which stores and compares a wide range of public sector pay rate and benefits. This will enable more effective measurement of market trends and recruitment rates to ensure our pay policies remain competitive. This will help to minimise cost whilst ensuring staff are fairly rewarded and motivated.

ShopMob

The ShopMob service was given a grant of £13,870 to ensure its continued delivery for a further 12 months during which time it will be reviewed.

Housing and Health

The Council's Housing and Health strategy will direct housing activity across all tenures within the borough and, with good housing being a contributory factor to good health, will link to health outcomes. This development of the Strategy has attracted attention at a regional and national level. The strategy action plan has been linked to the Housing and Health Directorate business planning process and implementation for year 1 is underway. Work has commenced with health colleagues to further develop joint working and innovative projects that will assist in the delivery both the strategy action plan and contribute towards priorities identified by the Clinical Commissioning Group and the Health and Well Being Board.

Work is underway with registered providers to implement the Local Investment Plan. This is a key document for informing the Homes and Communities Agency about our investment needs around housing and affordable housing. This work has now become more focused on identified development sites in Tamworth following further guidance from the Homes and Communities Agency. This local focus is highlighted in the Tamworth Local Delivery Plan which has been agreed with the Homes and Communities Agency.

Consultants have just completed a Housing Needs Survey and Strategic Housing Market Assessment update commissioned by the Council in partnership with Cannock Chase and Lichfield Council. The survey provides evidence to support the Local Plan and will be utilised to support the delivery of priorities identified in the Local Investment Plan and the Healthier Housing Strategy. Additionally, it is anticipated this and other available housing data will be integrated with health data to develop a local Joint Strategic Needs Assessment that is focused on the health issues and needs affecting Tamworth residents.

Feasibility studies have been commenced to look at the potential for regeneration in the Tinkers Green and Kerria areas. A project board has been established and a number of work streams are underway that are both setting out the case for intervention and investigating site potential

and possible delivery models. Work is at an early stage but is anticipated options for further activity at both sites will be developed by late summer.

A number of garages and garage sites have been identified as potentially suitable for re-development as affordable housing. Cabinet approved, in principal, the decision to dispose of 26 sites for the purpose of developing affordable housing subject to further feasibility assessments. These assessments have been undertaken on the first ten sites in Coton Green and Leyfields along with an extensive programme of consultation with local residents in those areas. It is anticipated planning applications for the sites will be submitted in the summer. Additionally, work is about to commence to take forward the remaining 16 sites over the coming months to further explore their potential for re-development.

Landlord Services continue to support locality working by targeting specific projects in Belgrave, Glascote, Stonydelph and Amington. These include estate walkabouts, financial initiatives with the credit union to promote sensible borrowing, litter picks and environmental improvements.

Council Housing Finance Reform provides a significant opportunity to invest in services. Over 100 tenant and 30 partners attended the annual conference in January 2012. Tenants opted for an ambitious programme of investment that also sees the creation of a Regeneration Fund of about £30m in the first 10 years. Cabinet approved the Housing Revenue Account Business Plan (2012-2042) in March 2012 and £29m of capital investment is planned over the medium term.

New contractors have been appointed to carry out the Council's repair and investment services and gas services and repairs. The combined contracts are valued at around £60million and will directly contribute to the Council's strategic priorities.

Anti-social behaviour policies and procedures were developed with the aim of meeting the respect standard and achieving independent accreditation in 2012. This will ensure landlord services support the co-located team at the police station. The Landlord Services team are working closely with other agencies at the Community Safety Hub and have full involvement in joint briefings and joint operations to tackle anti social behaviour and reduce crime.

Work with partners continues with relation to energy efficiency schemes. The Council is working with new partners to further develop the HEAT scheme and its approach to affordable warmth. The Council is currently working successfully with partners regarding the installation of free cavity wall and loft insulation for local residents. To date, over 2,000 households in Tamworth have benefited from this scheme. Additionally, the Council has begun to explore how it might best contribute to the delivery of the Green Deal initiative which is to be launched in the autumn. The Green Deal is the Government's flagship consumer-focused energy and climate change policy that aims to increase the take up of energy efficiency measures. The Council is currently working with partners to assess the potential implications for both social and private housing in the Borough as the scheme represents both a new source of finance for large scale domestic retrofit programmes and a further set of rules and regulations that will govern their implementation.

The approach to empty properties in the private sector continues to be developed and refined in line with best practice. This has resulted in 61 empty properties being brought back into use during the last financial year. Work is ongoing to further refine the Council's approach to empty homes in order to build on the excellent progress made to date and potentially attract New Homes Bonus income for the Council. Additionally, the Council has worked with the Homes and Communities Agency, Waterloo Housing, the County Council and other key partners to submit an innovative bid for government funding to deal with empty homes in the borough.

This bid was successful and secured £154K that will be utilised, in conjunction with Borough and County Council resources, to bring back 20 empty properties back into use as affordable housing, some of which will be used to meet the housing needs of vulnerable residents.

The Tamworth Homelessness Prevention Programme is being further developed to incorporate health professionals and community groups in addition to local schools and youth clubs in order to encourage a genuinely preventative approach to homelessness. Additional resources have recently been acquired that will provide opportunities to further expand this approach to homelessness prevention. This approach will be integrated into a review of the Council's Homelessness Strategy and linked to other prevention activity and any new policy initiatives relating to homelessness.

Work continued on private sector housing standards involving licensing of houses in multiple occupation. The team have also been involved in high profile prosecutions.

Landlord services continue to improve service delivery on core housing functions, maximising income to the council and improving the quality of life of customers. Examples include:-

- ✓ Reducing void turnaround from 28 days (outturn 2009/10) to 21 days (outturn 2010/11). The outturn for 2011/12 is 16 days which also resulted in a rent loss reduction of nearly £120,000.
- ✓ Improving repairs satisfaction by completing repairs right first time and increasing appointments.

The Council has achieved accreditation against the Centre Sheltered Housing Studies by meeting key service outcomes against the quality assessment framework. This award is made against a comprehensive set of criteria and is confirmation of the high standard of services provided to Sheltered Housing tenants. As a consequence of this, efficiency savings have been made to avoid reduction in front line services following County wide cuts.

Tenants have been consulted on a new tenancy agreement which, following comprehensive feedback from members and tenants, came into force on 16 January 2012. This strengthens tenant's' roles and responsibilities in their neighbourhood to promote healthier and safer communities.

Approval of a new repairs policy will see a handyperson service introduced in 2012, continuing to meet the decent homes standard. This has included a health impact assessment to show how this contributes to improving the health and well-being of tenants.

New contractors have been appointed to carry out the Council's repair and investment services and gas services and repairs.

Landlord Services were recently commended by the fire service for the efficient response to new Fire Regulatory guidance in high rise and are investing £100k in the town centre blocks to meet the very latest safety standards.

Work to secure a suitable contractor for the Sanctuary Scheme with Lichfield District Council has proved to be unsuccessful. The options for the scheme are currently being considered.

The Department for Communities and Local Government has confirmed the anticipated homelessness prevention grant allocation for 2012/13 at £163,000 and a report will be presented to Cabinet to outline the proposals for this grant which, if approved, will assist with the continued success of homelessness prevention.

Following Cabinet approval, in principle, for the development of a social lettings agency work has continued to bring this scheme to fruition with a second report to be presented to Cabinet in early summer 2012.

Assets and Environment

Waste Management

The Joint Waste Service for Lichfield and Tamworth District Councils has now been operating for almost two years since its launch on 5th July 2010. The service continues to be delivered both in accordance with the operational plan and within budget. Particular highlights include a successful review of the collection rounds and a reduction in the sickness level which have both helped to ease the pressure on employee and agency costs.

A comprehensive set of performance indicators have been developed for the service and the key data is summarised as follows:

- Tamworth's recycling rate increased from 48.1% in 2010/11 to 50.3% in 2011/12,
- The amount of waste sent to landfill per household in Tamworth decreased from 504kg in 2010/11 to 464kg in 2011/12, (This amounts to a reduction per household in excess of 85kgs since the joint service commenced),
- The number of missed bins fell significantly from 2.27 per 1000 bins in 2010/11 to 1.16 per 1000 bins in 2011/12,
- The number of escalated service requests fell from 439 in 2010/11 to 235 in 2011/12. However the number of formal complaints rose from 9 to 16 over the two year period,
- The average number of sick days per employee fell from 16.74 in 2010/11 to 12.36 in 2011/12,
- There were no reportable dangerous occurrences in 2011/12.

Streetscene/Environmental Management.

The latest local environmental quality report has confirmed the 300 areas inspected as part of this process are above standard in littering, detritions, and graffiti. Dog Fouling is now being monitored and, as anticipated, has marginally increased due to expected seasonal variance. The level still appears to be low despite a high public profile.

Grass cutting commenced in early March and the updated equipment now being used has demonstrated it is fit for purpose. General preparations for the forthcoming Olympics and "In Bloom" projects are well underway.

Remedial works to the castle grounds including the lower lawn bedding area are completed and normal access to these areas is restored.

Town Centre Market

LSD Promotions have now completed a first very successful year with 58 new traders joining the market. An incentive scheme for new traders has been introduced with 4 weeks trading at £10 a stall with free insurance to further enhance new traders.

Civil Parking Enforcement

The civil parking contractor continues to operate within the agreed deployed hours and within the budget. The schools safety awareness scheme, Zig and Zag, has continued to be rolled out across the Borough.

Street Wardens

The wardens continue to work closely within the anti-social behaviour hub at the police station and have participated in several Operation Take Home events and Safer Nights operations with the Police and other agencies.

CCTV

Upgrades to cameras continue to be undertaken in the town centre with new 'dome' cameras installed from existing capital budgets. Several new cameras will be installed in 2012 throughout the Borough and CCTV continues to work closely with the anti-social behaviour Hub.

Environmental Enforcement

This quarter has seen a further successful prosecution and magistrate fine for littering with a conditional discharge and £100 fine and £200 costs. Five further prosecutions are pending due to non-payment of a fixed penalty for littering.

All fly tipping incidents are now checked for evidence and appropriate action taken and this quarter, 71 fixed penalties have been issued for littering.

Food Safety/Health & Safety

This quarter has seen the completion of all high-risk inspections and the necessary work to prepare the Council to join the National Food Hygiene Rating Scheme. This brings the Council on par with national initiatives and ensures that performance continues to be in accordance with national goals and drives up compliance. This adds value to the business and continues to reassure the public about food safety.

There have been fewer health & safety accidents reported in this quarter, this has reduced the number of proactive visits that have been needed to be carried out.

Environmental Protection

Air quality continues to be monitored and action taken to protect public health. There has been one exceedence of the permitted limits at a monitoring station. Further work to understand and evaluate the significance will be conducted following liaison with partners at Staffordshire County Council and the PCT.

Unauthorised Encampments

There have been four unauthorised encampments during this quarter and these have been responded to in accordance with policy. Further work continues to review measures to increase the effectiveness and appropriateness of the way that Tamworth deals with encampments.

Licensing

Licensing applications continue to be dealt with timeously and the team has contributed to Government consultations on reforms to legislation and are now working on implementing the proposals. Three members of the team completed the licensing practitioner's course, an in house provision to provide the knowledge, skills and attributes for Tamworth BC staff to carry out their duties in a competent and professional manner. This also enables businesses to receive fewer visits from regulators as staff signpost to relevant agencies.

Repairs and Investment Project

The contracts with Morrison and Mears commenced as planned on Friday 30th March 2012. The contracts are worth approximately £56million over the next 5 years.

Improvements to Marmion House

Meeting Rooms 1 and 2 on the 1st floor have recently been improved, benefiting from new carpets, ceilings, lighting and decoration. Committee Room 2 and Meeting Room 4 on the 2nd floor will receive similar treatment during April. After these have been completed there are plans to decorate the interview rooms on the ground floor. There will also be a quiet work room on the 5th floor.

Housing Capital Works Programme

The 2011/12 Capital programme with Wates was completed on time with all planned works completed. There was a slight overspend of approximately 2% across the budget due to statutory unforeseen works. Based on the current condition survey all properties that required work to maintain decency were improved, and maintained their decent homes standard.

Communities, Planning and Partnership

Community Safety

This last quarter has been a challenging time for the community safety partnership, especially in relation to reported police incidents of crime. This quarter, there was a 22% increase in violence offences with no identifiable pattern to them. However, overall this year there has seen a 13% reduction in violence offences. Serious acquisitive crime saw a 4% increase in the last quarter with a 13% increase over the year. Burglaries in people's homes reduced by 27% in the last quarter but, due to burglaries earlier in the year, an increase of 10% over the year has been recorded. The main current concern is with vehicle crime which increased by 29% in the last quarter with an overall increase of 19% over the year. Increases in the thefts of number plates and vehicle parts are the main issues. Operations and initiatives have been, and will continue to be, organised by the police and through the joint operations group (JOG) to tackle these issues. Criminal damage offences have remained fairly constant with a 3% increase this quarter compared with a 5% reduction over the year. Incidents of anti-social behaviour (ASB) continued to fall in the quarter by 9% with an overall reduction of 20% over the year.

The 'Citizen Watch' scheme has recently been launched in Tamworth. It is a joint venture with the Community Safety Partnership, Mencap and local businesses in the town centre. The shops which are part of the scheme can be easily identified by a prominent 'Citizen Watch' logo in their windows. This tells people with learning disabilities that the shop or business is a safe place for them to go, where trained staff will be able to make calls on their behalf to the police, a carer or family member. Citizen Watch will also help people with learning disabilities to be more independent and feel confident enough to report any incidents to the police, PCSOs and street wardens.

The Community Safety Partnership began a trial of the use of an anti-social behaviour case management system known as "e cins". It is a web based 'cloud' system enabling any partner with authorised access to use the system. Early indications are positive and already Staffordshire police have bought the system to case manage their Integrated Offender Management (IOM) cohort.

There has been a particularly successful project which involved targeting a small group of young people in Amington who were causing significant issues to the community with anti-social behaviour and minor criminality. Through a multi agency approach involving community development, police, Staffordshire Young Peoples Service, schools and other partners a range of activities and interventions were delivered over a 10 week period which has resulted in a very significant reduction in anti-social behaviour in the area. The proposal is to roll out similar projects in other areas of the Borough.

Community Development

The review of Locality Working presented to Cabinet in November received strong support for all of its recommendations. Response to this review will have an impact on activity of the team over the next year in terms of engaging and facilitating partner's contribution and is included within our business plan. The community development manager has worked closely with colleagues in Housing to develop a process to strengthen internal relations and these two teams have started working together to develop further joint working in 2012/13. The team are inputting to Housing Regeneration Account regeneration work in localities and are working with housing colleagues on engagement of local people and partners. The community development team is also working with housing to support further consultation as part of major regeneration feasibility studies in Kerria and Tinkers Green.

A Locality Forum is now in place in Amington and Glascote with all community development officers establishing forum in all areas. Following the move of the Belgrave Hub to the new fire station the community development officer there has started to attract a range of providers to the site. Relations with Fire and Rescue Service are developing following their change of staff and work is ongoing to build an understanding of each others processes and methods.

Discussion about future use of premises and the future of community hubs will be a focus of work over the next year since present funding will not sustain separate buildings and other partners, such as Staffordshire County Council, also have underused premises. Research is underway and an initial report will be provided in July with a Cabinet paper in the autumn.

Activity in all four localities continues to grow steadily, given the various issues with partners around resource, capacity and flexible working. A brochure highlighting examples of locality working activity and also videos aimed at providing details of and engagement in locality working have been produced. A regularly updated calendar of activities at hubs is available on the Tamworth Borough Council web site. The successful and interesting participatory budgeting pilot is now complete with an evaluation report due in May providing details of the process, projects funded and potential for future use of elements of this system.

The community development manager is involved in exploring opportunities to develop joint action around addressing unemployment in localities and an Employment Action Group with a range of partners has been established to identify areas for shared working. There are two busy employment support groups at Belgrave and Stonydelph serviced by partners including Bromford Housing, the Community Café and Coalfields Regeneration Trust Family Employment Initiative. In addition, learning opportunities are being developed for people at hubs and, it is hoped, that with partner input these types of service can be expanded to all localities, which would have an impact on a variety of issues for local people.

A successful anti-social behaviour pilot project to address behaviour and provide diversionary activity for a group of young people, has been delivered and led by the Amington community development officer in partnership with the local police community support officer. This is a good example of the catalyst role of community development in identifying gaps and bringing people together to collaborate on joint action. This pilot is being evaluated but it is hoped that if resources and a coordinating agency can be identified, interest in rolling this out across the Town can developed.

The examples of work with third sector, local people, police, Fire and Rescue Service and housing provide positive examples for joint work and cooperation through locality working. The model remains sound and it is hoped that partners from all sectors will increase their involvement and participation in the coming year.

Strategic Planning & Development

The Core Strategy/Local Plan, along with the accompanying Sustainability Appraisal Report, was finalised and received Cabinet and Council approval to publish in early February. Discussions continued with North Warwickshire and Lichfield Councils to advance a formal agreement to deliver an element of Tamworth's future housing needs-helping us fulfil our 'duty to cooperate' in relation to delivering the borough's future growth requirements. This resulted in a draft Memorandum of Understanding being produced which is currently progressing through the respective councils' formal structures. On this basis, it was decided to postpone publication of the Core Strategy/Local Plan until early June with the intention to incorporate the agreement within its policies. The delay in publication has also enabled the Core Strategy/Local Plan to be

revised to take into account the content of the government's National Planning Policy Framework (NPPF) which was published at the end of March.

Work has progressed on the Town Centre Supplementary Planning Document with the intention of publishing a draft consultation version in June 2012; simultaneously with the Core Strategy/Local Plan.

The Development Plan Team has submitted planning policy representations on a number of planning applications including the proposed restaurant conversion at Ventura Park. This has helped ensure the subsequent decision was made on robust policy grounds and capable of being defended in the advent of a potential appeal.

The development control team determined 68 planning applications in the fourth quarter, which was a decrease on the previous quarters when 87 applications were processed. Decisions were made on 5 major applications with 20% of the decisions being made within 13 weeks. This, on the face of it, is a disappointing situation but, on further analysis, it can be seen that of the 4 applications that took longer than 13 weeks, 2 of them exceeded the target by 1 day. It should be possible to bring applications this close to the deadline back in time with a greater focus on key dates. The other 2 applications involved significant developments including the application for 109 dwellings at Pennine Way. Given the circumstances it is not considered that customer service has been compromised as a consequence of the delayed decisions. Over the full year 2011/2012, a 65% decision rate has been maintained which exceeds the national target. The time taken to determine minor and other applications also lengthened. The trends indicate an increase in processing time for all application types which is linked to a reduction in resources but it is considered that the service still offers a quality service to its customers.

Efficiencies have been introduced to ensure that applications are determined in a timely manner and officers are currently working with the Planning Advisory Service to ascertain if further improvements can be delivered in the future.

The enforcement officer continues to investigate complaints relating to unauthorised developments and will take formal action, where appropriate, to protect the amenities of residents, or the natural and built environment. An enforcement protocol is being developed to ensure that action is prioritised to tackle those breaches of planning control that have the greatest impact. This will be reported for consideration by the Planning Committee. Thereafter a regular report will be submitted to the committee indicating the level of enforcement activity being undertaken.

Economic Development

The Business and Economic Partnership continues to be actively led by members of the local business community, continually supported by the Economic Development team. New Board members have been recruited from the business community (John Lewis Retail), the voluntary and community sector (Lichfield CVS) and Staffordshire County Council (the two district commissioning leads). The appointed Champions for the Economic Strategy themes continue to work on their respective action plans, which will be finalised in the early part of 2012/13. In response to a gap identified in terms of engaging with larger strategic businesses, the Chamber has been engaged to develop a Business Leaders programme across Tamworth and Lichfield.

The Business and Economic Partnership has also been working on its communications strategy, looking at alternative and more efficient ways of delivering its Business Brief newsletter, the development of a web portal and the instigation of social media activity, which included the delivery of social media training for all Board members. The Business and Economic Partnership has also been actively involved in specifying and commissioning a

service to deliver business support services for Tamworth businesses and individuals interested in starting a business (branded Tamworth4Business), which will start to be delivered in April.

The team has remained actively engaged in the Local Economic Partnership agenda, particularly through Greater Birmingham and Solihull, as well as keeping a 'watching brief' on Stoke and Staffordshire. The team remains ever present at a variety of sub-groups, as well as the main steering group, and continues to keep members and senior management fully briefed on developments. A business engagement event for Greater Birmingham and Solihull was held in January at Drayton Manor, which was actively supported and promoted by the team. Tamworth has also been represented at discussions within Greater Birmingham and Solihull regarding the visitor economy and how the Local Economic Partnership can more actively support the sector. Opportunities for leveraging in funding continue to be pursued and the team lead the development of a bid for Growing Places funding for the regeneration of Amington Industrial Estate which, although unsuccessful, could still be eligible for future funding support from the Local Economic Partnership at some stage in the future. Bids for European Regional Development Funding, both for an enterprise scheme and a business development programme, have been actively supported. A positive decision on the funding allocation is expected from the Department for the Communities and Local Government in April.

Huge progress on Think Local 4 Business has been achieved with the team continuing to lead on the overall development of the project, including managing the Interim Board, the incorporation of the business into a trading company and the ongoing development of the product offering. Cabinet approval for the incorporation was given in March. Other local authority partners in the project have also been seeking Cabinet approval and the incorporation is expected to actually take place in May. Further enhancements to the website have been developed with the web design company and an email marketing campaign has been started, resulting in increased registrations and activity on the site.

In terms of other activities, the team has worked alongside Staffordshire County Council to undertake a review of managed workspace provision across Tamworth and Lichfield. A final report is due to be published in April. The team has also worked closely as part of the team developing the 'Portas Pilot' bid to become a Town Team. A series of successful business events have been staged or have been planned, including an Apprenticeships event for businesses in March and a 'Pop Up' business networking event in April, with early planning for the team's 'flagship' business event, the Think Local 4 Business Show, also taking place.

The Service has led on the Gateway project and the appointed Landscape Architect has completed costed schemes for the improvement of two key linkages to the town centre. The service continues to promote the Gungate development site and have been investigating options to kick start this development.

Community Leisure/ Sports Development

The leisure team has continued to work well with external partners. A new Stand Up Paddle boarding Club (SUP) has been established in the Borough and been located at the Castle Grounds Activity Centre to help reinforce and compliment the Borough's drive for participation in water sports. This location provides them with easy access to the waterways and opportunities to work in conjunction with the recently relocated Tamworth Canoe Club. The SUP club was formed with the aid of a Borough Council Olympic Legacy grant of £2012 and further supported by a coach education sports grant.

A meeting with the Lawn Tennis Association began the process of turning the tennis courts in the Castle Grounds into a Beacon Accredited Community Tennis Club. This will involve the Lawn Tennis Association opening the tennis courts to all sectors of the local community to

provide tennis coaching during the day, evening & weekends in order to increase participation in the sport. The courts are currently under utilized and this scheme aims to create an increase in recreational tennis playing and improve income through the courts. England Athletics funding has also been agreed to help qualify volunteers as walk/run leaders in order for us to set up community based beginner running clubs.

An application for funding has been submitted to Sport England for two outdoor table tennis tables to be located in the Castle Grounds as part of the 'Ping' initiative. Similarly, a first stage reaching communities bid has also been completed with the aim of relocating and expanding the current gym facility in the Castle Grounds Activity Centre. The bid includes gym and group exercise based activity as well as healthy weight and cook and eat courses. The aim is to create a project that will encompass health to include, physical activity, healthy weight and healthy eating components for the whole family rather than the current adult focus. As part of the sustainability of the proposed project, the up skilling of volunteers to help run the scheme has been factored into the bid.

This quarter one of the apprentices has passed their level two fitness instructor qualification and will now go on to start their level three personal trainer qualification. The completion of this will mean that they will be able to write programmes for low risk clients on the structured exercise scheme, helping to reduce the waiting time for inductions for these clients.

Liaison and support has continued with various sports clubs in the Borough to identify and complete funding applications as well as pulling together the sports club/physical activity aspect of the Olympic Torch festival. A new group exercise class called Kettlercise has also been implemented into the community exercise class timetable. Sports development have organised the Mayor's Zumbathon event in the Castle Grounds on Sunday 8th July.

Arts and Events

The Olympics is taking a large proportion of the team's time and is proving to be a challenging process. The Multi-agency approach and conversations across the county have proved useful with Tamworth establishing good procedures and hopefully the event will prove to be an exciting and memorable day for Tamworth.

Sports Relief took place with over 800 runners. Whilst the event works well for Tamworth, the national organisation was not as well managed as previous years. This event will be reviewed.

The new Assembly Rooms website has gone live and is receiving a lot of positive feedback. The new box office goes live at the end of May and includes new ticket designs and printers.

The year of events campaign has launched and the new "What's On" is following shortly. In addition, there is a new annual marketing press and advertising plan.

Tamworth has developed a working partnership with Cannock District Council, Made Groundwork and Staffordshire Community Foundation and has applied for Arts Council England funding of £2.1m. The work will focus on arts engagement activities across Tamworth and Cannock over three years and the creation of an arts endowment fund for both areas to access longer term.

Whilst there has been a distinct decline in ticket sales, bar sales are starting to improve slightly. There have also been various maintenance issues over the last few months. The development project is waiting for further guidance from the Heritage Lottery Fund and Arts Council England. The team are currently working on a wide range of projects around the future development and changes to the service.

Tamworth Castle

The Castle Heritage Lottery Fund project is gaining momentum with the capital works contract now out to tender and the interpretation design progressing well. The short film for the new Armoury display which will replace the Norman Exhibition has been completed and rough designs are available for the external interpretation panels that will be made available in the Castle grounds. The panels are unique in that they include a bespoke display box that shows replica artefact from the Castle's collections. In addition, there will be rubbing panels, illustrations and maps so the public can fully engage with our local history.

The Castle is continuing to work on proposals for the refurbishment of the Tamworth Story which will see the updating of its Saxon displays and the inclusion of some further pieces of gold from the Staffordshire Hoard. A new high security display case has been commissioned for delivery at the end of May and it is hoped to exhibit about 15 sword pommels. There will also be some more handling items, Saxon costume to try on, and some interactives including rubbing plates of the Saxon helmet foils and the hoard zoomorphic decorations. The sword and helmet replicas commissioned by Tamworth Borough Council last year will also be re-displayed with fantastic new photographs and accompanying information.

Children, Young People and Safeguarding

The Prevention of Adverse Risk Taking Behaviour group have revised their action plan for 2012-2013. The group have chosen to focus work around five key priorities and a number of projects are currently taking place to address these priorities. The priorities are:

- Tackling alcohol misuse among young people,
- Working towards the prevention of teenage pregnancies,
- Raising awareness of sexual exploitation amongst young people,
- Addressing the current trend around high levels of toleration in respect of domestic abuse and
- Reducing the number of young people engaging in anti-social behaviour

Safeguarding children and vulnerable adults is a demanding area of work for the directorate. As a result of the death of a vulnerable adult in Tamworth a serious case review is currently taking place. Key lessons from the review will be disseminated to all appropriate staff when they become available.

Delivery of refresher level 1 safeguarding training to all appropriate staff is underway and sessions will continue to run throughout the year. A domestic violence policy is currently being produced which will provide staff with information about domestic abuse and how to respond to any concerns they may have.

Working in partnership with the police, the co-ordination of the delivery of multi-agency training in relation to domestic violence to appropriate staff members is being undertaken. Also, in conjunction with the police and Staffordshire Young People's Service the delivery of education to young people around sexual exploitation and how to keep safe is being co-ordinated.

Partnership Development and Voluntary Sector

The Tamworth Strategic Partnership approved nine task and finish groups at its meeting in September 2011.

Two task and finish groups have now been completed:

1. Reduce alcohol misuse by tackling the inappropriate availability and consumption of alcohol.

The future role for the TSP Board is to engage with the wider County Alcohol – reducing harms in Staffordshire programme.

2. To develop a joint Infrastructure Delivery Plan (IDP) and oversee its implementation.

The future role for the Board is to commit to reviewing the IDP annually.

The other seven task and finish groups are now operational. Importantly, all seven are making appropriate links with existing groups so as to reduce duplication and with other relevant task and finish groups.

Tamworth Strategic Partnership has now successfully let the contract for an Enterprise and Job Creation Service to Business Development Service Ltd (BDS) for a period of two years. BDS will work closely with the Business and Enterprise Partnership (BEP) and our own Economic Development Team to promote business growth, employment and workforce development and advise on access to business finance to Tamworth businesses and residents.

The current commissioning provision is being reviewed and cycle 2 is about to commence. This will include the development of a new Public Sector Commissioning Framework which will create the opportunity for joined up commissioning in Tamworth. The first opportunity for this will be through the Healthy Lifestyles fund which has been doubled by a contribution from the District Children’s Commissioner and will give Tamworth its first truly aligned tender. The draft Public Sector Commissioning Framework is currently out for consultation with a workshop for commissioners from all partners on 29 June 2012.

The Voluntary/Community Sector itself is reporting back tough times and the Council continue to support the sector with advice and guidance and through the small grants scheme. There are particular concerns around the financial situation of the Credit Union and the Council is working with them to review their situation.

Corporate Finance, Exchequer and Revenues

The fourth quarter has seen the following activity;

- Support for and preparation of a balanced four year medium term financial strategy for approval by Council in February to conclude the Budget process,
- Financial support for the Housing Revenue Account (HRA) self financing reform process including production of a revised financial forecast, assessment of the treasury management implications and the associated borrowing of £44.668m to fund the self financing payment to the Department of Communities & Local Government at the end of March 2012,
- As part of the Council’s financial management & reporting processes, preparation of monthly budget monitoring reports for Managers / Quarterly for Cabinet (Quarter 3 reported to Cabinet in February),
- Preparation of the Annual Treasury Management Strategy, including the additional HRA implications arising from self-financing, for presentation to and approval by Council,

- Securing, in March 2012, the return of £2.5 million from its deposit with Icelandic bank Glitnir. In addition to this, the Council has already received more than £3 million from its other investments with UK-based Heritable Bank and KSF Bank. This means a total of £5.6 million – out of £7.8 million (principal and interest) – has now been received, which is 71 per cent of the original deposits. Even more cash is expected to be refunded in future months – with an expected final return currently totalling £7.1m (90 per cent of the original deposits),
- Preparatory work for the closedown of the 2011/12 financial year & production of Statutory Accounts – including a review of 2010/11 process & reporting of the action plan to the Audit & Governance Committee,
- Detailed review of reserve requests for approval by Cabinet,
- Completion of statutory year end payroll returns to HMRC & Pension Fund before the deadline,
- Audit on annual pension re-banding achieved 100 % assurance,
- Continued sound performance, with robust income collection given the economic climate - achieving collection rates for 2011/12 which exceeds target levels 98.1% for Council Tax., 97.8% for Non-Domestic Rates and 92.7% for Sundry Debtors,
- Joint preparation of the Council Tax leaflet with other Staffordshire Authorities and billing for 31,800 properties and 1900 businesses in the Borough and successful delivery of Council Tax bills, Council Tax leaflets, and Non-Domestic Rates bills in line with statutory requirements,
- Contribution and support to projects under the 'Corporate Change' umbrella, including Transforming Tamworth Creditors review and Agile Working projects,
- Further roll-out and implementation of Quick Quote process. This requires purchases of £2k and over to be managed electronically via the In-Tend system, in order to increase transparency around the procurement process, provide opportunities to a wider number of SMEs and smaller local companies to quote for work, enable information to be collated to assist in identifying opportunities for consolidated contracts and deliver savings,
- The Procurement team has worked with V4, an external consultant contracted by IEWM, to identify Staffordshire-wide opportunities for collaborative procurement. Their report and feedback reflected favourably on the work Tamworth has done to date.

Business Processes

The fourth quarter has seen the following activity;

- Rollout of endpoint and media encryption,
- Computers in IT Training Room upgraded,
- Wireless installed on 1st floor of Marmion House,

- Interfaces for new repairs contracts,
- Upgrade of desktop GIS,
- Planning for new reciprocal Disaster Recovery arrangement with Walsall,
- Year end processes and support,
- Gold standard achieved for match rate of LLPG and NNDR,
- Commencement of the corporate data register project,
- Ongoing patches and fixes applied,
- Transforming Tamworth closed down,
- Corporate Change Programme drafted.

FINANCIAL HEALTHCHECK REPORT – Provisional Outturn Period 12, March 2012

Executive Summary

This section of the report summarises the main issues identified at the end of March and is the 'best estimate' of the projected out-turn at this time, subject to the final account audit procedures.

The information included in some cases is based on the likely estimated out-turn for 2011/12 e.g. Rent Allowances and Housing Benefits and Treasury Management/Icelandic Banking situation.

These are subject to final confirmation as guidance and information becomes available and could potentially vary significantly from the estimates included – by up to £200k.

Details relating to the summary including Directorate commentaries will be available from Corporate Accountancy (Phil Thomas # 239).

General Fund

Revenue

- The projected full year position identifies a projected favourable variance against budget of £714k (£441k favourable reported at period 11) or a 7.58% under spend to budget. This includes the impact of Temporary Reserve requests that were approved by Cabinet on the 4th April 2012; however there is the possibility that adjustments will be required after alignment of the effect of some reserves, on the outturn. Within this variance, some £291k is classified as 'Windfall' income which, if excluded, would turn the current under spend to budget of £714k into an under-spend of £423k or 4.49% surplus, details of which can be found at **Appendix A**.

Capital

- The provisional outturn on capital schemes spend is £627k (£752k projected at period 11) compared to a full year budget of £1.895m (this includes re-profiled schemes from 2010/11).
- At this point it is proposed that £1.269m should be re-profiled into 2012/13 (£1.142m projected at period 11) which will be subject to Cabinet approval.
- It is also proposed that the £130k General Fund Specific Project Contingency, the £40k General Fund Contingency and the £160k Invest to Save Contingency, remaining at the end of March, be re-profiled into 2012/13.
- A summary of Capital expenditure by Directorate can be found at **Appendix B**.

Other

There is currently a balance held of £259k within the Repairs and Renewals Fund.

Balances

Balances on General Fund are projected to be in the region of £4.526m at the year-end from normal revenue operations (£4.253m projected at Period 11) compared to £4.212m projected within the 2012/13 budget report.

The change in the predicted out-turn variance since that predicted at period 11 (an improvement of £273k) has been investigated and significant items identified that make up this change are listed and tabled later in this report.

Members should be aware that any unplanned call on the above balance could adversely affect our ability to resource activity within the current medium term financial plan.

Housing Revenue Account

Revenue

- The projected full year position identifies a favourable variance against budget of £311k (£90k favourable projected at period 11).
- The information included, in some cases, is based on the likely estimated out-turn for 2011/12.

Capital

- The provisional outturn on programmed capital schemes is projected to be £4.537m (£4.539m projected at period 11) compared to a budget of £4.544m. It is also proposed that £4k be re-profiled into 2012/13 (£4k at period 11) in relation to delayed schemes, which will be subject to Cabinet approval.
- The above figures relate to the original capital programme approved by Council on 22nd February 2011 and do not include the £44.668m capital expenditure in relation to the Housing Self Financing Reform, which took place on the 28th March 2012.
- A summary of Capital expenditure by Directorate can be found at **Appendix B**.

Balances

Balances on the Housing Revenue Account are projected to be in the region of £4.719m at the year-end (£4.498m projected at period 11) compared to £4.708m projected within the 2012/13 Medium Term Financial Plan. The additional balances above this minimum will be required to provide additional funds for uncertainties that could affect the Council in the forthcoming years.

FINANCIAL HEALTHCHECK REPORT – PROVISIONAL OUTTURN PERIOD 12 MARCH 2012

This section of the report highlights the main issues identified at this point. Cabinet are requested to note the contents of the report and agree any action points and address issues raised.

Issues Identified

- The financial performance review has over the year focussed on the following key areas:
 - The predicted outturn projection of the actual activity to budget for the year;
 - Identification of potential issues and areas for review/action;
 - It should be noted that a detailed review of revenue outturn will be undertaken in order to identify the impact on the medium term financial strategy and revenue patterns for the 2013/14 budgets.

General Fund –

The provisional full year position identifies a favourable variance against budget of £714k or 7.58% below approved budget (£441k or 4.69% favourable projected at period 11).

Significant items currently identified relating to overspends/under achievement of income are,

- Outside Car Parks - £104k (£129k reported at period 11). Net overall reduction in car parking income received.
- Land Charges - £84k (£88k reported at period 11). A £100k contingent liability has been established to reflect potential refunds re personal searches (subject to legal action). Reduced by income over budget of £15k.
- Tamworth Golf Course - £49k (£49k reported at period 11). The management company are experiencing financial difficulties and have a voluntary arrangement in place. This is a worse case scenario and a contingency budget has been set up to cover this.
- Public spaces - £46k (£46k reported at period 11). Employee costs (£3k) due to inclusion of vacancy allowance in budget. Sponsored Roundabouts (£11k) - no income can be expected until the issue with Valuation Office regarding rates is resolved and a shortfall in income and recharges of £18k.
- Benefits Administration - £12k (£18k reported at period 11) Employee costs likely to overspend due to inclusion of vacancy allowance in budget.
- Tourist Information Service - £42k (£36k reported at period 11). Employee costs - Additional hours worked re TIC relocation and training.
- TIC Shop Trading Account - £12k (£15k reported at period 11). Income re sale of stock and ticket sales commission below budget.

- Solicitor To The Council - £17k (£16k reported at period 11). Employee costs (£8k) - likely to overspend due to inclusion of vacancy allowance in budget, fees & charges (£16k) - shortfall in legal fees income received, compensated by saving of £8k due to cancellation of a subscription.
- Public Conveniences - £11k (£10k reported at period 11). Higher than expected payment for overtime to cover staff absences.
- Corporate Director Resources - £17k (£10k reported at period 11). Employee Expenses (£10k) overspend due to shortfall in budgetary funding ('vacancy allowance') and Leave/Flexi accruals.
- Industrial Properties - £15k (£10k predicted at period 11). Lower than expected rental income (£49k) offset by savings on rates (£14k) provision for bad debts (£15k) and recharge of insurance premiums (£6k).
- Chief Executive - £14k (£7k projected at period 11) overspend due to shortfall in budgetary funding ('vacancy allowance').
- Tree Maintenance - £12k (£3k projected at period 11) mainly due to an overspend on Employee Expenses (£5k) relating to vacancy allowance budget reduction, and a net shortfall in income (£6k).

Significant items mitigating the financial impact of the above and contributing to the period position,

- Corporate Finance - £253k (£250k reported at period 11). Contribution from Reserves (£156k), write back of unspent/redundant reserves. Specific Contingency to offset shortfall in Income on Tamworth Golf Course (£49k) remaining £41k reserve requested for Corporate Change Project Management. Vacancy Allowance offsetting salaries overspends reported due to shortfall in budgetary funding (£50k) £25k IFRS Contingency budget not required to be released. Efficiency savings £20k, expected shortfall against target of ongoing General Fund revenue savings identified.
- Treasury Management - £100k (£111k reported at period 11). Net under spend mainly as a result of the decision to delay budgeted external borrowing resulting in lower external interest payments (£360k) Minimum Revenue Provision (£150k) anticipated receipt of Icelandic investments. Reduced by the sum chargeable to the HRA in respect of Item 8 debit (£339k). The continuing lower level of money market interest rates has also resulted in a projected shortfall in our investment income (£39k) by year end and interest payable to HRA (£14k).
- Environmental Health - £92k (£86k reported at period 11). Employee costs - 2 vacant posts - subject to service re-alignment. Further vacant post to be filled. One officer has been on maternity leave.
- Admin/Management Support - £73k (£63k reported at period 11). Salaries (£60k) under spend following review of senior management and Leave/Flexi accruals (£7k).

- Joint Waste Arrangements - £146k (£70 reported at period 11). There is a projected saving of £115k as it is anticipated that there will be no call on the cost centre's Contingency budget. There is an estimated under-spend on contract costs of £35k, and additional income receipts in respect of Bulky Waste Collection of £27k but a potential under-recovery on Common Services income due to changes in the recharge basis (£31k).
- General Fund Housing - £50k (£49k reported at period 11) mainly due to a reduced contribution to voluntary redundancy costs (£57k), vacant posts (£12k) offset by an overspend on temporary agency staff covering vacancies (£27k).
- Benefits - £41k (£35k overspend reported at period 11). Estimated overspend based on claimant activity recorded in the DWP claim as at the end of March.
- Commercial Property Management - £37k (£28k reported at period 11). There is a saving on rates as only pay rates on long term void properties and very few are envisaged at this stage (£12k). Also over recovery of Rental Income, including successful rent review back dated to 2008 for 69 Caledonian (£20k and additional income from recharge of insurance premiums of £10k
- Marmion House - £32k (£38k reported at period 11). Mainly due to savings on Electricity costs (£20k), additional income due from renting out 5th floor not in budget (£12k) and a budget saving re Employee costs of £4k and Redundancy costs (£5k) as actual costs were charged into the previous year.
- Concessionary Fares - £17k (£17k reported at period 11). Payments to Operators - an accrual in respect of potential further claims relating to 2010-11 has now been cleared off, resulting in a saving in this year.
- Development Control - £85k (£26k reported at period 11). Employees' costs, savings due to maternity leave and a vacant post for 3 months (£16k) and Works in Default (£9k) and the write back of £49k in respect of a provision established for a Tree root claim at Hoylake, which is no longer required
- Policy & Review - £17k (£16k reported at period 11). Employees' costs, saving offsetting salaries costs on PR & Consultation cost centre (£8k), Annual Review and Report saving (£5k) and Comprehensive Area Assessment not required (£3k).
- Dev. Plan Local & Strategic - £17k (£17k reported at period 11). Employees' costs, a post has been vacant for 6 weeks. New post holder is not in superannuation scheme, also budget allows for market supplement which no longer applies.
- Human Resources - £12k (£18k reported at period 11). Salaries (£8k) under spend due to HR Advisor leaving to take redundancy earlier than originally planned, plus HR Assistant leaving to take up post at Depot. Provision of Occupational Health Services (£8k) largely demand led budget. Consultants' fees (£4k) to fund external work on policies/procedures. The under-spends are reduced by a transfer to reserves of £12k

- Training and Development - £15k (£8k projected at period 11) net savings mainly on other minor under-spends on Professional Development, Post Entry Training & Refreshments & Materials
- Outdoor Events - £12k - Additional rental income (£6k) and under-spends of £5k on events during the year.
- NNDR - £11k - A saving on Employee expenses of £5k and additional income from Grant and Court costs of £4k.
- Civil Contingencies - £11k - A net £10k saving on various Supplies and Services budgets.
- Internal Audit - £11k - A net saving in External Support of £4k and a saving on Employee and Transport costs of £7k.
- Customer Services - £10k (£15k reported at period 11). Net saving on Main switchboard line rental (£10k) and Employee costs (£5k).
- Taxi & Private Hire Vehicles - £16k (£13k reported at period 11) Employee costs -vacant post.
- Licensing Act - £15k (£14k reported at period 11). Over recovery on new applications, which is demand led.
- Cash Collection - £12k (£10k projected at period 11). Net saving on employee costs and Payment kiosks.

General Fund – Capital

- The provisional outturn on capital schemes spend is £627k (£752k projected at period 11) compared to a full year budget of £1.895m (this includes re-profiled schemes from 2010/11).
- At this point it is proposed that £1.269m (detailed below) should be re-profiled into 2012/13 (£1.142m projected at period 11) which will be subject to Cabinet approval.
 1. Castle (HLF) Scheme £723k - HLF Grant awarded mid June 2011 - major works will now be undertaken in the summer of 2012.
 2. Private Sector Coalfields Fund grants, £194k, as again projects are to be identified and undertaken over this and future years.
 3. Home Repairs, Works in Default £113k - Projects being developed.
 4. Disabled Facilities Grant £31k – Potential for some payments to slip into 2012/13.
 5. Streetscene Tracking System, £30k - scheme delayed due to M3 migration go-live date being postponed.

6. Designated New Cemetery Land. £25k - tender exercise in January.
 7. Waste Management & Recycling Expansion - £12k, project being developed.
 8. Repairs to River Bank, Castle Grounds £9k – Reconstruction works complete, further major works and landscaping to be completed mid April.
 9. Replacement PC's, Servers and Printers, £71k, to support Transforming Tamworth & Corporate Change projects.
 10. EDRMS (Electronic Document Records Management System), £3k, implementation postponed.
 11. IP/Telephone/ Network, £23k, to support Transforming Tamworth.
 12. Replacement ICT – Northgate M3, £8k, requirements to be reviewed as part of Transforming Tamworth & Corporate Change projects.
 13. Gazetteer development, £14k, Phase 2 of the migration not expected to be progressed until 2012-13.
 14. Community Safety - £8k - Costings/preparation for Noise related and Anti-social Behaviour specialist equipment.
 15. CCTV Camera Renewals - £ 5k – Project for updating nearly completed.
- It is also proposed that the £130k General Fund Specific Project Contingency, the £40k General Fund Contingency and the £160k Invest to Save Contingency, remaining at the end of March, be re-profiled into 2012/13.

Significant variances identified resulting in the increase in net under-spend of £273k

CHIEF EXECUTIVE'S OFFICE
FINANCIAL HEALTHCHECK REPORT - PROVISIONAL OUT-TURN

The projected full year position is an un-favourable variance of £100k compared to the forecast outturn at Period 11 of £104k un-favourable
A decrease in the variance of £4k. The main changes identified are :-

Significant Variances from P11 Forecasted Out-turn

	Projected Outturn Period 11	Projected Outturn Period 12	Difference in Projected Outturn P12 - P11	
GENERAL FUND	Over/(Under) Spends £000's	Over/(Under) Spends £000's	£000's	Comments
CHIEF EXECUTIVE'S OFFICE				
<i>Assistant Chief Executive PR and Consultation</i>				
Contribution to Reserves	1	9	8	Underspend on Advertising budget subject to additional reserve request
<i>Head of Customer Services Customer Services</i>				
Line Rental Main Switchboard	(10)	(1)	9	Period 11 reported expected underspend as a result of credits due from Virgin Media - not received until 12/13
<i>Head of Organisational Development Training and Development</i>				
Various underspends on other training budgets	0	(10)	(10)	Other minor underspends on Professional Development, Post Entry Training & Refreshments & Materials
Other minor non-significant variances	113	102	(11)	
CHIEF EXECUTIVE'S OFFICE	104	100	(4)	

CORPORATE DIRECTOR OF RESOURCES
FINANCIAL HEALTHCHECK REPORT - PROVISIONAL OUT-TURN

The projected full year position is a favourable variance of £417k compared to the forecast outturn at Period 11 of £333k favourable
A increase in the variance of £84k. The main changes identified are :-

Significant Variances from P11 Forecasted Out-turn

	Projected Outturn Period 11	Projected Outturn Period 12	Difference in Projected Outturn P12 - P11	
GENERAL FUND	Over/(Under) Spends £000's	Over/(Under) Spends £000's	£000's	Comments
CORPORATE DIRECTOR OF RESOURCES <i>DD - Corporate Finance, Exchequer & Revenues</i> Corporate Finance				
Contribution to Reserve	50	84	34	Corporate Change Project Management Reserve plus additional reserve re 12-13 New Homes Bonus Grant income received in advance & digitisation of planning records First instalment of 12-13 New Homes Bonus Grant received in March & transferred to reserve Write-Back of Unspent/Redundant Reserves as approved by Cabinet - £10k write back of costs associated with VR. Unidentified Income £7.1m new borrowing not yet taken £7.1m new borrowing not yet taken Shortfall on investment income
Government Grants	0	(23)	(23)	
Contribution from Reserves	(146)	(156)	(10)	
Under/Over Banking	0	(6)	(6)	
Treasury Management				
External Interest Payable	(384)	(360)	24	
Housing Revenue Account	350	339	(11)	
Misc Interest & Dividends	47	39	(8)	
Head of Revenues				
Council Tax				
Court Costs Income	0	(8)	(8)	Income received above budget
Head of Benefits				
Benefits				
Expenditure & Subsidy Income	(22)	(71)	(49)	Based on DWP Estimate Final Claim 2011-12 Increase in provision for bad debts required as at end March
Provision for Bad Debts	63	69	6	
Other minor non-significant variances	(291)	(324)	(33)	
CORPORATE DIRECTOR OF RESOURCES	(333)	(417)	(84)	

DD ASSETS and ENVIRONMENT
FINANCIAL HEALTHCHECK REPORT - PROVISIONAL OUT-TURN

The projected full year position is a favourable variance of £191k compared to the forecast outturn at Period 11 of £96k favourable
A increase in the variance of £95k. The main changes identified are :-

Significant Variances from P11 Forecasted Out-turn

	Projected Outturn	Projected Outturn	Diff in Projected Outturn	Comments
	Period 11	Period 12	Period 13 - period 11	
GENERAL FUND	Over/(Under) Spends £000's	Over/(Under) Spends £000's	Over/(Under) Spends £000's	
ASSETS AND ENVIRONMENTAL SERVICES				
Outside Car Parks				
Fees & Charges	140	121	(19)	Increased parking at Spinning School Lane has had an adverse impact on other parking sites. Period 8 change due to creation of budgets to reflect payments required to Henry Boot. Reconciliation at year identified a longer delay than expected on banking of monies.
Joint Waste Arrangement				
Contract Payments	12	(35)	(47)	TBC share of surplus now predicted on joint waste service that is only identified and agreed at year end.
Miscellaneous Income	0	(27)	(27)	Additional income from bulky waste for TBC through the joint waste arrangement,
Cemeteries				
Contribution to Retained Fund	17	26	9	Any surplus on cost centre transferred to Retained fund at year end to meet future cemeteries costs
Public Spaces				
Vehicle Insurance	0	(17)	(17)	Reduction in Premiums
Contribution to reserves	0	19	19	Impact of reduced insurance recharges
Contributions from reserves	0	13	13	Less than expected income from earmarked reserves
Trees				
Housing Revenue Account	0	8	8	Income currently down from referral works - expect full budget to be achieved at year end
Other minor non-significant variances	(265)	(299)	(34)	
ASSETS AND ENVIRONMENTAL SERVICES	(96)	(191)	(95)	

DD HOUSING & HEALTH
FINANCIAL HEALTHCHECK REPORT - PROVISIONAL OUT-TURN

The projected full year position is a favourable variance of £58k compared to the forecast outturn at Period 11 of £62k favourable
A decrease in the variance of £4k. The main changes identified are :-

Significant Variances from P11 Forecasted Out-turn

	Projected Outturn Period 11	YTD Outturn Period 12	Difference in Projected Outturn P12 - P11	
GENERAL FUND	Over/(Under) Spends £000's	Over/(Under) Spends £000's	£000's	Comments
HOUSING & HEALTH				
Health Agenda				
LSP Project Funding	0	(19)	(19)	Funds released from retained fund but payments not due in current year Adjustment to retained fund for payments not due in current year
Contribution from Reserves	0	19	19	
Other minor non-significant variances	(62)	(58)	4	
HOUSING & HEALTH	(62)	(58)	4	

DD - COMMUNITIES, PLANNING and PARTNERSHIPS
FINANCIAL HEALTHCHECK REPORT - PROVISIONAL OUT-TURN

The projected full year position is a favourable variance of £148k compared to the forecast outturn at Period 11 of £54k favourable
A increase in the variance of £94k. The main changes identified are :-

Significant Variances from P11 Forecasted Out-turn

	Projected Outturn Period 11	Projected Outturn Period 12	Diff in Projected Outturn Period 12 - period 11	
GENERAL FUND	Over/(Under) Spends £000's	Over/(Under) Spends £000's		Comments
COMMUNITIES, PLANNING & PARTNERSHIPS				
Development Control				
Provision Increased costs	0	(49)	(49)	Provision no longer required following settlement of Hoylake
Head of Strategic Planning & Development				
Temporary Reserve	21	31	10	Temporary Reserve - Gateway Project/grant from PAS
Government Grant	(12)	(22)	(10)	PAS grant to support service delivery options appraisal. Additional £10k grant received from PAS in March
Locality Working- Glascote				
Various budgets across service	(27)	(35)	(8)	A prudent approach to spending has been taken to enable the scheme to continue for a further year. Members have been appraised by report Less spend than originally anticipated
Temporary Reserve	85	92	7	
Castle Events				
Schools Programme Income	0	(10)	(10)	Higher than anticipated schools income at year end
Admin/Management support				
Accrued Annual leave/flexi	0	(7)	(7)	
Other minor non-significant variances	(121)	(148)	(27)	
COMMUNITIES, PLANNING & PARTNERSHIPS	(54)	(148)	(94)	

Housing Revenue Account –

- The projected full year projected position identifies a favourable variance against budget of £311k (£90k projected at period 11).

Significant items currently identified relating to overspends/under achievement of income are,

- Contribution to Reserves - £268k Projected reserve requirement based on estimated liability in respect of final pension figures for TUPE'd staff, these figures are still to be finalised with Staffs CC pension scheme.
- HRA Subsidy - £158k (£201k reported at period 11). Additional amount payable as a result of continuing low interest rates and the Authorities Capital Financing Requirement being increased by the capitalisation of Icelandic investments, which has the effect of reducing the interest rate that is used to calculate the HRA's capital charge, which then reduces the amount claimable against Subsidy.
- Provision For Bad Debts - £109k (£80k reported at period 11). Provision based on current level of arrears.
- GF Discretionary Contribution - £58k (£57k reported at period 11). Reduced income from GF to offset HRA VR costs accounted for within GF Provision.
- Garage Rents - £52k (£51k reported at period 11). Rental income shortfall due to the continuing increase in voids. The use of garage sites is currently being reviewed.
- Estate Management - £17k (£24k predicted at period 11). Mainly due to Salaries (£7k) overspend due to inclusion of vacancy allowance in budget. Payments for Temporary Staff (£13k) sickness/vacancy covered by temporary agency staff.
- Debt Management Expenses - £14k (nil projected at period 11). Additional cost of borrowing from the PWLB in respect of the Housing Self Financing reform in March 2012.

Significant items mitigating the financial impact of the above and contributing to the predicted out-turn position,

- Item 8 DR Interest Charges - £339k (£350k reported at period 11). Reduction in the amount budgeted as a result of continuing low interest rates and the change in our Capital Financing Requirement mentioned above.
- Council House Rents - £139k (£138k reported at period 11). Projected outturn over recovery against budget partly due to a quicker turnaround of void properties reducing overall void levels.
- Compensation Payments - £106k (£106k reported at period 11). Budget for VR not required as actual VR costs adjusted through GRF Discretionary Contribution.

- Contribution to Repairs Account - £78k (nil predicted at period 11). Multiple Contracts, of which the Responsive Repairs contract is £10K under-spent, the miscellaneous budget is £52K under-spent, the Asbestos Surveys contract is £57K under-spent and the Gas and Planned Maintenance contracts are overspent by £10K & £31K respectively.
- General Operations - £23k (£53k reported at period 11). Stock Condition Survey (£21k) to be carried out in 2012/13. Proposed reserve subject to approval. Anti Social Behaviour (£9k) additional work to be done to gain accreditation. Software Maintenance & Improvements (£98k) ongoing upgrade to Orchard system. This is off set by a proposed reserve request which is subject to approval (£102k).
- General – Business Support - £40k (£30k reported at period 11). Savings on Salaries (£16k) due to vacant posts, staff training (£16k) demand led and Corporate Director resources (£11k) recharge reduced to offset Reprographics charges. Reduced by payments for Temporary Staff (£12k) and Subscriptions – Management (£8k).
- Debt Premiums - £33k – (nil projected at period 11) 2011/12 budget not reduced to match actual annual charge.
- Allocations - £17k (£8k predicted at period 11). Savings on advertising (£11k) and financial incentive to move (£6k).
- Interest Internal Balances - £14k (£17k reported at period 11). Additional Interest received due to higher account balances.
- Tenant Participation - £12k (£12k reported at period 11). A major consultation is planned; changes in roles have meant that some projects have been put on hold.
- Housing Advice - £23k (£17k reported at period 11). Low demand for Sanctuary Scheme.
- Women’s Refuge - £12k (£10k projected at period 11). Costs match income from Supporting People, Pathways.
- Thomas Hardy Court - £12k (nil projected at period 11). Due to additional Miscellaneous Contribution income, and increased Service Charges income.
- Caretakers - £7k (£9k predicted at period 11). Saving on commercial refuse/waste disposal.

Housing Revenue Account – Capital

- The provisional outturn on programmed capital schemes is projected to be £4.537m (£4.539m projected at period 11) compared to a budget of £4.544m. It is also proposed that £4k be re-profiled into 2012/13 (£4k at period 11) in relation to delayed schemes, which will be subject to Cabinet approval.

- The above figures relate to the original capital programme approved by Council on 22nd February 2011 and do not include the £44.668m capital expenditure in relation to the Housing Self Financing Reform, which took place on the 28th March 2012.

Significant variances identified resulting in the increase in net under-spend to £311k.

HOUSING REVENUE ACCOUNT
FINANCIAL HEALTHCHECK REPORT - PROVISIONAL OUT-TURN

The projected full year position is a favourable variance of £311k compared to the forecast outturn at Period 11 of £90k favourable
A increase in the variance of £221k. The main changes identified are :-

Significant Variances from P11 Forecasted Out-turn

	Projected Outturn Period 11	Projected Outturn Period 12	Difference in Projected Outturn P12 - P11	
HOUSING REVENUE ACCOUNT	Over/(Under) Spends £000's	Over/(Under) Spends £000's	£000's	Comments
DD HOUSING & HEALTH				
General - Operations				
Contents Insurance	0	(28)	(28)	Year end adjustment for actual costs
Contribution to Reserves	102	132	30	Temporary reserves for Orchard upgrade & Stock condition survey. Increase due to insurance contribution to excess fund
HRA Summary				
Contribution to the Repairs Account	268	(78)	(346)	Multiple Contracts, of which the Responsive Repairs contract is £10K underspent, the Misc budget is £52K underspent , the Asbestos Surveys contract is £57K underspent and the Gas and Planned Maintenance contracts are overspent by £10K & £31K respectively. The projected outturn was based on estimated liability in respect of final pension figures for TUPE'd staff, these figures are still to be finalised with Staffs CC pension scheme
Provision for Bad Debts	80	109	29	Provision based on current level of arrears
Specific Contingency	0	(100)	(100)	In March Cabinet approved the use of this budget to meet any potential overspend on repairs due to high rise fire safety work however all costs were met within the existing budget.
Contribution to Reserves	0	268	268	Temporary reserve for estimated pension costs re finalisation of repairs contract
HRA Subsidy	201	158	(43)	Additional amount payable as a result of continuing low interest rates and the Authorities Capital Financing Requirement being increased by the capitalisation of Icelandic investments, which has the effect of reducing the interest rate that is used to calculate the HRA's capital charge, which then reduces the amount claimable against Subsidy
Item 8 Debit	(350)	(339)	11	Reduction in the amount budgeted as a result of continuing low interest rates and the change in our Capital Financing Requirement mentioned above
Debt Management Expences	0	14	14	Additional cost re Housing Self Financing Reform
Debt Premiums	0	(23)	(23)	Budget not reduced from 2010/11 level
Other minor non-significant variances	(391)	(424)	(33)	
	(90)	(311)	(221)	

GENERAL FUND 'WINDFALL' INCOME 2011/12

	£000's
Write-back of 'Unspent/Redundant' Reserves	157
Write-back of Provision - Residual balance no longer required as claim now settled	49
Reduction on anticipated Contract costs on the Joint Waste Management Agreement	35
Additional un-budgeted income from Bulky Waste through the Joint Waste Arrangement,	27
Additional rental income as a result of a successful rent review back dated to 2008 for 69 Caledonian.	23
Sub Total 'Windfall' items	<u>291</u>
Provisional Outturn	8,702
Provisional Outturn Excluding 'Windfall' items above	<u>8,993</u>
Base Budget	9,416
Adjusted variance to base budget (under / (over) spend	<u>423</u>
Adjusted variance to base budget (under / (over) %	4.49

CAPITAL PROGRAMME 2011-12 SUMMARY					
Period 13 - Ledger Info @ 09/05/12					
<u>Directorate</u>	<u>Budget b/f from 10/11</u>	<u>11/12 Predicted Spend</u>	<u>11/12 Project Budget (Incl b/f from 10/11)</u>	<u>Predicted Re-profile to 12/13</u>	<u>11/12 Resultant Variance</u>
	£	£	£	£	£
CORPORATE SERVICES	71,340	37,903	156,340	119,138	701
COMMUNITY SERVICES	446,070	589,508	1,739,060	1,149,391	-161
GENERAL FUND TOTALS	517,410	627,411	1,895,400	1,268,529	540
HOUSING REVENUE ACCOUNT	172,360	49,205,110	4,543,630	3,687	44,665,167
TOTAL APPROVED CAPITAL	689,770	49,832,521	6,439,030	1,272,216	44,665,707
<i>Specific Project Contingencies</i>	<i>130,000</i>	<i>0</i>	<i>130,000</i>	<i>130,000</i>	<i>0</i>
TOTAL (incl spec' contingencies)	819,770	49,832,521	6,569,030	1,402,216	44,665,707
<i>GF General Contingency</i>	<i>40,000</i>	<i>0</i>	<i>40,000</i>	<i>40,000</i>	<i>0</i>
<i>Invest To Save Contingency</i>	<i>160,000</i>	<i>0</i>	<i>160,000</i>	<i>160,000</i>	<i>0</i>
ALL CAPITAL	1,019,770	49,832,521	6,769,030	1,602,216	44,665,707

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CABINET

13 June 2013

SCHEME OF DELEGATION DECISIONS

The following table lists decisions taken since they were last reported on 11 January 2012.

Portfolio Holder	Title	Decision	Report presented by
Quality of Life	De-Mobilisation & Mobilisation Arrangements for the Repairs & Investment Contract and Gas Contract Commencing March 2012	To set out the final arrangements supporting the mobilisation of the new combined Repairs and Investment Contract, and where appropriate the Gas Contract - both of which are set to commence 30th March 2012. Detailing the Service arrangements for de-mobilisation & immediately upon mobilisation, Communications Planning and Governance, Contract Preparation, Risk Management & Escalation Arrangements and Pension related matters affecting TUPE.	Tina Mustafa/ John Murden
Quality of Life	Tenancy Agreement and Conditions 2011	To finalise the new tenancy agreement and conditions so that the final draft can be printed and issued to secure tenants.	Sue Philp
Quality of Life	New arrangements for responding to Lifeline calls at Thomas Hardy Court	To set out the 3 month pilot arrangements for responding to lifeline calls in the absence of the Independent Living Manager at Thomas Hardy Court, Extra Care Scheme.	Lee Birch
Quality of Life	Repairs, Investment & Gas Contracts	To Provide an update on the start date for the repairs, investment and gas contracts previously approved by Cabinet on 14th December 2011	Paul Weston
Quality of Life	Change of use 18 Milo Crescent from general	To gain approval for the change of use of 18 Milo Crescent, Fazeley, Tamworth	Helen Carpenter

	housing use to temporary homeless accommodation	from general housing provision to the use of temporary housing accommodation for homeless household. If any additional information is required please contact Rachel Ashford	
Quality of Life	Managing the shortfall of Supporting People Funding	To authorise TBC to subsidise the 2012/13 shortfall of £41,800 for the lifeline surplus income giving sufficient time to plan for a new charging system for 2013/14 onwards and to reduce Sheltered Housing Tenants Supporting People charge inline with Supporting People's new pricing schedule, this ensuring our tenants are not faced with the financial hardship of funding this shortfall.	Lee Birch
Quality of Life	Womens' Refuge - terms of commercial lease and transfer of landlord responsibilities	To set out the legal terms and conditions for the commercial lease and transfer of landlord responsibilities from the Council to Pathways Project.	Lee Birch
Quality of Life	Localism Act 2011 and the impact of the Landlord Regulatory Framework for Social Housing	To set out the headline changes, and proposed response to the consultative changes on the Landlord Regulatory Framework, proposed under the Localism Act 2011.	Tina Mustafa
Returning Officer & Electoral Registration Officer	Proposed Fee Scales re Local Elections - 3rd May 2012	To advise Members of the proposed fee scales and rates to be adopted for the forthcoming Local Elections 2012 - 3rd May 2012 and to enable compliance with the Equalities Act & Equal Pay legislation & Tamworth Borough Council's Pay Policy.	John Wheatley

Scheme of Delegation Items are available to view by Councillors in Democratic Services upon request.

CABINET

13 June 2012

Report of the Portfolio Holder for Core Services and Assets

CAPITAL OUTTURN REPORT 2011/12

PURPOSE

To advise members on the final outturn of the Authority's Capital Programme for 2011/12 (subject to audit confirmation) and to request formal approval to re-profile specific programme budgets into 2012/13.

This report is a key decision due to expenditure in excess of £50,000 requiring approval.

RECOMMENDATIONS

That Cabinet:

- 1. receive the final outturn position of the 2011/12 capital programme as summarised in Appendix A;**
- 2. approve for each of the projects detailed in Appendix B the re-profiling of the budget into the Authority's Capital Programme 2012/13 (total £1.489m).**

RESOURCE AND VALUE FOR MONEY IMPLICATIONS

There are no additional financial implications from this report as all scheme budgets detailed for re-profiling into 2012/13 have already been committed against available capital resources.

There is a low to medium risk associated with this report due to the level of requests for re-profiling of budgets into next financial year. For the majority of the projects requesting re-profiling approval, measures have been put in place to address ongoing issues, commitments have been placed with suppliers to provide the service/ goods or the works have been completed since 31st March 2012.

As capital funding is very limited for 2012/13, the capital programme will also need to be closely monitored.

EXECUTIVE SUMMARY

Progress on the capital programme is reported quarterly to Cabinet and monitored on a monthly basis by the Corporate Management Team with project managers providing project progress information and a predicted outturn. The outturn for the 2011/12 capital programme identifies an underspend of £1.604m against the approved budget of £6.769m (actual spend £5.165m - no change since Provisional Outturn). However, it has been requested that £1.489m (as detailed in **Appendix B**) of scheme spend be re-profiled into 2012/13. This will result in an overall underspend of £115k for the 2011/12 capital programme.

The outturn on Housing Revenue Account (HRA) capital schemes is projected to be £4.537m (£4.539m projected at period 11) compared to a budget of £4.544m resulting in an underspend of £7k with £4k to be re-profiled into 2012/13 (£4k at period 11) in relation to delayed schemes meaning that the actual underspend against budget is £3k. This can be returned to capital resources.

It should be noted that the above figures include the capital programme originally approved by council on 22nd February 2011 and in year adjustments of £104k for the General Fund (including £100k additional Disabled Facilities Grant (DFG) funding from the Government - £48k and Partners - £52k) and £94k for Housing (approved by Cabinet on 14th March 2012) but do not include the £44.668m capital expenditure relating to the Housing Self Financing Reform which took place on 28th March 2012.

The outturn on General Fund capital schemes spend is £628k. (£752k projected at period 11) compared to a full year budget of £1.895m resulting in an underspend of £1.267m with £1.155k to be re-profiled into 2012/13 (£1.142m at period 11), meaning that the actual under spend is £112k.

The £130k remaining within the General Fund Housing Private Sector Improvement Grants (PSIG) Specific Contingency, £160k remaining in Return on Investment Contingency and £40k remaining in the General Fund General Contingency are requested to be re-profiled into 2012/13.

The request for re-profiled budgets totalling £1.489m (£1.020m in 2010/11) into next financial year is mainly due to the following schemes:

Scheme / Area	£'000	Comment
Improvement Grants	193.5	£70k was earmarked for empty properties strategy. However 19 properties were re-instated without the need to spend any capital funding. Work is currently under way to develop a project and bid with partner organisations for further government funding to support the empty homes strategy. The rest is to be allocated to other capital projects as they are developed which is likely to be in future years.
Replacement IT	70.6	Commitment outstanding in respect of joint disaster recovery project with Walsall DC. Remaining budget to be re-profiled in support of Transforming Tamworth and Corporate Change projects.
Castle HLF	722.6	HLF grant was awarded mid June. Major work will be undertaken Summer 2012. Will need to re-profile funds into 2012/13 based on current programme of works
Contingency Budget PSIG - Additional Housing Renewal Assistance Grant	130.0	Confirmation received from GOWM that budget can be carried across financial years to meet the costs of Development of Private Sector Housing Initiatives
Contingency Budget Return On Investment	160.0	Approved by Cabinet on 1 st December 2010 to fund schemes generating a return on investment

As detailed in the scheme comments, some measures have been put in place for the future – however, certain projects will require close monitoring during 2012/13.

Appendix A provides a summary of the capital programme outturn.

Individual project information is provided in **Appendix B** (including specific project comments provided by project managers). Managers have highlighted that there have been issues which have delayed completion of certain projects. Cabinet are requested to review details of each project which requires approval in order for the budget to be carried forward for inclusion in the 2012/13 Capital Programme.

A brief commentary on the outturn information has also been provided by managers and these are shown for your perusal in **Appendix C**.

Capital Programme 2011/12 – Outturn Summary

Appendix A

	Re-profiled from 2010/11 (Cabinet June 11) £000	Base Budget Approval (Council Feb 11) £000	Drawings from Contingency £000	Additional Approvals £000	Total Approved Budget 2011/12 £000	Less Re-profile to 2012/13 Requests (subject to approval) £000	Final Proposed Adjusted 2011/12 Budget £000	Actual Spend 2011/12 £000	Final Variance 2011/12 £000
Community Services	446	1,189	0	104	1,739	(1,036)	703	590	(113)
Corporate Services	71	85	0	0	156	(119)	37	38	1
General Fund Total	517	1,274	0	104	1,895	(1,155)	740	628	(112)
Housing Revenue Account	173	4,277	0	94	4,544	(4)	4,540	4,537	(3)
Approved Capital Programme	690	5,551	0	198	6,439	(1,159)	5,280	5,165	(115)
General Fund - Specific Contingencies	290	0	0	0	290	(290)	0	0	0
General Fund - General Contingencies	40	0	0	0	40	(40)	0	0	0
Grand Total	1,020	5,551	0	198	6,769	(1,489)	5,280	5,165	(115)

Community Services – 2011/12 Outturn and Budget Re-Profiling to 2012/13

Project Name	Budget b/f from 2010/11 £000	Approved Budget 2011/12 £000	Request to Re-profile to 2012/13 £000	Revised Budget 2011/12 £000	Actual Spend £000	Final Variance £000	Project Comment
Home Repair Assistance Grant	53.8	53.8	0.0	53.8	53.7	(0.1)	Sufficient applications to spend full budget during the year
Disabled Facilities Grant	67.4	408.0	30.8	377.2	377.3	0.1	DFG applications currently exceed the budget available so take up of full spend will not be an issue.
Private Sector Coalfields Fund	193.5	193.5	193.5	0.0	0.0	0.0	£70k was earmarked for empty properties strategy however 19 properties were re-instated without the need to spend any capital funding. Work is currently under way to develop a project and bid with partner organisations for further government funding to support the empty homes strategy. The rest to be allocated to other capital projects as they are developed which is likely to be in future years
Home Repairs Works In Default	0.0	120.0	0.0	120.0	7.1	(112.9)	Sufficient external funding was not received. Other sources of funding is being explored for future needs
Wigginton Pk Play (Lottery)	7.9	7.9	0.0	7.9	7.9	0.0	Completed.
Cctv Camera Renewals	0.0	17.1	4.9	12.2	12.2	0.0	Work on updating cameras nearly completed with update of computers and recording systems due to be complete by early 2012/13
Streetscene Tracking System	30.0	30.0	30.0	0.0	0.0	0.0	Scheme delayed due to M3 migration go-live date being postponed and ongoing teething problems with system. Will need to reprofile to 2012/13
Designate New Cemetery Land	25.0	25.0	25.0	0.0	0.0	0.0	Proposals drawn up for the scheme looking to put out to tender as soon as practically possible. Will need to reprofile funds to 2012/13.

Project Name	Budget b/f from 2010/11 £000	Approved Budget 2011/12 £000	Request to Re- profile to 2012/13 £000	Revised Budget 2011/12 £000	Actual Spend £000	Final Variance £000	Project Comment
Improvements To Marmion Hse	0.0	17.0	0.0	17.0	16.9	(0.1)	Completed.
Repair To River Bank Castle Pg	30.0	30.0	9.4	20.6	20.6	0.0	Reconstruction of River bank completed. Need to re-profile some funds to 2012/13 as the additional remediation works to the riverbank have been suspended due to the high level of activities on going – firm plans for additional remediation will be developed during Q3 of this year and undertaken over the winter months where appropriate
Waste Mgt & Recycling Expansion	12.1	12.1	12.1	0.0	0.0	0.0	Will need to reprofile some funds to 2012/13. The remaining budget was held pending the outcome of trial recycling methods at the high rise estate, given the trial has only recently been widened the outcome is still unknown budget may still be required to provide suitable infrastructure to enable participation on the recycling scheme to continue
Castle Hlf	0.0	787.0	722.6	64.4	64.4	0.0	HLF Grant awarded mid June - major work to be undertaken summer 2012. Will need to reprofile significant funds to next financial year based on current programme of works
Community Safety	26.4	36.4	7.5	28.9	28.9	0.0	Working on costing and details for a scheme to tackle noise related anti social behaviour. The intention is to purchase specialist equipment that can be utilised by the agencies across the community safety partnership.
Belgrave Swimming Pool	0.0	1.3	0.7	0.6	0.7	0.1	Funding to be used to contribute to cost of swimming pool changing room as at the Snow Dome. Will need to be re profiled to 2012/13
	446.1	1739.1	1036.5	702.6	589.7	(112.9)	

Corporate Services – 2011/12 Outturn and Budget Re-Profiling to 2012/13

Project Name	Budget b/f from 2010/11 £000	Approved Budget 2011/12 £000	Request to Re- profile to 2012/13 £000	Revised Budget 2011/12 £000	Actual Spend £000	Final Variance £000	Project Comment
Replacement It Technology	11.6	85.7	70.7	15.0	15.0	0.0	Budget now includes virement of £4,110 being underspend on Benefits E-claim project. Commitment outstanding in respect of hardware ordered in support of joint disaster recovery project with Walsall Council. Remaining budget to be re-profiled in support of Transforming Tamworth & Corporate Change projects.
EDRMS (Electronic Document Records Management System)	2.7	2.7	2.7	0.0	0.0	0.0	Implementation of EDRMS in Housing and HR has been postponed therefore no spend likely until 2012-13. Re-profiled budget to be requested to be released into new TT/Agile Working/Telephony/EDRMS scheme
IP/ Telephone/ Network	26.5	23.5	23.5	0.0	0.0	0.0	£3k virement processed to TIC Works scheme. Remaining budget to be utilised in support of Transforming Tamworth review, but no spend expected this financial year therefore budget required to be re-profiled & requested to be released into new TT/Agile Working/Telephony/EDRMS scheme
Replacement ICT - Northgate M3	8.3	8.3	8.3	0.0	0.0	0.0	Remaining budget for phases 2 and 3 of the contract - no spend expected in 2011-12. Requirements to be reviewed as part of Transforming Tamworth/Corporate Change projects.
Benefits leg 4 E-Claim	9.7	5.6	0.0	5.6	5.6	0.0	e-Claims software is now live, and the final invoice has been paid. The underspent budget of £4,110 was vired back into Replacement It Technology, from where this scheme was initially part-funded.

Project Name	Budget b/f from 2010/11 £000	Approved Budget 2011/12 £000	Request to Re-profile to 2012/13 £000	Revised Budget 2011/12 £000	Actual Spend £000	Final Variance £000	Project Comment
Gazetteer Development	0.7	15.7	14.0	1.7	1.7	0.0	Budget in respect of Phase 2 of the migration - amount remaining to be re-profiled into 12-13.
Tic Relocation	11.8	14.8	0.0	14.8	15.5	0.7	The main building works at the Phil Dix building were completed in April. Further costs have been incurred for associated landscaping, display boards and signage, in respect of which a £3k virement from the IP/Telephony scheme above was approved.
	<u>71.3</u>	<u>156.3</u>	<u>119.2</u>	<u>37.1</u>	<u>37.8</u>	<u>0.7</u>	

Housing Revenue Account – 2011/12 Outturn and Budget re-profiling to 2012/13

Project Name	Budget b/f from 2010/11 £000	Approved Budget 2011/12 £000	Request to Re- profile to 2012/13 £000	Revised Budget 2011/12 £000	Actual Spend £000	Final Variance £000	Project Comment
Bathroom Refurbishments	0.0	921.3	0.0	921.3	918.0	(3.3)	Final year of contract with Wates, includes apportionment of asbestos budget.
Upgrade of Electrical Installations	0.0	583.6	0.0	583.6	578.2	(5.4)	Final year of contract with Wates, includes apportionment of asbestos budget.
Kitchen Refurbishments.	0.0	1,708.6	0.0	1,708.6	1,713.0	4.4	Final year of contract with Wates, includes apportionment of asbestos budget.
Central Heating Renewals	0.0	439.8	0.0	439.8	449.7	9.9	Final year of contract with PH Jones
Major Roofing Overhaul and Renewals	0.0	62.4	0.0	62.4	62.0	(0.4)	All identified works now complete.
Structural Surveys and Repairs	0.0	43.0	0.0	43.0	38.0	(5.0)	Ad-hoc service, generally in response to requests from the housing maintenance team.
Window and Door Renewals	5.2	105.2	0.0	105.2	105.1	(0.1)	Completed
High Rise Lift Refurbishments	93.1	71.0	0.0	71.0	67.3	(3.7)	Works at Glenfield are nearing completion. Lift commissioned and in use from last week of January
External and Environmental Works	4.0	0.1	0.0	0.1	0.0	(0.1)	Completed
Disabled Adaptations	0.0	534.9	0.0	534.9	536.0	1.1	Final year of contract with Wates, includes apportionment of asbestos budget.
Asbestos Testing and Removal	0.0	0.0	0.0	0.0	0.0	0.0	Budget reapportioned to Bathroom Replacements, Upgrade of Electrical Installations, Kitchen Refurbishments & Disabled Adaptations as per September cabinet report

Project Name	Budget b/f from 2010/11 £000	Approved Budget 2011/12 £000	Request to Re- profile to 2012/13 £000	Revised Budget 2011/12 £000	Actual Spend £000	Final Variance £000	Project Comment
Upgrade Homelink Equipment	70.0	70.0	3.7	66.3	66.3	0.0	Works on 4 schemes now completed. Tender out for remaining schemes to be awarded Feb. Will need to reprofile some funds to 2012/13.
Improvements to Thermal Comfort in Properties	0.0	3.6	0.0	3.6	3.6	0.0	
	<u>172.3</u>	<u>4,543.5</u>	<u>3.7</u>	<u>4,539.8</u>	<u>4,537.2</u>	<u>(2.6)</u>	

Contingency Budgets - 2011/12 Outturn and Budget Re-Profiling to 2012/13

General Fund:

Project Name	Budget b/f from 2010/11 £000	Approved Budget 2011/12 £000	Request to Re-profile to 2012/13 £000	Revised Budget 2011/12 £000	Actual Spend £000	Final Variance £000	Project Comment
PSIG - Additional Housing Renewal Assistance Grant	130.0	130.0	130.0	0.0	0.0	0.0	Confirmation received from GOWM that budget can be carried across financial years to meet the costs of Development of Private Sector Housing Initiatives
Cont-Return On Investment	160.0	160.0	160.0	0.0	0.0	0.0	Approved by Cabinet on 1 st December 2010 to fund schemes generating a return on investment
Contingency Budget	40.0	40.0	40.0	0.0	0.0	0.0	
	<u>330.0</u>	<u>330.0</u>	<u>330.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	
Grand Total	<u>1,019.7</u>	<u>6,768.9</u>	<u>1,489.4</u>	<u>5,279.5</u>	<u>5,164.7</u>	<u>(114.8)</u>	

Commentaries received from Managers as part of the outturn process are detailed below:

Community Services:

The Community Services Directorate capital budgets for 2011/12 total £1,739k including £446k re –profiled from 2010/11. Total spend is £590k giving an underspend of £1,149k. This is mainly due to a number of schemes which are yet to start and will need to be carried forward. It is anticipated that carry forward to 2012/13 will be £1,036k at the year end resulting in an underspend of £113k.

This underspend of £113k is, in the main, due to Home Repairs Works in Default budget. This was not spent and external funding received was not sufficient. Other sources for funding are being explored for future needs.

Grants

Sufficient work has been identified to take up the full budget allocation of the Home Repair Facilities Grants. Disabled Facilities Grant applications have been identified to take up the budget allocation but, as delivery of this project is very much in the hands of the grant applicants as they arrange for the work to be carried out, £31k will need to be carried forward into 2012/2013.

Private Sector Coalfield Fund – delays around the Empty Homes Grants scheme mean it will be necessary to re-profile the budget of £193k but there is approval from GOWM to carry forward any under spend at year end.

Castle HLF.

The HLF grant was awarded in June 2011 but as most of the major work will be undertaken in the Summer of 2012 £723k will need to be carried forward into 2012/2013.

Other significant re –profile requests are:-

Streetscene Tracking System £30k, Designate Cemetery Land £25k.

Corporate Services:

The provisional outturn for Corporate Services is a total spend of £38k against budgets of £156k. Several schemes are still in progress and it is requested that £119k be re-profiled to 2012/13

Significant re-profile requests are:-

Replacement IT equipment £71k, IP/Telephone network £23k,
Gazetteer Development £14k

Housing Revenue Account:

The outturn on Housing Revenue Account (HRA) capital schemes is projected to be £4.537m compared to budget of £4.544m resulting in an underspend of £7k with £4k to be re-profiled into 2012/13 in relation to Upgrade Homelink Equipment. The actual underspend against budget is £3k.

These figures are pertinent to the original capital programme approved on 22nd February 2011 plus the in-year adjustment of £94k overspend approved by Cabinet on 14th March 2012 and do not include the £44.668m capital expenditure relating to the Housing Self Financing Reform.

Report Author

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REPORT PORTFOLIO HOLDER FOR HOUSING

LANDLORD SERVICES ANNUAL PERFORMANCE REPORT 2011/12

EXEMPT INFORMATION

PURPOSE

The Landlord Regulatory Framework was revised under the Localism Act 2011. Despite the abolition of the Tenants Services Authority (TSA), regulatory control remains and is now the responsibility of the Homes and Communities Agency (HCA). Despite the demise of the TSA Landlords continue to have responsibility to comply with the National Standards, set out in earlier Cabinet reports, and demonstrate that performance information is made available to tenants in an accessible way. This includes producing an Annual Report to Tenants. The new regulatory framework places a greater emphasis on local control and a requirement for Tenants to influence, shape and scrutinise services. This report sets out the arrangements in place to meet these requirements.

RECOMMENDATIONS

Cabinet are recommended:-

- To endorse the key achievements of the Council's Landlord Service during 2011/12
- To agree that an Annual Report is produced in accordance with the Landlord Co-regulatory Framework, established under the Localism Act 2011
- To delegate authority to the Portfolio Holder for Housing to agree the final publication following an independent and free assessment by the tenant advisory service

RESOURCE IMPLICATIONS

There are no direct financial implications as costs referred to can be contained within existing budgets.

LEGAL/RISK IMPLICATIONS BACKGROUND

There remain risks around failing to comply with the Regulatory Framework. The new regulatory framework emphasises the importance of effective local arrangements. If the HCA determine there is a "serious failure" then this can still trigger a sanction or intervention based on the level of non-compliance.

SUSTAINABILITY IMPLICATIONS

Increased involvement helps shape services to match tenant requirements which help to improve overall satisfaction and the positive impact of services in neighbourhoods. Tenant involvement activities have a direct impact in supporting sustainable communities by building capacity and confidence.

MATTERS FOR CONSIDERATION

Key achievements of Landlord Services during 2011/12

2011/12 marked a significant change for the Council's Landlord Service with the implementation of Council Housing Finance Reform. Cabinet approved the Housing Revenue Account Business Plan (2012-2042) in March 2012 setting out the challenges and opportunities arising from this change. One of the ambitions set out within the plan is the achievement of ongoing improvements in services for tenants.

Landlord Achievements shown at Appendix B were summarised in the Business Plan and illustrate how the Council's Landlord Services directly contribute to achievement of the Council's strategic priorities. There continue to be a number of key areas for improvement. Overall satisfaction with the Council's Landlord Service remains low when compared to other Housing providers. Significant improvement in this respect has however been achieved with an increase from 65% in 2009/2010 to 75.2% in 2011/12.

The Council's Landlord Services continue to benchmark the services through House-mark, Housing Quality Network and other regional benchmarking clubs to ensure the service develops and remains focused on outcomes. House-mark usually publishes an outturn report for the year in July and this will be used in the development of the Annual Report for 2011/12, so that Tamworth can comply with the requirement to compare itself with others.

Annual Report

If approved by Cabinet, this year's Annual Report will be the 3rd produced since the Regulatory Code was introduced in 2009/10. These publications have been improved over time and in consultation with tenants. In particular are now structured to better demonstrate the impact of Landlord Services achievements and performance in helping to meet the Council's strategic priorities.

Last year (2011) the TSA commissioned tenant led organisations to review annual reports in order to provide guidance to Landlords when producing documents. This report is provided for background at Appendix C. Tamworth already produce customer facing, outcome based assessments of services and link these to the National Standards around

- Tenant Involvement & Empowerment
- Home
- Tenancy
- Neighbourhood & Community

However, in order to improve it is recommended that the Tenant Participation and Advisory Services (TPAS) are asked to carry out an independent review to see how

Tamworth can improve on the publication and presentation of information. Specifically the review will consider how well the publication links performance to the Council's strategic priorities.

TPAS have agreed to provide a free desk top review of this publication, based on our existing membership.

Performance of the Council's Landlord Service – Outturn 2011/12

Changes to the national data set around performance targets have been welcomed. There is no longer a bureaucratic reliance on the routine production of indicators and the emphasis is now on outcomes and impact assessment determined locally.

The Council's Landlord Service is reviewing key performance indicators, with tenants', to ensure they remain customer focused and are meaningful. The live updating of the customer dashboard on line will continue as this means of reporting performance is considered to build credibility and satisfaction. The intention however is to reduce the number of indicators to enable greater focus on the things which matter to tenants. The following indicators have been agreed with tenants. Cabinet are asked to endorse these for inclusion in the annual report.

Landlord Performance Report

	2009/2010	2010/2011	2011/2012	Estimated Top Quartile*
Status Satisfaction Survey				
Overall satisfaction with Landlord Services	65%	75.2%	75.2% Same as done bi-annually	86%
Voids & Allocations Survey				
Average time between lettings	28 days	21 days	16days	22 days
Void Rent Loss	-	£135,000	£51,000	Maximising Income by £84,000
Repairs & Maintenance				
% appointments made and kept	97%	98.46%	99.13%	99%
Gas servicing – CP12	99.9%	99.53%	99.75%	99.2
Urgent repairs completed on time	100%	100%	100%	99.5
Customer satisfaction	86%	86%	87%	93.6
Income Management				
Arrears as a % of gross debit	1.59%	1.5%	2.04%	1.3
Evictions	19	15	8	10
Estate Management				
Walkabouts	4	4	4	-
Satisfaction with cleaning	Not collected	85%	87%	92%
Tenant Involvement				
Number of tenants	242	344	373	-

registered on the database of involvement				
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* Figures based on estimated top quartile range when benchmarked nationally – report from House-mark not yet available. The colours indicate whether Tamworth is top quartile (green), mid (amber) or bottom quartile (red) when compared with others.

Customer Intelligence Report 2011/12

The full report is shown at appendix A. A total of 570 complaints, compliments and service requests were received across Landlord Services during 2011 – 2012. Of the total number received, 36% of these were complaints, 36% compliments and 28% service requests.

Overall complaints are down, although service requests have increased.

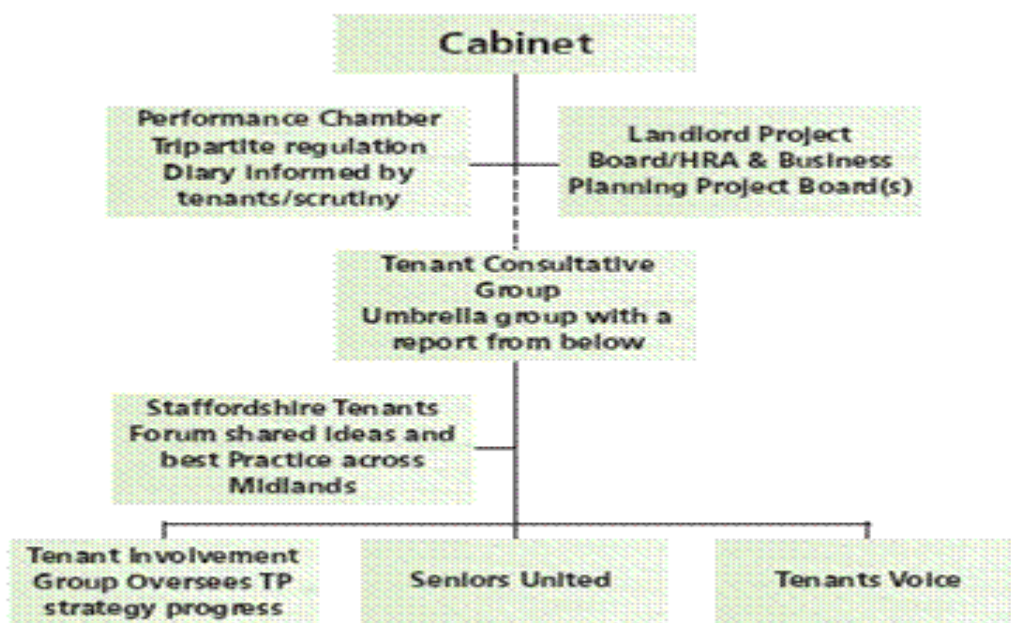
	2010/2011	2011/2012	Trend
Complaints	283	204	28% decrease
Compliments	171	208	21% increase
Service Requests	60	158	163% increase
Total	514	570	11% increase

The number of complaints received (204) represents approximately 3% of the total number of Council properties and garages (4,531 properties and 1,903 garages, 6,434 total).

Along with the Head of Customer Services this approach will continue to be developed in line with the corporate 'Tell Us' policy.

Training and investment arrangements for the Tenant Consultation Group

Under the national standard for Tenant Involvement and Empowerment, Landlords are required to set out how tenants scrutinise services. Cabinet have already endorsed the co-regulatory framework shown below.



As an improvement to current tenant involvement arrangements tenant representatives have helped to develop a competency framework that sets out the core skills required to serve as a member of the Tenant Consultative Group (TCG). This remains voluntary, but the matrix will be populated by dates and evaluations of training as each of the members' of the TCG attend. It is anticipated that each member will receive training every three years on the areas identified on a rolling programme. This programme demonstrates the Council's commitment to ensure that tenant representatives are equipped with the necessary skills and knowledge to fully contribute to involvement activities. The programme is specifically tailored to meeting the localism agenda as this relates to customer engagement and capacity building. The programme will be reviewed annually with the Tenant Regulatory and Improvement Manager.

The key competencies are:

- To have an awareness of equality and diversity
- To understand roles in participating in meetings
- To understand basic financial management
- To effectively scrutinise services by understanding performance information
- To understand the key principles around governance and how this links to the democratic process.

The cost of training will be met from the existing Tenant Involvement budget.

REPORT AUTHOR

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LIST OF BACKGROUND PAPERS

Report of the TSA Into Annual Reports – Appendix C

APPENDICES

Appendix A– Customer Intelligence Report 2011/12

Appendix B– Summary of Achievements 2011/12

Customer Intelligence 2011/2012

End of year report

Introduction

This report sets out an analysis of all customer intelligence received by Tamworth Borough Council Landlord Services and Housing Advice Services between April 2011 and March 2012. It reviews complaints, the main themes emerging from complaints, how the organisation is responding to them and any additional customer intelligence that has been collated during the course of the year

Customer Satisfaction Feedback

Tamworth Borough Council's Housing Service values customers' compliments, comments and complaints as they provide feedback on performance that helps us to improve our services.

Feedback from tenants and other service users is essential in monitoring and evaluating the effectiveness of the Housing Service, allowing us to identify our strengths as well as any areas of weakness which need to be addressed. We are always developing new and improved ways to gather and analyze tenants' views.

It is important to the Landlord Service to record and monitor complaints in terms of how quickly they are responded to and how quickly they are acted upon. We will closely monitor the type of complaints we receive, across which service areas they relate to, timescales in which complaints are responded to and any common emerging themes, to ensure customers receive the highest quality service.

We aim to learn from complaints. Where a service has failed we will

- identify the problem and put it right for the complainant; and
- Address any underlying problems and make sure they don't happen again.

What we know at a Glance!

	2010/11	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Year Total
Tell Us'	268	65	74	61	63	263
Complaints	97	26	29	17	31	103
Compliments	170	39	40	40	28	147
Service requests	0	0	5	4	4	13
MP Enquiries	56	10	9	13	18	50
Complaints	27	8	4	0	2	14
Compliments	0	0	0	0	0	0
Service Requests	29	2	5	13	16	36
Councillor/Other	190	65	68	47	77	257

Complaints	159	42	13	13	19	87
Compliments	0	3	25	14	19	61
Service Requests	31	20	30	20	39	109
Year Total	514	140	151	121	158	570
Response time	7 days	7 days	7 days	7 days	7 days	7 days

How do we compare to last year!

	2010/2011	2011/2012	Trend
Complaints	283	204	28% decrease
Compliments	171	208	21% increase
Service Requests	60	158	163% increase
Total	514	570	11% increase

For a breakdown of all complaints, compliments and service requests across Landlord services please see appendix A

2011/2012

A total of 570 complaints, compliments and service requests were received across Landlord Services during 2011 – 2012. Of the total number received, 36% of these were complaints, 36% compliments and 28% service requests.

The number of complaints received (204) represents approximately 3% of the total number of Council properties and garages (4,531 properties and 1,903 garages, 6,434 total).

Customer feedback/satisfaction across Landlord Services 2011/2012

Status Satisfaction Survey

As a Local Authority we carry out the Standardised Tenant Satisfaction Survey every 2 years. The principal objectives of the survey is to provide robust data which accurately represents the views of local tenants on overall satisfaction with landlord services and provide a comprehensive view of other perception-based measures on a wide range of specific services. The Status Survey was carried out in 2008 and showed an overall satisfaction rate of 65%. We are now pleased to report an increase in overall satisfaction to 75.2%

Although the Status Survey is no longer a statutory requirement and there has been the withdrawal of grant funding, we have continued with Status to ensure the continued measurement of customer satisfaction with services customers receive and how this performance compares to other landlords. In addition to this, the survey identifies areas for service improvement, compares satisfaction with services over time, specifically with the results of previous surveys of tenant satisfaction, and enables performance comparison with other comparable borough Councils.

A slimmed down version of Status was carried out in April 2011, to refresh key performance indicators, keep up-to-date with tenant opinion as well as maximising our understanding of overall tenant satisfaction and expectation.

Tamworth Landlord Services is committed to continued service improvement and development and the Status survey is a key contributing factor to this

During the interim years of STATUS we send out a series of similar surveys to our tenants and leaseholders with amendments based on key priorities.

How satisfied are you?

Overall satisfaction with Landlord Services

General needs satisfaction with the way we deliver services		Sheltered tenants satisfaction with the way we deliver services	
2008	2011	2008	2011
65%	75.2%	Not reported	93%

Tenant Involvement and empowerment Standard

Satisfied that tenants views are taken into account		Satisfaction with keeping tenants informed	
2008	2011	2008	2011
46%	53%	65%	71%

Customer Service & Choice

Satisfaction that staff are able to deal with a problem		Satisfaction with the final outcome of the problem	
2008	2011	2008	2011
68%	71%	56%	63%

Home Standard

Satisfaction with the repairs & maintenance service		Satisfaction with overall quality of the home		Satisfaction with condition of the home	
2008	2011	2008	2011	2008	2011
56%	68%	71%	75%	67%	71%

Neighbourhood & Community Standard

Satisfaction with the Neighbourhood as a place to live		Satisfaction with Anti-Social Behaviour	
2008	2011	2008	2011
70%	81%	56%	68%

Value for Money Standard

Satisfaction that rent represents Value for Money	
2008	2011
65%	75%

So What!

What you have complained/ complimented us about during 2010/2011	What we have achieved
Customers chasing for information and updates on repairs that have been requested and on occasions there have been delays in work being carried out	<p>We launched a fully integrated Repairs Policy in 2011 that ensures a 'right first time approach' and clarifies tenant obligations and repairing responsibilities through a more targeted and simpler process.</p> <p>During 2011/2012 we successfully procured the biggest contract for the council for a combined Repairs and Investment service</p> <p>Following successful consultation across Tamworth boroughs sheltered schemes, the 'Handy Person' Service will commence May 2012</p>
Tenants have continued to complain about damp and condensation	<p>We have improved the provision of advice to customers by introducing a leaflet on making the most of heating and ventilation within the home. This is advertised in Marmion House reception, on the web and is discussed with customers at their post tenancy visit.</p> <p>We also engage with a specialist company called Oaks Preservation to check there are no structural defects to the property that have contributed to damp and condensation</p>
Tenants have requested a whole host of environmental works through estate walkabouts, 'Tell us' etc	£23m is planned for environmental investment over the life of the HRA business plan with £900k to spend in 2012/13 on community based environmental projects across the borough.

Tenants complained that there is poor consistency in the management of Anti Social Behaviour (ASB) cases	<p>We have successfully launched Landlord Services ASB Policy and procedure with clear offers/standards.</p> <p>The Tenant Regulatory and Involvement Team will be responsible for contacting a percentage of all customers that have been through the ASB process to determine satisfaction and identify any areas for service improvement</p>
Tenants complained about and the failure of the contractor to keep appointments for repairs to gas appliances and servicing	2011/2012 saw the procurement of a new gas contractor with a clear focus on service standards

What's Next?

- Equally important to how we measure our performance is how the complainant assesses the handling of their complaint. We welcome feedback on complaints as part of our drive to improve services. The Complaints Review Panel has recommended that at the end of each month a satisfaction survey is carried out in order to monitor customer experience. This commenced in May 2012 and will enable the tenant involvement team to collate valuable feedback from complaints as well as a means for identifying areas for service improvement.
- During 2012/13 we will explore the possibility of developing a 'tuts n grumble' line which will be an automated messaging system used as an additional mechanism to collect customer feedback across landlord services.

Customer Satisfaction Calendar 2011/2012

Since April 2010 the Housing Service has developed a clear and comprehensive programme of mechanisms to consistently compare tenants' satisfaction with housing services. The annual customer satisfaction calendar was put in place to develop more regular/consistent customer satisfaction monitoring to determine satisfaction levels and improve services accordingly. This calendar covers all areas across the housing service from anti-social behaviour, communal cleaning, repairs, housing advice and rent payment and arrears. Customer feedback has been looked at through a variety of methods to assess satisfaction about the way we manage both our tenancies and our estates. We have asked tenants for their views via customer focus groups, telephone & postal surveys, office surveys and comprehensive satisfaction surveys. During 2011/2012 the Tenant Involvement Team carried out 2 communal cleaning postal surveys. Limited additional customer feedback was

collated during the course of this year as the STATUS survey gained customer opinion across the whole of landlord service.

During 2012/2013 we will continue to review and measure customer service levels in many different ways as the most productive method for measuring customer service levels across one area may be different for other areas.

During 2012/2013 the Tenant Regulatory and Involvement Team will be responsible for collating, monitoring and reporting on the following:

Customer intelligence 2012/2013		
Customer feedback/Intelligence	Format	Frequency
Complaints satisfaction	Telephone	Monthly
Repairs satisfaction	Focus Group	Half yearly
New Tenant questionnaire	Paper based/postal	Quarterly
Open House satisfaction	Paper based/postal & face-to-face	Yearly
Supported Housing moving in survey	Paper based	Quarterly
Supported Housing moving out survey	Paper based	Yearly
ASB Resident perception survey	Paper based/postal with rent statements	Yearly
ASB tenant satisfaction	Telephone/Home visit	Quarterly

In addition to the above, the following will also be collected:

- Repairs & Maintenance satisfaction survey
- Gas servicing satisfaction survey
- Finding a Home survey
- Non-Bidders Questionnaire 'Finding a Home'

Tamworth Borough Council Landlord Service is committed to providing the best quality service we can in a responsive and approachable way. We will continue to develop our services to meet the changing needs within the resources available and to demonstrate value for money.

Complaints/compliments/comments

In addition to feedback gathered through the tenant satisfaction calendar, we closely monitor comments, compliments and complaints through our corporate 'Tell us' form. We listen and learn from all customer feedback which is continually monitored and can lead to changes in process, policy, actions, activity, literature and material. Customers are increasingly encouraged to tell us what they think of the services the Council provides through completing a 'Tell us' form. In housing this is closely monitored by the Tenant Involvement Team to identify common themes and trends

across specific service areas. We also record and monitor all MP and Councillor enquiries, service requests and any additional ad-hoc comments or suggestions for future service improvements.

Reporting and monitoring customer feedback

The results of all customer satisfaction surveys and feedback are reported quarterly to the Tenant Consultative and Tenant Involvement Groups. More specifically the Complaints Review Panel, set up at the beginning of 2012, will monitor complaints, emerging trends and the whole customer experience through its process.

These groups provide the opportunity for tenant scrutiny of services and actions/recommendations are put forward to resolve issues. The findings from these reports determine where we are performing well and where we need to improve. For 2012/2013 we will continue to produce a quarterly report for all customer intelligence, complimented by an end of year report to compare all satisfaction, compliments and complaints against the previous years performance.

Impact Assessments

In addition to customer satisfaction surveys and feedback the Landlord Service routinely carries out impact assessments when housing initiatives and activities have taken place. Impact assessments measure not only customer satisfaction but the overall impact of the activity to enable us to learn what has worked well and what we can learn for future involvement/housing initiatives.

Tenant Inspectors

As part of its tenant involvement and co-regulation programme the Council has been running an innovative scheme to empower Council housing tenants to act as Tenant Inspectors. This scheme which has now been running for nearly twelve months, provides tenant volunteers with the opportunity to audit the delivery of estate caretaking and cleaning services. The scheme is currently being extended to include void lettable standard and customer access arrangements. Tenant inspectors monitor the quality of service delivery against defined standards and undertake on-site inspections. They are empowered to call managers to account if services do not meet required standards and their feedback forms part of overall performance monitoring.

Performance Management

The complaints log, managed by the Landlord Improvement & Project Officer will continue to be used to review and progress open complaints with service area managers, to ensure turnaround targets are met. Lessons learnt will be reviewed at both management and performance team meetings.

Learning from Complaints

Learning from complaints will continue to assist us in improving our processes at Tamworth Borough Council and further transparency will be in place during the coming year. We will be more visible of how we are learning from complaints by sharing this information internally and externally. Tenant involvement will continue to play an important role in demonstrating how we are improving our service delivery and handling of complaints through the quarterly Complaints Panel meetings. This will help to ensure a systematic approach to learning.

Conclusion

We are pleased to report that the 2011/12 Complaints Report shows a general decrease in complaints but in addition to this we have seen a 163% increase in service requests.

Further analysis will be undertaken during the year on improving the breadth and depth of analysis undertaken and to feed lessons learned into our continuous improvement process.

Appendix A

Quarterly Customer Intelligence 2011/2012

Tell Us

	Complaints	Compliments	Service Requests
Estate Management	25	6	4
Morrison	43	3	5
Housing Advice	8	10	/
P H Jones	17	1	1
Property Services	3	1	1
Tenant Involvement	/	/	/
Voids & Allocations	2	2	/
Income	3	4	/
Caretaking	/	117	/
Housing Services	1	/	/
Other	/	1	2
Sheltered	/	/	/
Supported	1	2	/
Total	103	147	13

Councillor & Other

	Complaints	Compliments	Service Requests
Estate Management	19	17	33
Morrison	30	5	29
Housing Advice	11	6	17
P H Jones	10	1	3
Property Services	2	/	6
Tenant Involvement	1	8	/
Voids & Allocations	5	2	8
Income	4	5	2

Caretaking	/	9	2
Housing Services	1	1	1
Other	2	4	7
Sheltered	1	/	/
Supported	1	3	1
Total	87	61	109

MP

	Complaints	Compliments	Service Requests
Estate Management	4	/	6
Morrison	1	/	8
Housing Advice	7	/	17
P H Jones	/	/	/
Property Services	/	/	2
Tenant Involvement	/	/	/
Voids & Allocations	/	/	/
Income	1	/	1
Caretaking	/	/	/
Housing Services	/	/	/
Other	/	/	2
Sheltered	/	/	/
Supported	1	/	/
Total	14	0	36

Quarterly Customer Intelligence Quarter 1 (April to June 2011)

Tell Us

	Complaints	Compliments	Service Requests
Estate Management	6	2	/
Morrison	12	/	/
Housing Advice	2	5	/
P H Jones	3	/	/
Property Services	/	1	/
Tenant Involvement	/	/	/
Voids & Allocations	/	2	/
Income	2	3	/
Caretaking	/	24	/
Housing Services	1	/	/
Other	/	1	/
Sheltered	/	/	/
Supported	/	1	/
Total	26	39	0

Councillor & Other

	Complaints	Compliments	Service Requests
Estate Management	7	/	9
Morrison	18	1	2
Housing Advice	6	/	5
P H Jones	6	/	2
Property Services	1	/	/
Tenant Involvement	/	/	/
Voids & Allocations	2	1	/

Income	2	1	/
Caretaking	/	/	1
Housing Services	/	/	/
Other	/	/	1
Sheltered	/	/	/
Supported	/	/	/
Total	42	3	20

MP

	Complaints	Compliments	Service Requests
Estate Management	2	/	/
Morrison	/	/	/
Housing Advice	5	/	/
P H Jones	/	/	/
Property Services	/	/	1
Tenant Involvement	/	/	/
Voids & Allocations	/	/	/
Income	/	/	1
Caretaking	/	/	/
Housing Services	/	/	/
Other	/	/	/
Sheltered	/	/	/
Supported	1	/	/
Total	8	0	2

Quarterly Customer Intelligence Quarter 2 (July to September 2011)

Tell Us

	Complaints	Compliments	Service Requests
Estate Management	6	/	2
Morrison	13	/	1
Housing Advice	5	/	/
P H Jones	4	/	/
Property Services	/	/	/
Tenant Involvement	/	/	/
Voids & Allocations	/	/	/
Income	/	1	/
Caretaking	/	38	/
Housing Services	/	/	/
Other	/	/	2
Sheltered	/	/	/
Supported	1	1	/
Total	29	40	5

Councillor & Other

	Complaints	Compliments	Service Requests
Estate Management	4	13	10
Morrison	4	2	11
Housing Advice	1	/	4
P H Jones	1	/	/
Property Services	/	/	2
Tenant Involvement	/	2	/
Voids & Allocations	1	/	/

Income	/	1	1
Caretaking	/	4	/
Housing Services	/	/	/
Other	2	/	2
Sheltered	/	/	/
Supported	/	3	/
Total	13	25	30

MP

	Complaints	Compliments	Service Requests
Estate Management	2	/	2
Morrison	/	/	/
Housing Advice	2	/	2
P H Jones	/	/	/
Property Services	/	/	1
Tenant Involvement	/	/	/
Voids & Allocations	/	/	/
Income	/	/	/
Caretaking	/	/	/
Housing Services	/	/	/
Other	/	/	/
Sheltered	/	/	/
Supported	/	/	/
Total	4	0	5

Quarterly Customer Intelligence Quarter 3 (October to December 2011)

Tell Us

	Complaints	Compliments	Service Requests
Estate Management	4	4	1
Morrison	9	/	3
Housing Advice	/	2	/
P H Jones	3	/	/
Property Services	1	/	/
Tenant Involvement	/	/	/
Voids & Allocations	/	/	/
Income	/	/	/
Caretaking	/	34	/
Housing Services	/	/	/
Other	/	/	/
Sheltered	/	/	/
Supported	/	/	/
Total	17	40	4

Councillor & Other

	Complaints	Compliments	Service Requests
Estate Management	3	2	3
Morrison	3	/	7
Housing Advice	3	6	6
P H Jones	2	/	/
Property Services	/	/	2
Tenant Involvement	/	1	/

Voids & Allocations	1	/	1
Income	1	2	/
Caretaking	/	3	/
Housing Services	/	/	/
Other	/	/	/
Sheltered	/	/	/
Supported	/	/	1
Total	13	14	20

MP

	Complaints	Compliments	Service Requests
Estate Management	/	/	1
Morrison	/	/	/
Housing Advice	/	/	10
P H Jones	/	/	/
Property Services	/	/	/
Tenant Involvement	/	/	/
Voids & Allocations	/	/	/
Income	/	/	/
Caretaking	/	/	/
Housing Services	/	/	/
Other	/	/	2
Sheltered	/	/	/
Supported	/	/	/
Total	0	0	13

Quarterly Customer Intelligence Quarter 4 (January to March 2012)

Tell Us

	Complaints	Compliments	Service Requests
Estate Management	9	/	1
Morrison	9	3	1
Housing Advice	1	3	/
P H Jones	7	1	1
Property Services	2	/	1
Tenant Involvement	/	/	/
Voids & Allocations	2	/	/
Income	1	/	/
Caretaking	/	21	/
Housing Services	/	/	/
Other	/	/	/
Sheltered	/	/	/
Supported	/	/	/
Total	31	28	4

Councillor & Other

	Complaints	Compliments	Service Requests
Estate Management	5	2	11
Morrison	5	2	9
Housing Advice	1	/	2
P H Jones	1	1	1
Property Services	1	/	2

Tenant Involvement	1	5	/
Voids & Allocations	1	1	7
Income	1	1	1
Caretaking	/	2	1
Housing Services	1	1	1
Other		4	4
Sheltered	1	/	/
Supported	1	/	/
Total	19	19	39

MP

	Complaints	Compliments	Service Requests
Estate Management	/	/	3
Morrison	1	/	8
Housing Advice	/	/	5
P H Jones	/	/	/
Property Services	/	/	/
Tenant Involvement	/	/	/
Voids & Allocations	/	/	/
Income	1	/	/
Caretaking	/	/	/
Housing Services	/	/	/
Other	/	/	/
Sheltered	/	/	/
Supported	/	/	/
Total	2	0	16

Landlord Service Achievements 2011/12

<p>One Tamworth Perfectly Placed <i>Corporate vision</i></p>	<p>Every Tenant Matters <i>Landlord mission statement as voted for by tenants 2010</i></p>
<p>To Aspire & Prosper</p>	<p>Overall Landlord Satisfaction improving every year, up by 10% to 75% in 2011</p> <p>Overall Landlord Satisfaction within Sheltered Housing up to 92% in 2011</p> <p>Unprecedented changes in 2011/12 to Council Housing Finance Reform (CHFR) and the launch of the Housing Revenue Account (HRA) business plan (2012-2042) which sees the establishment of a £30m regeneration fund to invest in area based renewal. Currently the potential for such investment is being assessed for the Tinkers Green and Kerria Estates. The plan further articulates ambitions plans around commercial opportunities to acquire and build council owned stock.</p> <p>The first annual tenants conference was held in January 2011 and the HRA prospectus or offer document was cited as good practice by CIPHA in relation to tenant involvement and partnership working</p> <p>Maximised Income by consistently reducing void turnaround times - from 33 days in 2009/10 to 16 days in 2011/12. Reducing rent loss from c£184k to c£54k saving £130k</p> <p>Successfully procured the biggest contract for the council for a combined Repairs and Investment service in 2011/12, with value of c£60m over the term. Resulting in job opportunities for 30 apprentices as well as investing in small businesses such as TP, Build mark, build base</p> <p>Combined Landlord and Strategic approach to maximising use of garage assets. Resulting in tangible plans for the development of c80 affordable homes on 26/89 sites and positive investment in garage stock retention (53/89 sites) to the value of £500k</p> <p>Continuing to promote Tamworth as a great place to live evidenced by 92% satisfaction with the councils finding a home service with further strategic plans to extend this into the private sector to maximise housing choices and options</p> <p>Financial Inclusion Strategy 2011 saw landlord services' continued investment in the third sector for the credit union and continued preparations on the development of the corporate debt policy</p> <p>Maintained Decent Homes Standard by investing around £7million in response repairs & capital and planned works. In real terms this resulted in 400 more new kitchens, 300 more new bathrooms, over</p>

	150 new heating systems and more than 600 properties with new electric upgrades
To be Healthier & Safer	<p>A buddy system developed between housing staff and Community Development Officers in locality areas resulting in shared action planning to facilitate and improve local outcomes</p> <p>92% satisfaction with WELbeing the councils new community alarm provider in 2011, following transfer in 2010/11 promoting independent and sustainable living in the community</p> <p>£23m planned for environmental investment over the life of the HRA business plan with £900k to spend in 2012/13 on community based environmental projects.</p> <p>£150k invested in improving high rise fire safety responding to latest legislation on the new fire guidance for flatted estates commended by the local fire service</p> <p>Successfully launched the Landlord ASB policy with over 50 stakeholders evidencing co-located support for the community safety hub as well as being on target for external accreditation in 2012 improving the response to tackling ASB and sustaining tenancies</p> <p>Continued Accreditation of the CHSH Sheltered Housing external qualification in 2011 (for a further 3 years) evidencing high levels of customer service and outcomes in line with QAF requirements</p> <p>Launch of a new Tenancy Agreement in 2011 following extensive tenant and scrutiny member input, providing clarity on tenants rights and obligations</p> <p>Launch of a robust Repairs Policy in 2011 that sees a more targeted and simpler repairs process ensuring Decency is maintained in homes and a Tamworth Standard (Decent Homes Plus) is developed for tenants who are vulnerable</p> <p>Launch of a Handy Person Service at Sheltered to carry out all minor repairs</p> <p>Development of an Illegal Subletting Policy in 2011 with partners to ensure that tenancies are not misused and fraud is tackled. The impact assessment reported in 2011 saw less than 5 cases overall within the landlord stock as a result of this approach</p> <p>Comprehensive co-regulatory framework developed with tenants that sees customers involved in the shaping, influencing and scrutinising of services, updated to cabinet in 2011. An independent assessment of TAROE has stated that the approach to tenants skills and knowledge development is good practice</p> <p>£2m investment, is planned over the medium term, in Disabled adaptations. There has been a reduction in 176 on the waiting list to 62 between 2008 – 2011. Waiting times have been cut from 3 years to just over 1 year with further targets being set with</p>

customers

Landlord Services have assigned the contract with Pathways maximising savings to the council of around £25k and improving direct services to customers who will benefit from this organisations charitable status

Development of a Health & Well being Community Plan that builds on the former equalities plan in 2011. So that all activity and customer service is linked back to a health outcome or so what question.

Continued programme of Estate Walkabouts that are held with a range of stakeholders and that results in a ***you said we did*** response on the web.

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First Year Annual Reports to Tenants: tenant perspectives

A good start, but could do better





Funded by the TSA Tenant Excellence Fund



Report designed by iDC
www.idc-design.co.uk



A good start, but could do better

This is a report by the 4 National Tenant Organisations (NTOs) reviewing the first year “annual reports to tenants” produced by housing associations, councils and ALMOs.

The review is intended to provide a tenant perspective on these first annual reports. It identifies trends in the reports, things we have considered have been done well, and things we didn't like. We undertook this review with assistance from a number of people - tenants, landlords, other organisations working in the housing sector and the TSA. Our objective is to assist tenants and landlords improve the reports next time round.

This is year one for annual reports, and they were produced as the regulatory system was changing, and against a backdrop of limited resources, particularly in the council sector. It is a credit that landlords have produced annual reports.

However, our overall assessment of the reports is that on average they are just under adequate, and our hope is that our review will assist tenants and landlords produce better reports next year.

Registered Provider is a name given by the Tenant Services Authority to council and housing association landlords. We have used the term “landlord” in this report because this is better understood by tenants. The report also refers to Arms Length Management Organisations (ALMOs) who provide some or all of a council landlord's housing management services. In most but not all cases where an ALMO provides services, annual reports may have been developed by the ALMO rather than the Council landlord, but the Council still has the responsibility to produce the report.

The *National Tenant Organisations* are the four national tenant organisations with either exclusively or predominantly tenant memberships – CCH, NFTMO, TAROE, TPAS. Further information on these organisations is available at the end of this report.

WHATS IN THIS REPORT?

To view a particular chapter of this report
please click on the relevant section below

Heading	What's it about?	Page number
The importance of annual reports to tenants	A section setting out background issues and why annual reports are important	5
Key points from our review	A summary of the key conclusions from our review	7
How we did the review	The "methodology" of how we carried out the review, and details of our 1 to 5 scoring system	11
What we were looking for from reports	A section setting out what we were looking for in the reports and the questions we were asking	12
The results of our review	An analysis of the results of our review	17
What we liked	A section setting out the things we liked in reports, highlighting reports that did well against our questions	21
What we didn't like	A section setting out the things that really annoyed us	55
What can you do now	Some suggestions regarding what tenants and landlords can do to improve accountability to tenants	57
The reports we reviewed	A listing of the reports we reviewed, and web addresses for reports we recommend	59
Our review team & our reading group	A listing of our review team and our reading group members	65
The national tenant organisations	A brief summary of who we are and how you can contact us	66



THE IMPORTANCE OF ANNUAL REPORTS TO TENANTS

Landlords were required by the TSA to produce annual reports to tenants in October 2010 at a time when changes to the way that landlords are regulated were already anticipated. We now know that the TSA will come to an end in April 2012, and the regulation of the governance and viability of housing associations will be transferred to the Homes & Communities Agency. Even more than the TSA intended it, ensuring the quality of services received by tenants will now be the role of tenants and landlords working together.


It may be the case that some landlords saw the planned regulatory changes as a lessening of regulatory requirements to enable tenants to hold them to account, and some may have placed less emphasis on the production of annual reports to tenants because of this.

However, Housing Minister the Right Hon Grant Shapps MP has made it clear that Government wants tenants to be able to be more involved in scrutinising landlord performance and to have more “empowerment” opportunities than they have now. He has also made it clear that, whilst it may be amended, the TSA standards framework, developed in 2009/10 with unprecedented support of tenants and landlords, will remain and landlords will still have to comply with it.

Better landlords were already producing annual reports to their tenants before it became a regulatory requirement, but it has been a good thing that all landlords have now been required to produce one. But we point out in this report that landlords who have produced annual reports solely because of the regulatory requirement are not getting it yet.

If done properly, the process to produce annual reports to tenants should be valuable to any landlord because:

- **they are part of the means for tenants to scrutinise the performance of their landlord, to compare performance with other landlords, and to hold them to account for under performance**
- **they should be an integral part of a landlord's business planning – identifying with tenants the priorities for the forthcoming year**

- 
- **they should help landlords and tenants work together to identify how to get better value out of the rents paid by tenants, particularly important at the moment**
 - **they should be a means for tenants and landlords to have a stock take on diversity issues – identifying whether landlords are addressing the needs and aspirations of all of the existing and prospective tenant constituency**

It will remain a regulatory requirement that landlords will produce annual reports to their tenants in 2011, and the TSA will still be in place at that time to receive them from landlords. Based on the evidence we have gathered on annual reports from 2010, it probably needs to remain a regulatory requirement to produce annual reports to tenants for the foreseeable future.

But our challenge to the housing association and council housing sectors and their tenants is to make this regulatory requirement irrelevant because landlords and tenants are working together to willingly produce much better annual reports as part of a changing culture where tenants are an integral part of decision-making.

This report has been produced using grant from the TSA's Tenant Excellence Fund, but the resources are not sufficient to enable us to print copies of the full report to give to tenants. We have printed short summary versions which are available for tenants.

The full report is available on the websites of the CCH, NFTMO, TAROE and TPAS (see the end of this document for the web addresses) and on the TSA's website.

Some tenants will be able to access the report on the internet but many won't. We request that landlords make the full report available to those tenants who request a copy of it. If a tenant is unable to obtain a copy of the report through their landlord, please contact the TSA's Customer Service Team on 0845 230 7000, or email enquiries@tsa.gsx.gov.uk. They can provide copies in large print, Braille and audio cassettes on request. Other language versions may also be available.



Key points from our review

It has been important that landlords have been required to produce annual reports to tenants.

The production of annual reports to tenants has meant that landlords have had to think carefully with their tenants about the services they provide, how they engage with and empower their tenants, and about how they account to their tenants.

There are many positive points about some reports.

Some landlords have clearly devoted considerable resources to the development of reports and have worked well with their tenants to produce them. However the quality of reports varies considerably.

Many reports lean towards self-congratulation and PR, putting a positive spin on even bad news – rather than being honest and self-critical.

This *corporate* approach to reports is a cultural mindset that will not help tenants to hold their landlord to account. It needs to be tackled if tenants are to be an effective part of the new regulatory framework.

Based on our scoring system (explained later in the report), our overall assessment of the first year annual reports supplied to us is that on average they are just below adequate.

Housing association and ALMO reports tend to be slightly better than councils who directly manage homes. Our reviewers rated 67 reports above adequate, whilst 69 were below. Just under half of the reports (121) were considered to be adequate.



Too few reports really set out to really capture and excite the reader.

Some reports are well designed and tenant friendly - some reports are not! 54 reports were considered above adequate; 89 were considered below adequate.

Some of the best reports involved extensive consultation with tenants and tenant-led design, content, format and procurement of reports.

The role of tenants in the production of reports varied. Our reviewers considered that the ways that tenants had been involved in the development of reports were above adequate for only 58 reports, whilst nearly half (122) were considered below adequate.

The quality of service assessment varies, as does the use of performance measurement.

Our reviewers considered the assessment of services to be adequate for just over half of the reports, with only 60 considered to have excelled, 65 considered poor, and over half considered adequate.

In some cases, an over-reliance on satisfaction statistics and limited use of comparisons between landlords does not help tenants hold their landlord to account. Even where comparisons are used, some landlords are not choosing to compare themselves with the best.

Only 31 reports were considered to have used performance measurement well, whilst half of the reports (128) were considered to have used performance measurement poorly.



Reports indicate that standards of tenant empowerment have improved in the last few years.

It was commonplace that a menu of involvement was reported that includes a tenant body, tenant scrutiny, and a wide range of other ways to engage. The 49 reports that excelled in tenant empowerment demonstrated a wide tenant constituency with a clear role in governance and decision-making in the landlord. 94 reports were considered poor in this area.

Only a few landlords produced comprehensive sections on diversity.

Only 32 reports had above adequate sections on diversity, whilst others skirted over it or did not mention it at all. Over half of the reports (132) were considered to have below adequate reference to diversity. In particular, very few referred to the lesbian/gay/bisexual/transgender and religion/belief strands.

Similarly only some reports produced above adequate sections on value for money.

Only 39 reports were noted as above adequate in relation to value for money, whilst over half (130) were considered below adequate.

Only just over a tenth of housing association reports were considered to have excelled in their reporting of governance and viability.

Over half of the housing association reports were considered to have a below adequate section on governance and viability – with many considering that they did not have to discuss such issues with their tenants.



Just under three quarters of the reports scored poorly on the distinction between national standards and local offers.

This may have been due to the TSA's definition of local offers, and it may be that some landlords may have been addressing local issues in other ways. But it is difficult to understand from reports what landlords are doing locally, and many landlords identified basic landlord wide service issues they are required to discuss with their tenants under the Involvement & Empowerment Standard as local offers. If localism is about enabling local people and communities to take power over the lives, communities and neighbourhoods, very few housing associations or councils are addressing this through their local offers. The key issue is how landlords are engaging with tenants locally and adapting their services to local needs and aspirations.

Some (but not all) larger housing associations have particular problems with localism.

Some larger associations identified the whole of their stock as the basis for a "local offer". Many used global performance statistics over their entire stock making local accountability impossible. Some only compared themselves with other large associations, thereby limiting tenant expectations. Our reviewers were also concerned by global policies across several thousand homes, and the lack of local identity inherent to different subsidiaries of group structures using the same report.

However, it should be noted that there was not a significant statistical variation between the scores given by our reviewers to larger and smaller associations. This was because there were a small number of large associations who did score well in our scoring system (and we identify these associations later in the report), and this disproportionately raised average scores within the smaller number of larger associations in our sample. The approach of larger associations who excelled suggests that it is possible for large associations to properly engage with localism if they wish to.

How we did the review

The TSA gave the NTOs a random sample of 257 annual reports to review that gave a breadth of landlord type, size and geographical coverage. No conclusions can be drawn regarding reports that we were not given to review. Other reports may also have excellent qualities.

The reports given to us (shown at the end of this report) included:


Type of landlord	Numbers of report
Housing associations	175
managing under 5,000 homes	75
managing between 5,000 and 10,000 homes	54
managing between 10,000 and 15,000 homes	23
managing between 15,000 and 20,000 homes	7
managing over 20,000 homes	11
other	4
Councils	82
with retained management	50
with some or all management through ALMOs	32
with some management through TMOs	4

In addition, the homes of one housing association were all managed by TMOs and one other association referred to TMOs.

A team of 12 NTO reviewers reviewed the annual reports using a template made up of 15 questions shown below. As well as being asked to identify features of interest in relation to positive issues in each of the questions, reviewers were invited to give points from 1 to 5 against each of the 15 questions, where – in the opinion of the reviewer:

1	meant that the landlord had not addressed the issue
2	meant that the landlord had partially addressed the issue
3	meant that the landlord had satisfactorily addressed the issue
4	meant that the landlord had addressed the issue fairly well
5	meant that the landlord had addressed the issue very well

Our review was not a formal assessment of annual reports. It was intended to identify trends and to draw out things we considered had been done well. Various steps were taken to ensure a level of



consistency between reviews, but reviewers were asked to give their personal opinions on subjective issues, leading to some lack of consistency. Our view is that different perspectives in the review have enabled us to build a broader consensus of a tenant opinion that is not homogenous.

Our reviews were based on reports supplied to us by the TSA. We were not in a position to say whether information provided in reports was accurate or properly reflected the experience of the landlord's tenants. We were also not in a position to review the actual effectiveness of services.

We took steps to ensure that reviewers did not have any prior knowledge or opinions of landlords whose reports they were reviewing. Conflicts of interest considered included ensuring that individuals with a specific relationship with landlords (such as being a tenant or board member, or the individual or NTO having worked with the landlord), and ensuring that the two tenant control related NTOs did not review reports from organisations with a particular element of tenant control.

A draft version of the report was circulated to a reading group, whose members are set out at the end of this report. The reading group made many helpful comments which we have used to improve the report, and we give them our warm thanks for their time and assistance.

What we were looking for from the reports

The table on the next few pages sets out what we were looking for from annual reports in relation to each of the 15 questions asked.

In general, we were seeking to review reports from a tenant's perspective – considering what tenants would want from the report. But we were also balancing what a tenant who had not been previously involved might want with what we considered a tenant would need in order to hold their landlord to account.



Question		A 5 score would have been given here if a report ...
1	How good is the report?	... generally felt like it had been produced for tenants, where the landlord and tenants had worked together to consider the issues and outcomes behind the standards, and where comprehensive information had been presented in a tenant friendly fashion. We were negative about formulaic reports that felt like a PR exercise – self-congratulatory old style annual reports produced for the regulator scored low.
2	How well and how honestly do you feel that the landlord assessed their current performance against standards?	... included a clear and honest analysis against each of the regulatory standards (not including governance & viability) and identified potential areas of improvement. Given that very few of the standards are “pass or fail”, we preferred reports that did not simply state that a standard had been met – we wanted to see how it had been met and how the landlord was going to work with tenants to further improve performance.
3	How effectively has the landlord used performance measures to illustrate performance?	... enabled tenants to hold the landlord to account for their performance, providing good facts and figures about their performance – comparing those facts and figures with the best landlords – and explaining the facts and figures in a context that would enable tenants to expect the best of their landlord.
4	How well has the landlord shown how they will work with their tenants to meet the outcomes to the standards?	... showed how landlords were going to achieve the outcomes of the standards with their tenants (ie. the outcomes as set out in the regulatory framework). Did the landlord's approach to achieving standards set out how they might maintain, improve and enhance the quality of life for their current and future tenants and residents?



Question		A 5 score would have been given here if a report ...
5	(HAs only) How well have they referred to the Governance & Viability standard?	... explained governance and viability issues well and in a tenant's language. Several associations said that the TSA did not expect them to discuss G&V with their tenants and that earned them a 1 score! Although the question referred specifically to housing associations, we also scored a small number of ALMOs and councils who chose to discuss G&V issues with their tenants (even though they were not required to).
Cross cutting themes		
6	How much does the report get across the options available for tenants to get involved in the management of their homes?	... set out options for involvement that included methods for active tenants to be involved at the heart of the landlord's governance - rooted in and informed by comprehensive individual methods of engagement – and all of it feeding into and making a difference to the landlord's decision-making about its strategies, policies and procedures. A report that only identified a standard set of involvement options (eg. a tenant panel, service review groups, tenant inspection, surveying etc) tended to score an adequate 3.
7	How much does the report reflect issues of diversity?	... made issues of fairness, equality and diversity come alive for and relevant for tenants. This would have been setting out a clear commitment to diversity, exploring the diversity of the tenant constituency (in relation to the <i>protected characteristics</i> ¹ and other issues such as work and family commitments, learning difficulties, health issues, appearance) and steps taken to develop an effective diversity strategy.

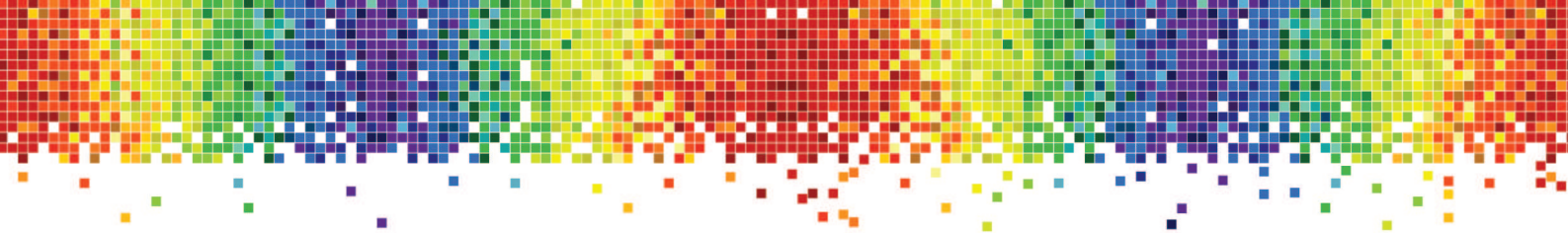
¹ *Protected characteristics* as defined by the Equality Act 2010 - sex, race, disability, sexual orientation, religion or belief, age, marriage and civil partnership, gender reassignment, and pregnancy and maternity



Question		A 5 score would have been given here if a report ...
8	How well has the landlord shown that they will consider value for money issues in partnership with their tenants?	... included good information on value for money issues – that explained their importance and relevance to tenants - and set out clearly the opportunities for tenants to work in partnership with the landlord to develop the effectiveness and efficiency of services. Those landlords who only referred to limited issues (such as rent arrears or how the rent is spent) were scored low.
Relationship with tenants		
9	How much is the report accessible to tenants?	... was well presented, got across a range of comprehensive information on standards written in language understandable by tenants, with effective visual aids, and with a design that could capture the imaginations of tenants.
10	How relevant is the information provided to tenants?	... included information on standards and accountability in a way that chimed with tenants needs and expectations. The length of reports may have been an issue, although a longer but well presented report could have been effective. We also considered effective use of shorter and longer versions of reports.
11	How much does the report indicate tenants have been involved in its development?	... showed comprehensive and leading involvement of tenants in the development of the report, including both a group of tenants involved in the content, design and procurement, and opportunities for tenants more widely to shape the report's content.



Question	A 5 score would have been given here if a report ...
12 How clear is the landlord's definition of local?	... set out a multi-level definition of local that offered opportunities to engage and influence the service at the level right for them – ie. including local neighbourhoods, other local geographical areas, particular groups of people, and across the landlord as a whole. Landlords who had simply decided that local offers could only be provided across the whole landlord scored low.
13 How effective are the proposals for local action?	... demonstrated realistic plans to implement local offers offering a comprehensive means for all tenants to engage with and influence the service at the local level right for them.
14 How much does the report show how local offers have been consulted on with tenants?	... described multi-level consultation activity on local offers, including surveys, face to face activity, a range of meetings and discussions over a period of time. A key question here was whether the landlord's consultation methods had enabled all tenants to express their views and not just those normally actively involved.
15 How much do you get a clear sense of the relationship between national standards and local offers?	... recognised a clear balance between national standards and local offers – that showed that landlords understood that under national standards, they are already required to enable tenants to influence their service policies and that local offers are about ensuring that all tenants are able to participate in ways of shaping the service that is right for them and that services can be adapted appropriately.



The results of our review

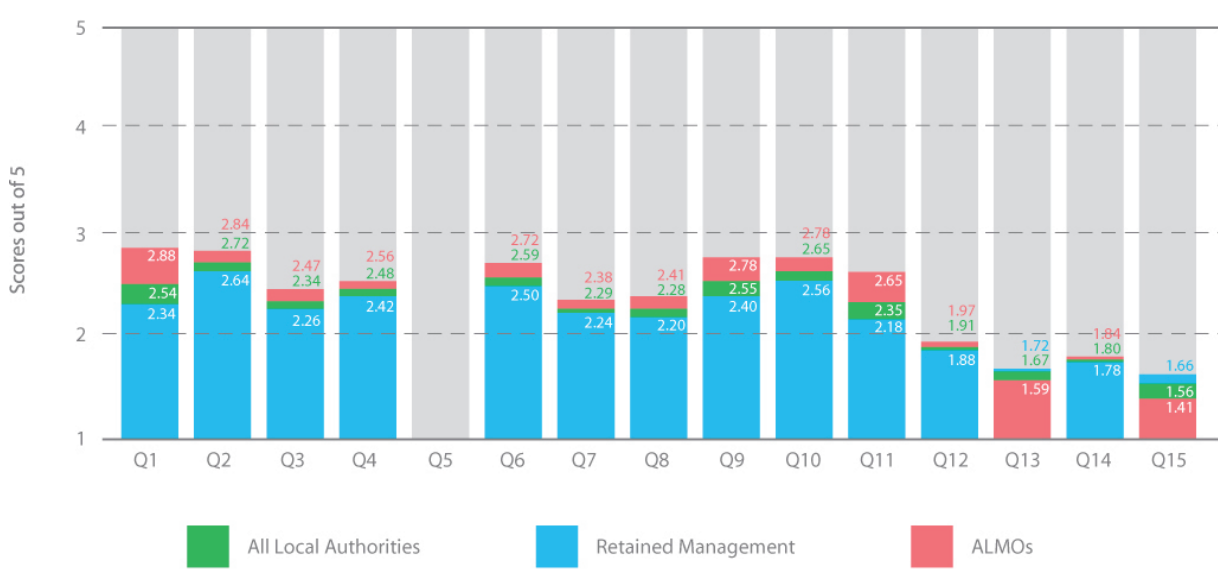
Average scores for each question awarded for all 257 reports (and sub-divided into housing associations and councils) were as follows (Q5 only scored for 175 housing associations):

Average scores for all landlords



For councils, the average scores were as follows:

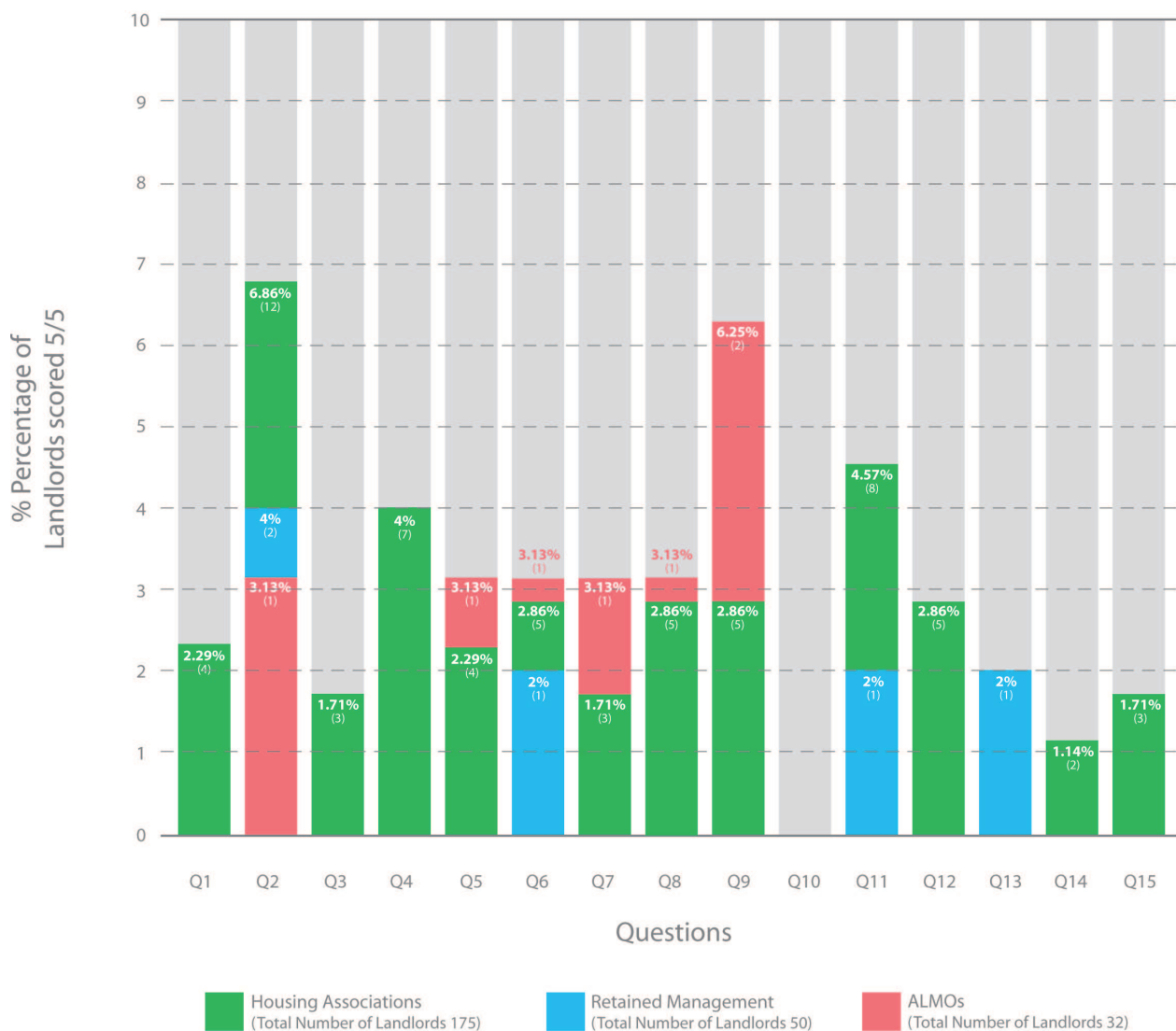
Average scores for council landlords



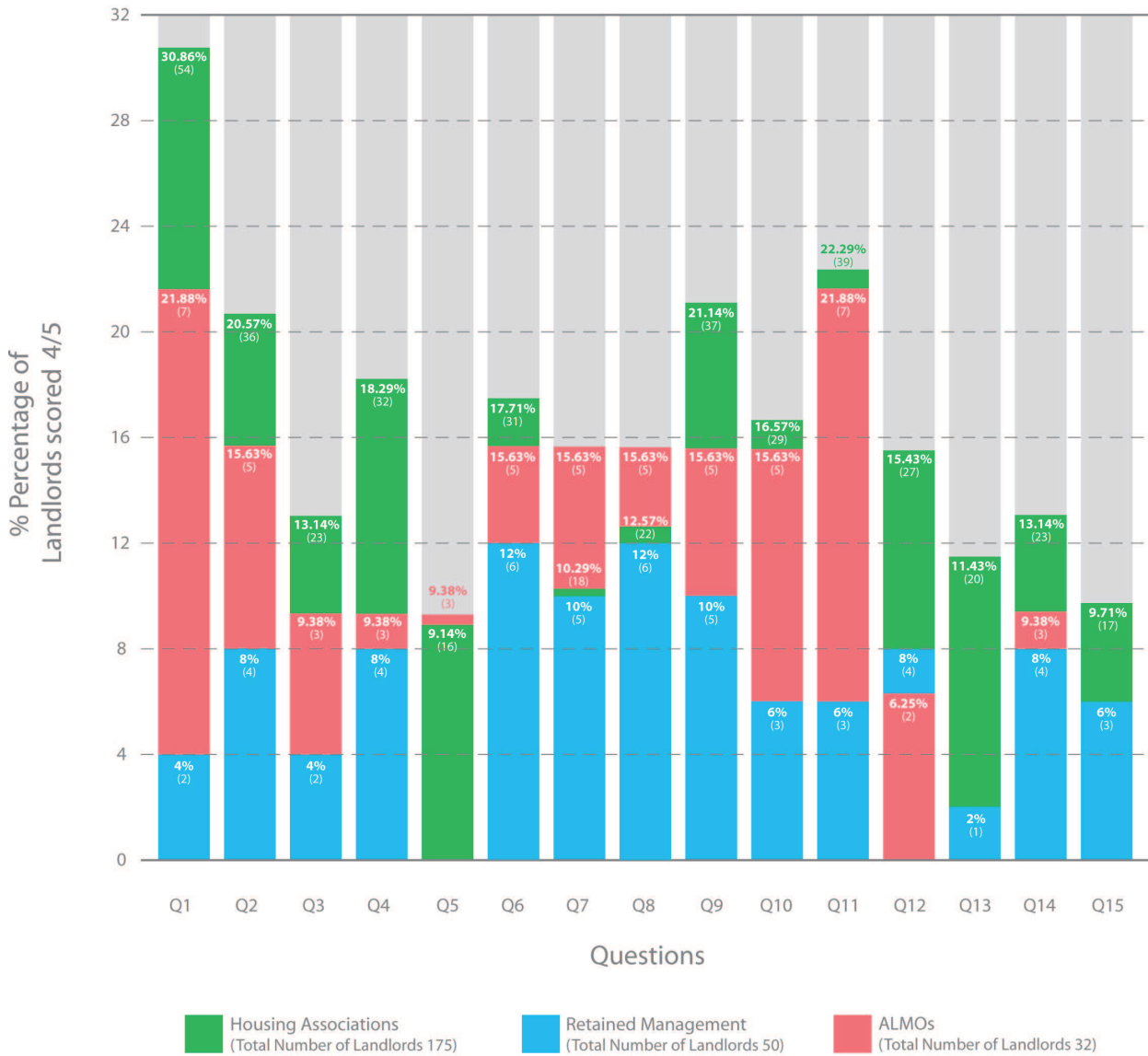
These scores show that our reviewers considered the quality of reports to be on average just below adequate, with housing associations performing slightly better than councils on all questions, and ALMOs performing better than other councils. Definitions, plans, consultation and understanding of local offers were all significantly below adequate.

Reviewers issued above adequate 4 and 5 scores and 1 scores (ie. where reviewers considered that the landlord had barely addressed the issue at all) as follows:

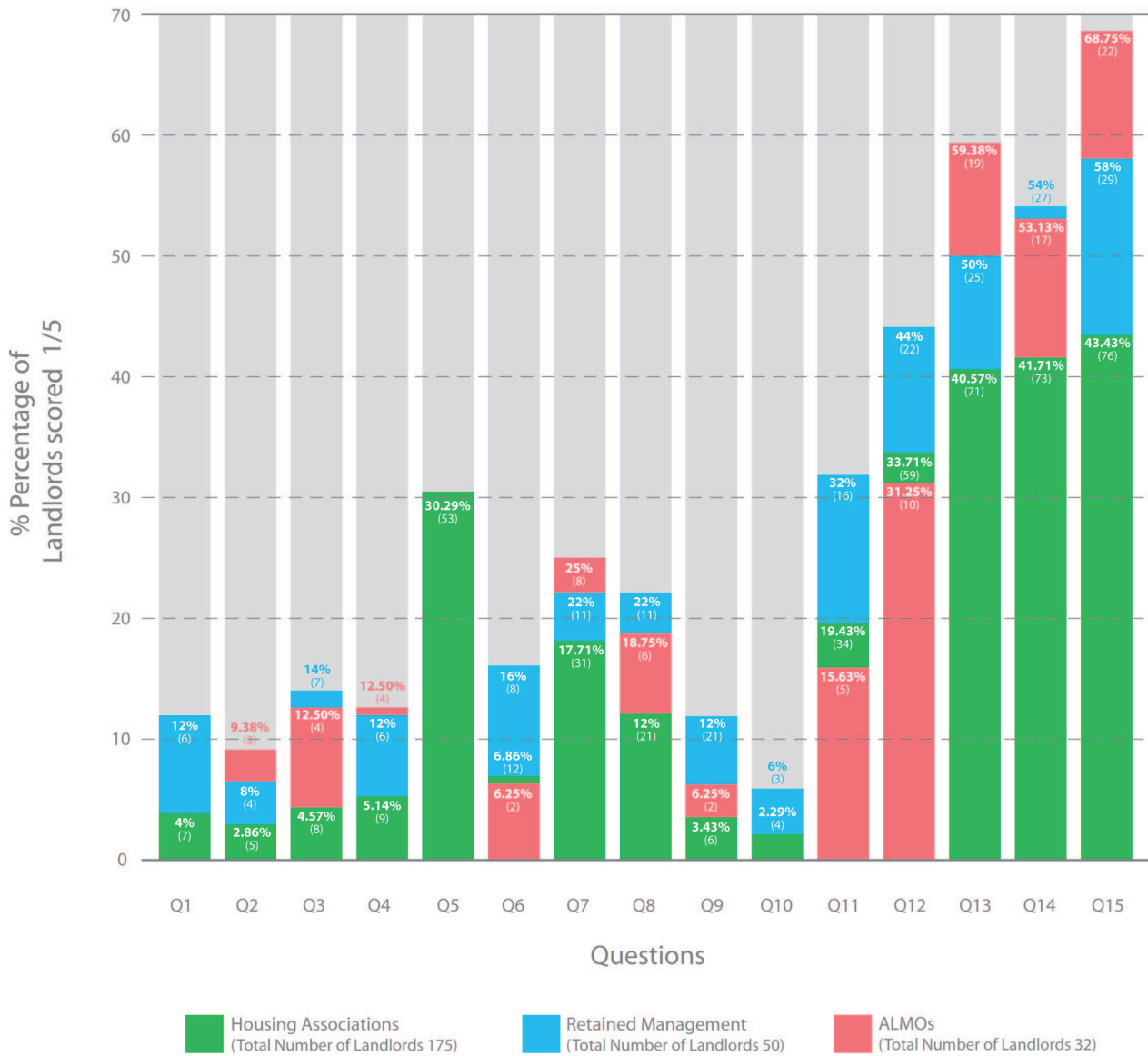
Scores of Five



Scores of Four



Scores of One



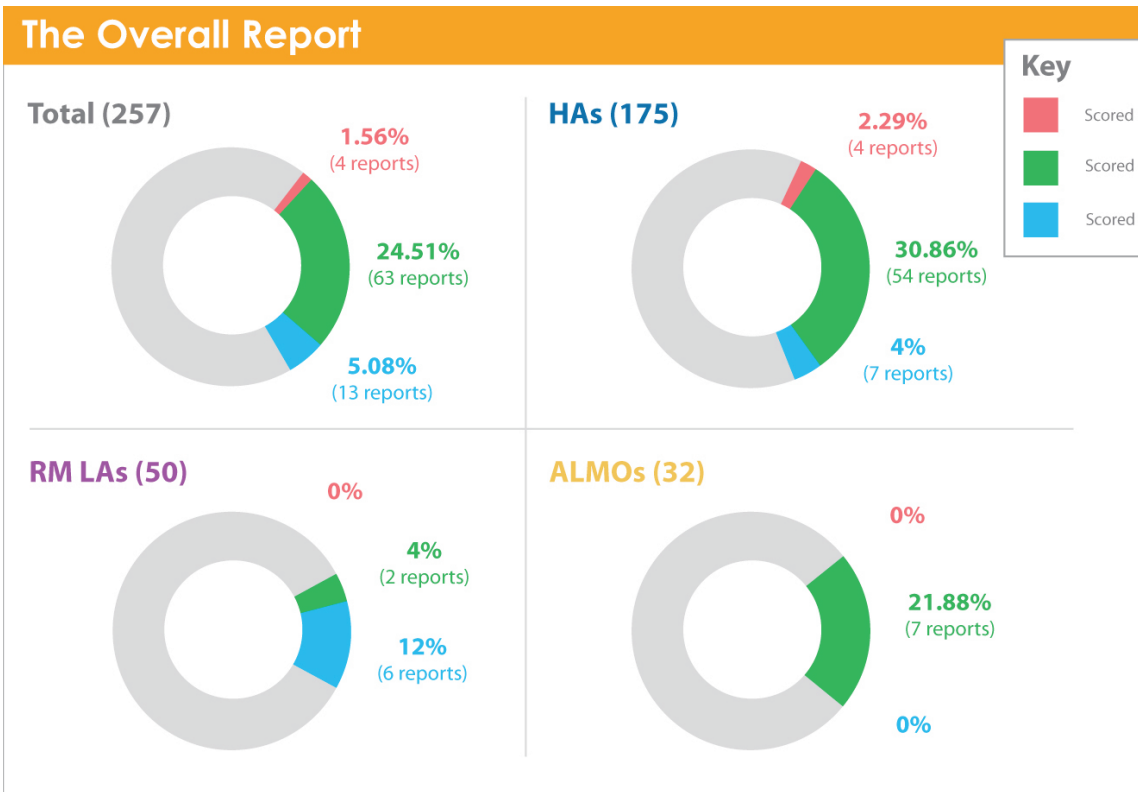


What we liked

Throughout this section we have colour coded housing associations, councils and ALMOs as follows:

- Housing Associations
- Councils
- ALMOs

The Overall Report



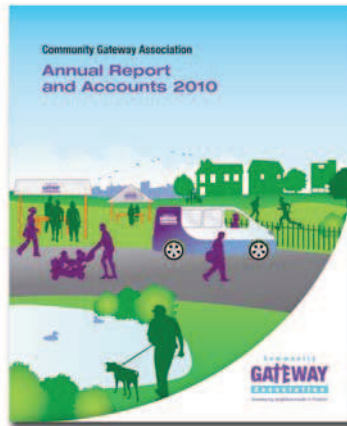
Our review produced only 4 reports which we felt warranted an overall 5 score. They were the reports produced by:

COMMUNITY GATEWAY ASSOCIATION LIVERPOOL HOUSING TRUST	EASTEND HOMES SOHA HOUSING
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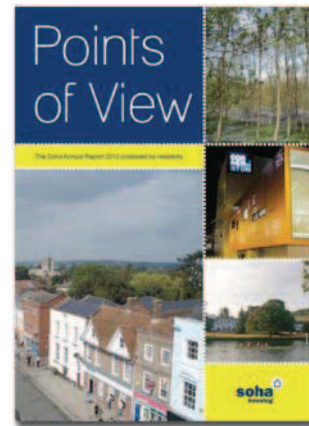
These and most of the other reports referred to in our review can be found on the landlord's websites or by contacting the landlord. If you cannot find them please get in touch with us.



Eastend Homes



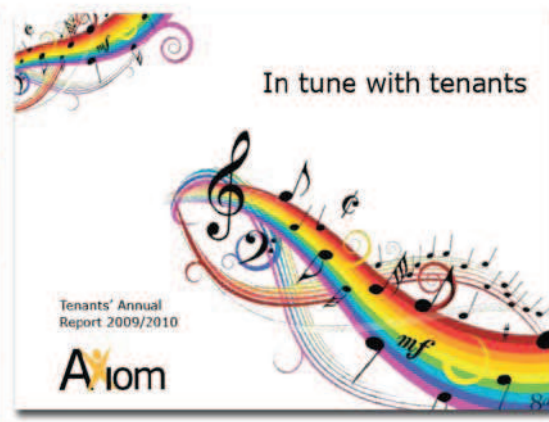
Community Gateway Association



Soha Housing



Liverpool Housing Trust



Axiom

Axiom would have also scored 5 had its report not felt too long. Reports produced by **Central Bedfordshire Council**, **City of Lincoln**, and **Leicester City Council** were the highest rated council reports, and by **Gloucester City Homes**, **Cheltenham Borough Homes**, **Berneslai Homes**, **Salix Homes**, **Hackney Council** and **Sandwell Council** the highest rated reports involving ALMOs.



Leicester City Council



Salix Homes



Hackney Council

Harvest Housing Group, Guinness Northern Counties, Wakefield & District Housing, Peabody, and Metropolitan Housing Trust were all housing associations managing more than 15,000 homes which scored highly on our rating systems.



Harvest Housing Group



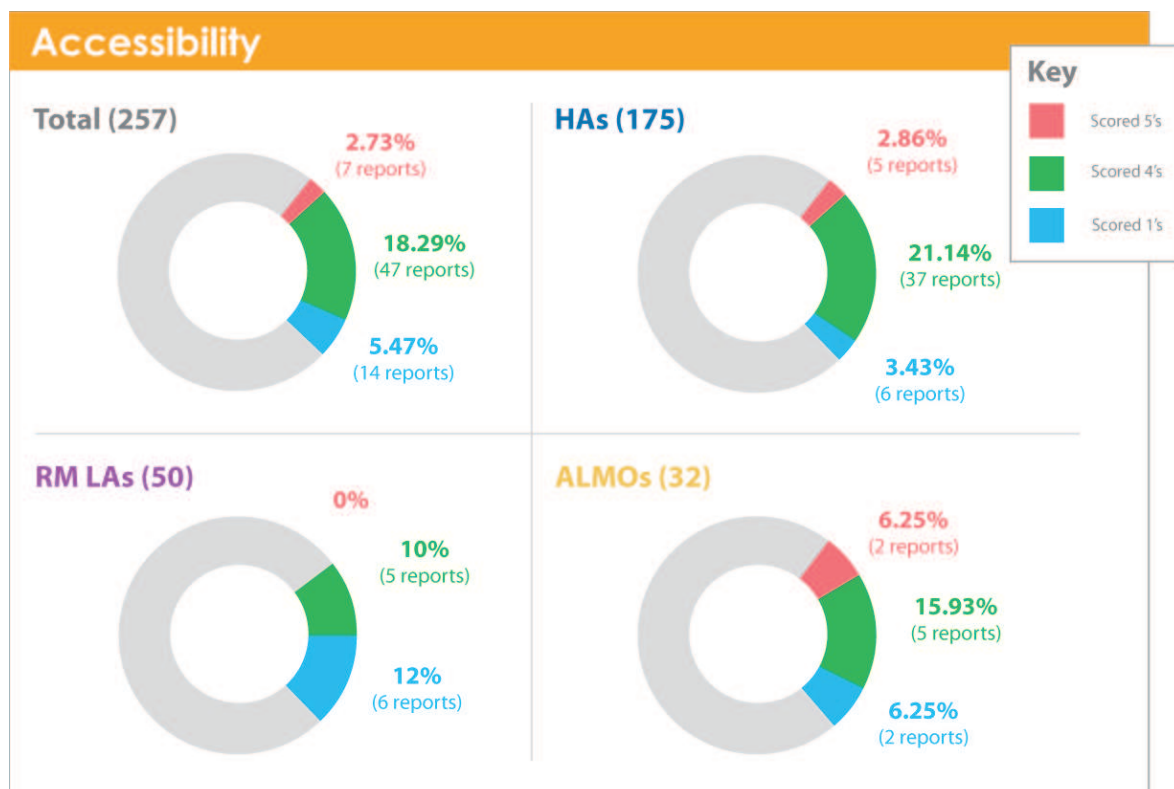
Peabody



Guinness

The reasons why these reports were scored highly by our reviewers are set out in the following pages.

Making the report accessible



Accessibility will always be important in annual reports in order to get across quite dry information in a way that would welcome tenants and encourage them to read the content. It was a shame that some reports with good content were let down by poor presentation. Too many landlords considered that the best way to get complex information across was through “text splurge”.

Nonetheless a lot of reports were reasonably well designed – and we highlight some below that our reviewers found attractive, well laid out making it easy to understand the information provided and presented in a tenant friendly fashion. We could have chosen more, but the box below shows our top five well designed association and council reports.

HOUSING ASSOCIATIONS	COUNCILS/ALMOs
<p>Chelmer Housing Partnership East Midlands Housing Group North Devon Homes Regenda Group Soha Housing</p>	<p>Leicester City Council Norwich City Council Wycombe District Council Salix Homes Sandwell Borough Council</p>

We draw particular attention to the following design features:

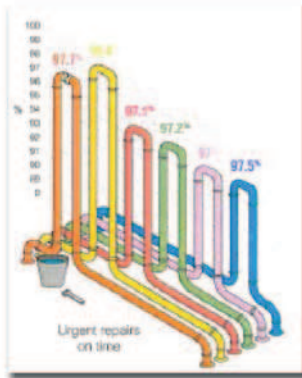
- many reports used graphics to show performance, particularly including many variations of traffic lights, smiley faces, speedometers and targets. The graphics below stood out:



Salix Homes flowers



Paragon Community Housing people



Johnnie Johnson pipes

Meets the requirements of the TSA Standard but needs slight improvement

Doesn't meet all the requirements of the TSA Standard but has plans in place to improve

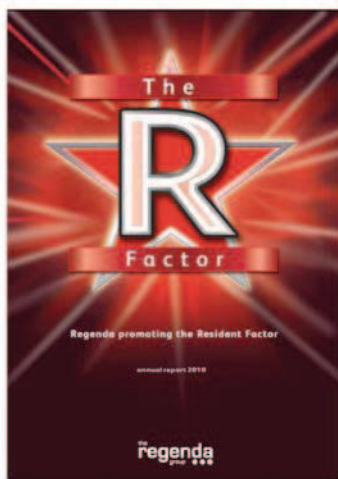
Doesn't meet any of the required TSA Standards

Boston Mayflower

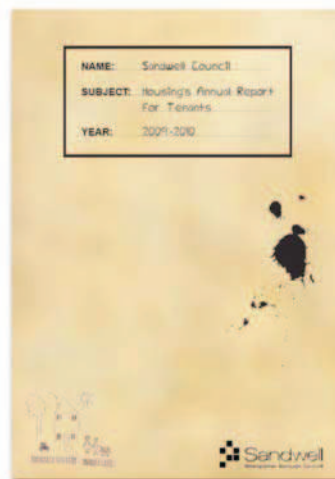


Wycombe DC cartoons

- particular use of photographs – **Soha Housing** (using photographs taken by residents) and **Accord Housing Group** (and its Ashram and Moseley & District subsidiaries - use of the “People Project” – using photographs from an arts based project where tenants and staff had been enabled to photograph themselves)
- we had mixed feelings about the use of calendars and puzzles – some tenants will like them – others won't
- some landlords used imaginative design concepts – **Sandwell Council** (a school report – with tenants awarding grades – eg. B+); **Regenda Group** (the “R” Factor – with R standing for Resident – and presenting the whole report in X Factor style; **North Devon Homes** (a punchy newspaper style)



Regenda Group

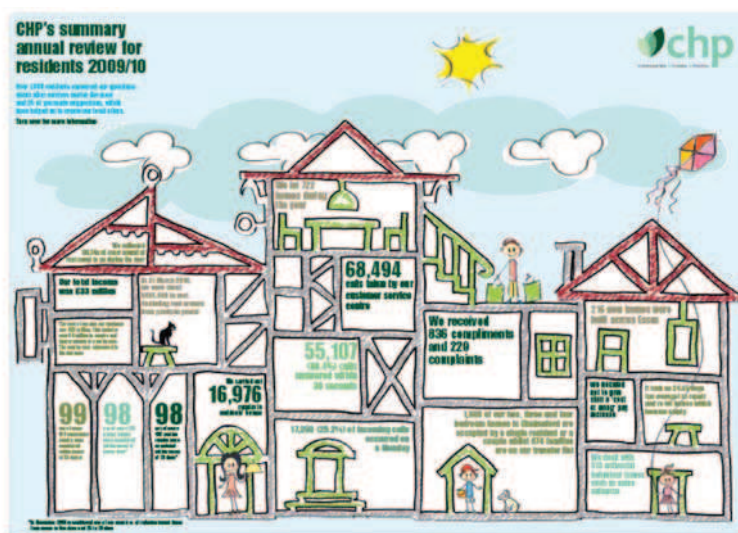


Sandwell Council



North Devon Homes

- we liked the simplicity and design of the **Chelmer Housing Partnership** two (large) page spread – where the first showed a house full of facts and figures and the second an assessment against standards.



Other presentational issues included:

- we were not in a position to review how or if reports had been circulated to tenants, or if they had not been circulated to tenants, how tenants would have known that an annual report had been produced for them. Some landlords had produced summary versions of reports that referred to a more detailed version available either on request or on the landlord's website. We were concerned that it was quite difficult to find the reports on some landlord's websites.

We would expect landlords to at least circulate a summary version of the report to all tenants.


- many reports were introduced by a mixture of tenants, senior staff and either by chairs of boards or appropriate cabinet members. It was positive to see reports for tenants presented by tenants, although the success of this approach would be dependent on the position held by the tenants in question in their wider tenant constituencies. We were also pleased to see senior staff and chairs/cabinet members introducing reports demonstrating organisational support – we were very concerned by the one report

that was developed and introduced by a tenant participation officer without any apparent support from other members of staff or tenants.

- several ALMO reports were clearly a product of partnership with the council landlord (eg. **Sandwell Council**'s report, the majority of whose homes are managed by **Sandwell Homes** and **Northumberland County Council**'s report, whose homes are managed by **Homes for Northumberland**). Given that annual reports are the responsibility of the Council landlord, we were pleased that some Councils gave clear endorsement to reports produced by their ALMOs.
- the length of reports could be an issue. Some well produced longer reports were better than some poorly produced shorter reports, and there is no optimal length of a report, but reports that were longer than 24 pages could be too long.
- many landlords used two reports – a shorter summary version for all tenants and a more detailed version for tenants who wanted more detail. We would particularly highlight **Norwich City Council** and **Selwood Housing** (who each produced two reports that were both attractively designed); and **Optima Community Association** (where the first report summarised key issues for tenants and the second considered standards compliance and performance data)



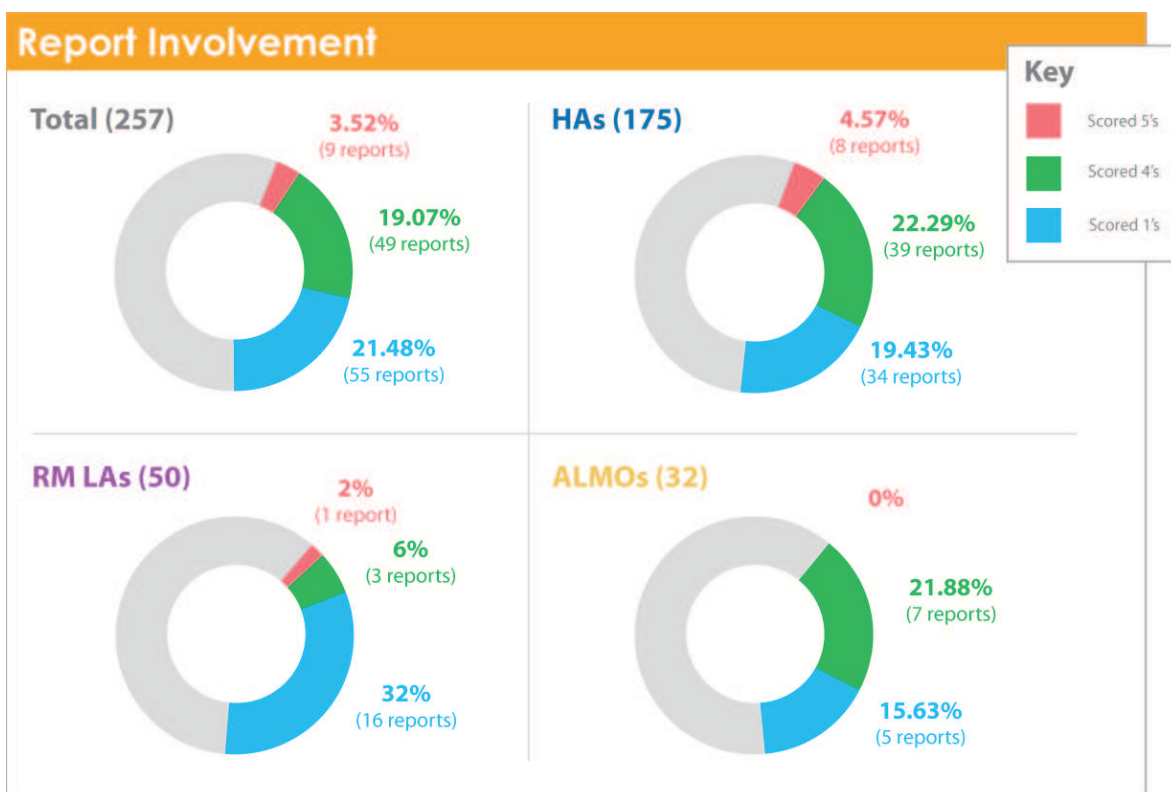
Optima Community Housing reports

- 
- it is important that tenants know that it is a regulatory expectation that landlords produce annual reports for tenants, but we were concerned that some providers seemed to be indicating that they were only producing annual reports because the Tenant Services Authority had told them to.

We welcomed that HACKNEY COUNCIL made a clear statement that their report was for tenants and not for the Tenant Services Authority or the Council.

- the provision of glossaries and jargon busters in some reports was welcome
- many reports set out clear identification of how tenants could get copies of full reports, translations and in alternative formats. We were concerned that some landlords may not have “colour tested” their reports to check that tenants with visual impairments can read them.
- whilst we were also worried about tokenism, we were concerned that there had been little consideration in some reports about reflecting the diversity of the tenant constituency in the photographs used
- some reports included action plans (and others referred to them) that identified how action points referred to in the report were going to be implemented, and how tenants were going to be able to monitor their implementation
- it was positive that some reports included additional information of relevance to tenants and residents – such as sections (or in some cases separate reports) for homeowners, leaseholders, sheltered housing tenants and on development.

Tenant involvement in the development of reports



The new regulatory framework depends on a partnership approach to the assessment of a landlord's compliance with standards between the landlord and tenants. This means that the ways that tenants are involved in the development of reports is vital.

A number of landlords stamped their reports as "tenant approved" as a result of tenants being in some way involved in validating the report's assessment of services. Some reports had been assembled on the basis of, sometimes extensive, consultation with tenants.

A small number of reports went further than this in that their design, format and content were generally tenant-led – or at least produced by a team of tenants working in partnership with members of staff. In each of these reports, there was a clear sense that tenants were "in control" of the content of the report.

The following were examples of "tenant-led" partnership reports:

- **Axiom** – report produced by tenant Annual Report "Conductors" working with the Communications Manager

- **Boston Mayflower** – report produced by a Editorial & Scrutiny Group consisting of 9 tenants – basing the report on findings from a “Lets Talk” consultation programme
- **Community Gateway Association** – report produced by a tenant-led communications focus group managing design, layout and content; content further discussed with the Gateway Tenant Committee, CGA members (tenants and residents) and residents groups
- **Contour Homes** – report produced by a team of 5 residents supported by the Performance Manager and the Equality, Diversity & Engagement Manager
- **Cheltenham Borough Homes** – report produced by a team of 7 tenants, 1 board member and 4 involvement staff



Cheltenham Borough Homes team

- **Joseph Rowntree Housing Trust** – report produced by a group of tenants – based on information from resident panels
- **Phoenix Community Housing** – report produced by the Communications Committee – a sub-committee of the Phoenix Residents Group
- **Soha Housing** – report produced by a team of tenants built from those who had indicated they wanted to be involved from previous year’s report. Individual residents carried out reviews of each service area.
- **Poplar HARCA** – report produced by a group of tenants and staff working together although “self-management (by tenants) was an option”. Content based on extensive consultation workshops and events (1,000 tenants consulted).



Poplar Harca

- **Rosebery Housing Association** – report produced by Rosebery Reviewers – 7 residents working with their Community Involvement Co-ordinator
- **Rooftop Housing** – where a majority of tenants formed the Editorial Board



Rosebery



Rooftop Housing Group

Tenants were also heavily involved in the development of the following reports:

- **Bernicia/Cheviot** – report drafted with tenants panel
- **Brighton & Hove** – report drafted with the Homing In Tenant Editorial Board – a Housing Management Consultative Committee checked its draft content – and the information used was based on extensive consultation

- **Connect** – the Connect Resident Federation was invited to act as a “critical friend” during the report writing process and wider consultation had taken place with tenants
- **Family Housing** – tenants were involved in design and procurement and service groups/“One Voice” checked content
- **Gloucester City Homes** – a Tenant Publications Group and the Customer Forum were involved in report development
- **Hyndburn Homes** – the Tenant Participation Committee established a triple A assessment system – ie. whether services are Appropriate, Accessible and Affordable
- **Irwell Valley** – a Resident Scrutiny Panel were involved in checking content, and tenants were involved in design and format. There had been previous consultation and survey work.
- **ISOS** – a working group of tenants were involved in report development and a survey of tenants had been carried out
- **North Tyneside Housing** – an Annual Report Group and Overview Panel based on active tenants involved in service groups were involved in report production. A feature of the report was that different tenants interviewed staff in relation to each service area.

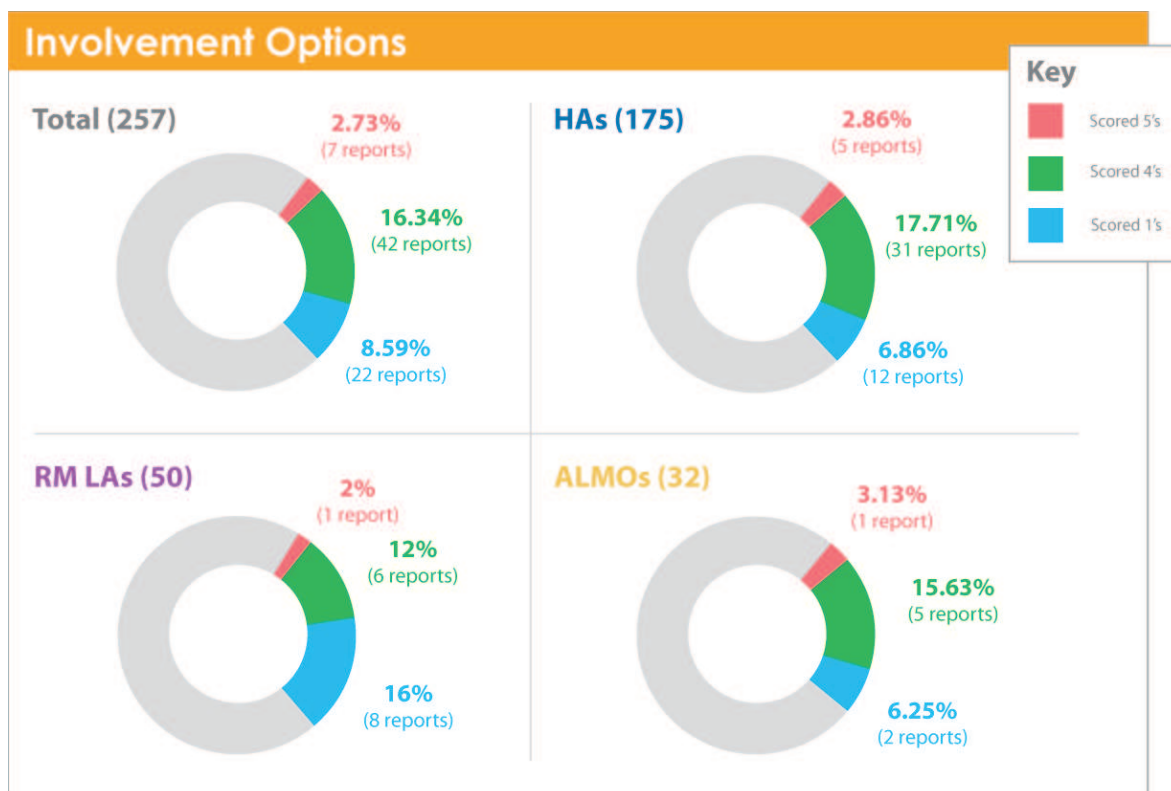


North Tyneside Housing

- **NS Housing** – a similar approach taken where tenants asked questions to the Chief Executive. For another landlord, this approach did not work because the questions asked were so clearly not asked by tenants that the overall effect was meaningless.

- **Sandwell Council** – 4 tenants were involved in design, content and format of the report
- **Worcester Community Housing** had customer champions and **Rooftop Housing** had members of their Resident Action Team championing and reviewing each standard area

Options for involvement



The new regulatory approach is also dependent on a comprehensive approach to enabling tenants to be involved in the management of their homes. Producing statistics, performance measurements and benchmarking can all be useful tools that can assist landlords and tenants assess levels of performance, but compliance with regulatory standards is about seeking to achieve outcomes in each of the standards areas, and the definition of desired outcomes and how well they have been achieved can only be determined between the landlord and its tenants.

Many reports suggest that landlords now understand the need to involve tenants. The norm reported on in many reports included landlord wide and/or local tenant bodies and tenant scrutiny panels



(existing or intended), alongside an array of methods to interrogate services, to enable tenants to participate in discussions on aspects of

the service they are interested in, and to consult, survey and gather tenant viewpoints on aspects of the service. Reports that excelled in this area demonstrated how tenants were making a difference and changing policies and strategies at the heart of the landlord's governance and decision-making.

There were a number of reports which our reviewers considered as above satisfactory in relation to tenant empowerment, but we identify the following as illustrative of different approaches:

<p>HOUSING ASSOCIATIONS</p> <p>Community Gateway Association Metropolitan Housing Trust Parkway Green Housing Trust Poplar HARCA WATMOS Community Homes</p>	<p>COUNCILS/ALMOs</p> <p>Central Bedfordshire Council Epping Forest District Council Norwich City Council Salix Homes Tristar Homes</p>
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The following are particular points of note:

- some landlords described tenant empowerment arrangements that linked tenants into their governance and strategic framework - **Hexagon** (including a table identifying involvement methods as either scrutiny, involvement in decision-making, or influencing decision-making, including through housing co-ops)

The table below shows the activities that enable residents to be involved with these opportunities:

Activity	Scrutiny	Involvement in decision-making	Influencing decision-making
Performance Review Group	✓		✓
Tenant board member	✓	✓	
Surveys			✓
Local offer & annual report group	✓		✓
Residents Forum	✓	✓	
Repairs satisfaction surveys			✓
Estate inspections			✓
Estates Grading Panel	✓		✓
Systems review project team	✓	✓	✓
Focus groups			✓
Mystery shopping	✓		✓
Contractor selection panel		✓	
Area meetings			✓
Tenant & resident associations			✓
Residents' day			✓
Residents' Design Group		✓	
Housing co-ops			✓
Complaints and suggestions			✓

Hexagon Housing Association

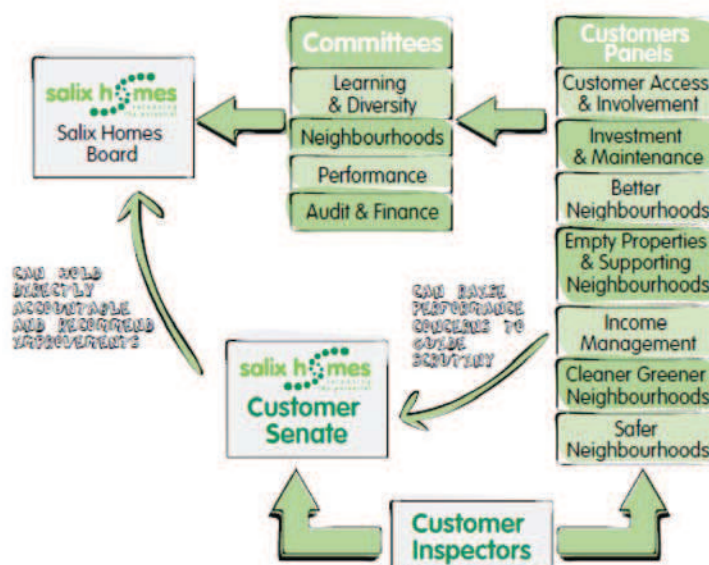
Metropolitan Housing Trust (their National Residents Group (NRG) demonstrates ways for tenants to strategically influence a national landlord)

National Residents Group

The National Residents Group (NRG) is an umbrella group of 12 residents drawn from MHP's member organisations. We are the lead partner on involvement activities in MHP, and help make decisions on key strategic issues.

Metropolitan Housing Trust

Peabody (recognising the impact of empowerment on “governance, services, and thriving communities”); **Poplar HARCA** (Estate Boards, leading to a joint Estate Panel, focus boards and the main board – both with a resident majority linking to strategic governance); **Salix Homes** (a diagram showing tenant role in governance through their “customer senate”, a scrutiny panel and customer panels for each service area)



Salix Homes

- some landlords demonstrated a good strategic approach to tenant involvement – **Rosebery Housing Association** (tenant reviewers impact assessing tenant involvement); **Oxford Citizen/Westlea** (tenant business plan); **Boston Mayflower** (their detailed report contains a strategic approach to involvement); **Freebridge Community Housing** (their Tenant Academy and Board Development Agency)



- **Central Bedfordshire Council** referred to 1,489 “friends” (those who had filled in surveys or attended meetings) and 67 “ambassadors” (more actively involved tenants – such as their Way Forward Panel and other residents groups)

Average number of tenants involved with the Housing Service April 2009 to March 2010		
	%	actual number
Friends	24	1,489
Ambassadors	1.1	67

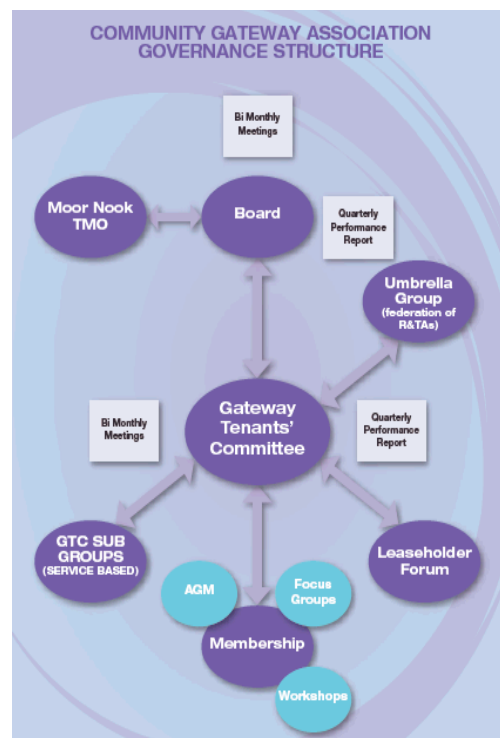
- some landlords referred to diversity work in relation to tenant empowerment - **Hackney Council** (an African and Caribbean Consultative Forum, a Turkish Forum, a Street Property Forum, an Asian Women’s Focus Group, a Disability Forum, Youth Committees); **Sadeh Lok Housing** (a residents panel reviewing the diversity of involved residents); **Endeavour Housing Association** (4uGroup - specialist group for people with disabilities); **Soha Housing** (youth involvement); **Community Gateway Association** (a Polish Community Group)
- some landlords referred to already existing local offer type work - **Parkway Green Housing Trust** (Neighbourhood Performance Panels); **Midland Heart** (local customer panels feeding into a customer & communities committee which feeds into the board)
- some landlords referred to methods of presenting tenant empowerment - **Endeavour Housing Association** (a menu of involvement that included starters, main course and dessert); **Epping Forest District Council** and **Tristar Homes** (map/structure chart for tenant involvement); **Parkway Green Housing Trust** (4 levels of involvement pyramid)

- **Leicester City Council** included an analysis of voluntary hours contributed and the equivalent monetary value of voluntary commitment

	2008 / 2009	2009 / 2010
Number of tenants and leaseholders involved	10,867	10,888
Volunteer hours contributed	9,042	12,962
Financial value of volunteer hours. Based on the number of hours contributed at the minimum wage	£47,047.41	£73,520.46

- the tenant empowerment approach at **WATMOS Community Homes**, where tenant involvement in governance both through WATMOS and the local TMOs was matched by less formal involvement through community activities and other means had led to impressive satisfaction ratings in all areas

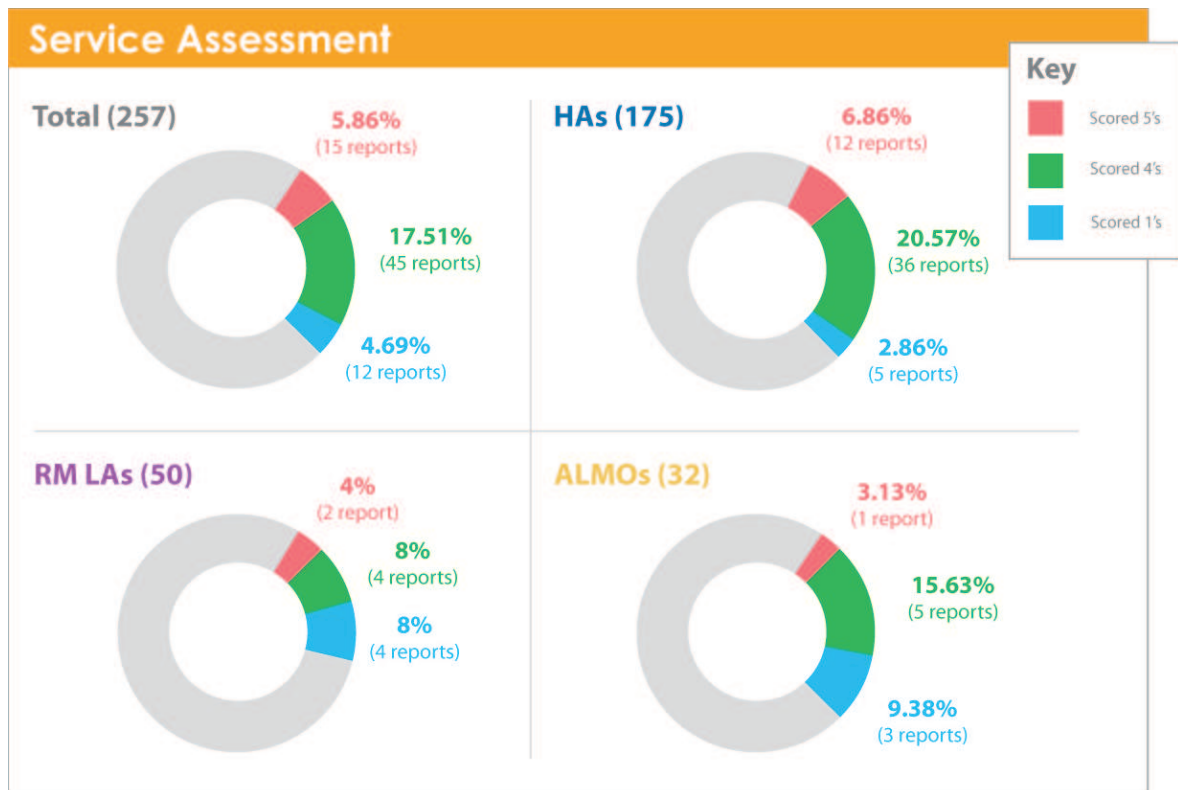
- the Community Gateways particularly did well in this area – **Community Gateway Association** described their gateway structure well (tenant membership, Gateway Tenants Committee, Tenants Umbrella Group all influencing a range of services and policies, their options studies programme, and a range of other methods to engage) – **Phoenix Community Housing** described stepped methods for tenants to get involved in decision-making (with high levels of influence and responsibility on higher steps), shareholding membership and 12 local area panels - **Watford Community Housing Trust** and **Greenfields Community Housing** explained their tenant membership and empowerment opportunities well



- Haig Homes** – a small but national landlord for ex service persons had shown some interesting promise regarding tenant involvement

Some landlords benchmarked low satisfaction ratings regarding taking the views of tenants into account with other landlords with similarly low ratings. One landlord presented a 64% rating as positive referring to a rating produced by the National Housing Federation of 63% as being the average, whilst **Soha Housing** – who, with a wide array of empowerment opportunities, and with a culture open to new ideas, stated that their 66% satisfaction rating indicated that there was more work to be done.

Assessment of service related standards



In the assessment of standards, we were keen to see landlords being comprehensive and honest about performance – recognising that compliance with a standard is rarely “pass or fail” – and that there are always ways to improve services. Too many assessments felt corporate and aimed at convincing the regulator about compliance issues. Green traffic lights or similar were regularly used to indicate that everything in the garden is rosy, implying that services can never be improved on (we liked that **Boston Mayflower** had a rarely used double green for full compliance with standards, and that **North Tyneside Council** used a similarly rarely used additional thumbs up sign against their green smiley face). Unless landlords identify shortcomings to their tenants, it is difficult to see how services will improve.

That many landlords then went on to explain how they were going to improve was nonetheless welcome. A key part of enabling tenants to regulate with landlords will be landlords understanding the need to change their self-congratulatory cultural mindset.



We liked that **Brighton & Hove City Council** started with the following tenant quote:

“There will always be shortcomings and failings, but I am impressed by the determination to improve as shown in the draft annual report”

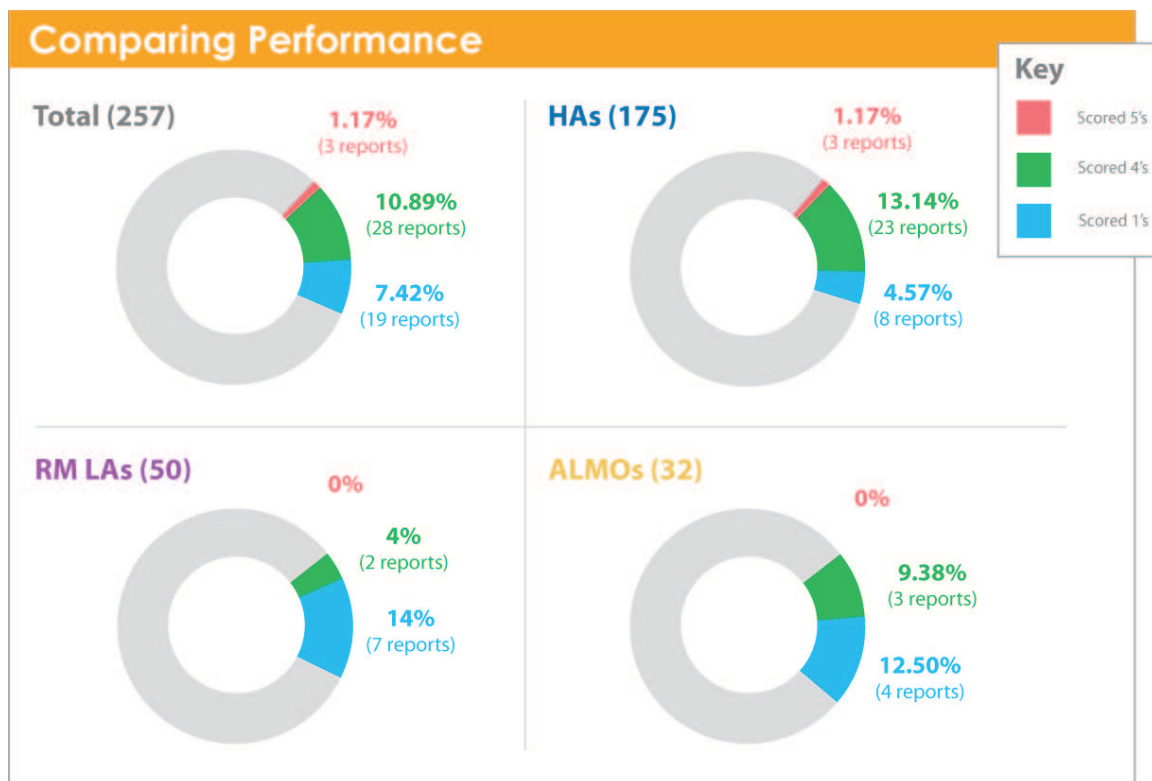
They also went on to not pull any punches in their inclusion of a number of (in some cases quite strong) quotes from tenants about levels of service. Similarly **First Wessex** included quotes from tenants setting out what they wanted to see improve.

There were a number of reports which our reviewers considered as above satisfactory in relation to service assessment, but we identify the following as illustrative of different approaches, which we felt were comprehensive and honest:

HOUSING ASSOCIATIONS	COUNCILS/ALMOs
Axiom	Brighton & Hove City Council
First Wessex	Epping Forest District Council
Guinness Northern Counties	Berneslei Homes
Poplar HARCA	Hackney Council
Sadeh Lok Housing	Salix Homes

We were also keen to see landlords showing clearly how their services compared with the best landlords so that tenants might have some context to judge the effectiveness of their landlord. There were not many reports that our reviewers considered had done this effectively.

Comparing Performance



Many landlords did not compare their services at all, and several compared their services with landlords not performing particularly well – making comparisons difficult for tenants (eg. many landlords only compared themselves with other local landlords; one council compared their performance with one other poorly performing council; and large associations generally only compared themselves with each other – particularly enabling one large association to mask some poor performance in relation to anti-social behaviour). We would urge tenants to insist that their landlords seek out and compare themselves with the best performers.

The following are illustrations of examples of better use of performance measurement comparisons:



How are we doing? April 2008 - March 2010			
Our standard	Our target	Our result	How do we compare to others?
Satisfaction with our responsive repairs service	85%	89%	Better ☺
Satisfaction with our planned maintenance service	85%	87%	No data available
Satisfaction with our aids and adaptations service	85%	94%	No data available
Percentage of emergency repairs done within target time	99%	91%	Worse ☹
Percentage of repairs fixed on first visit	75%	67%	Worse ☹
Percentage of homes with an up-to-date gas certificate	100%	99%	Same 🟡
Average energy efficiency rating of our properties	No target	70%	Better ☺

A2 Dominion comparison table

Hackney Homes' targets	Rank in London	Top performer
Percentage of repairs appointments we have kept	11 out of 13 (96.16%)	Hillingdon Homes (99.20%)
Percentage of repairs completed within agreed timescales	13 out of 18 (93.77%)	Hillingdon Homes (99.20%)
Proportion of dwellings not meeting Decent Homes standards	10 out of 18 (34.80%)	Hounslow Homes (0%)

Hackney Council comparison table



Liverpool housing trust graph

Tenant satisfaction with repairs and maintenance – as at 31 March 2009 (in percent)*	
Vale Housing Association	85.0
Cottsway Housing Association	85.0
Oxford Citizens' Housing Association	80.4
Soha Housing	78.4 ☹
Charter Community Housing	76.0
Guinness Midsummer	75.0
L&Q Housing Trust	74.5
Catalyst Communities Housing Association	67.2
A2 Dominion North	66.9
Home Group	63.0

Soha housing comparison table

Improving and maintaining your homes

Repairs completed within target 2009/10

	Repairs completed	Target	Within target		Repairs completed	Target	Within target
Affinity Sutton Group				William Sutton Homes			
Emergencies	21,370	99%	96.61%	Emergencies	11,976	99%	98.15%
Urgent repairs	27,618	98%	92.83%	Urgent repairs	10,208	98%	97.61%
Routine repairs	66,261	97%	94.77%	Routine repairs	30,610	97%	98.37%
Broomleigh				External benchmarks			
Emergencies	5,552	99%	96.24%	■ Peabody		86.1%	92%
Urgent repairs	7,661	98%	94.24%	■ Hyde Group		n/a*	n/a*
Routine repairs	20,821	97%	93.28%	■ Genesis Group		94.6%	97%
Downland				■ Southern Housing Group		83.6%	n/a*
Emergencies	3,842	99%	92.35%	■ Family Mosaic		98.0%	100%
Urgent repairs	9,749	98%	86.73%				
Routine repairs	14,828	97%	89.45%				

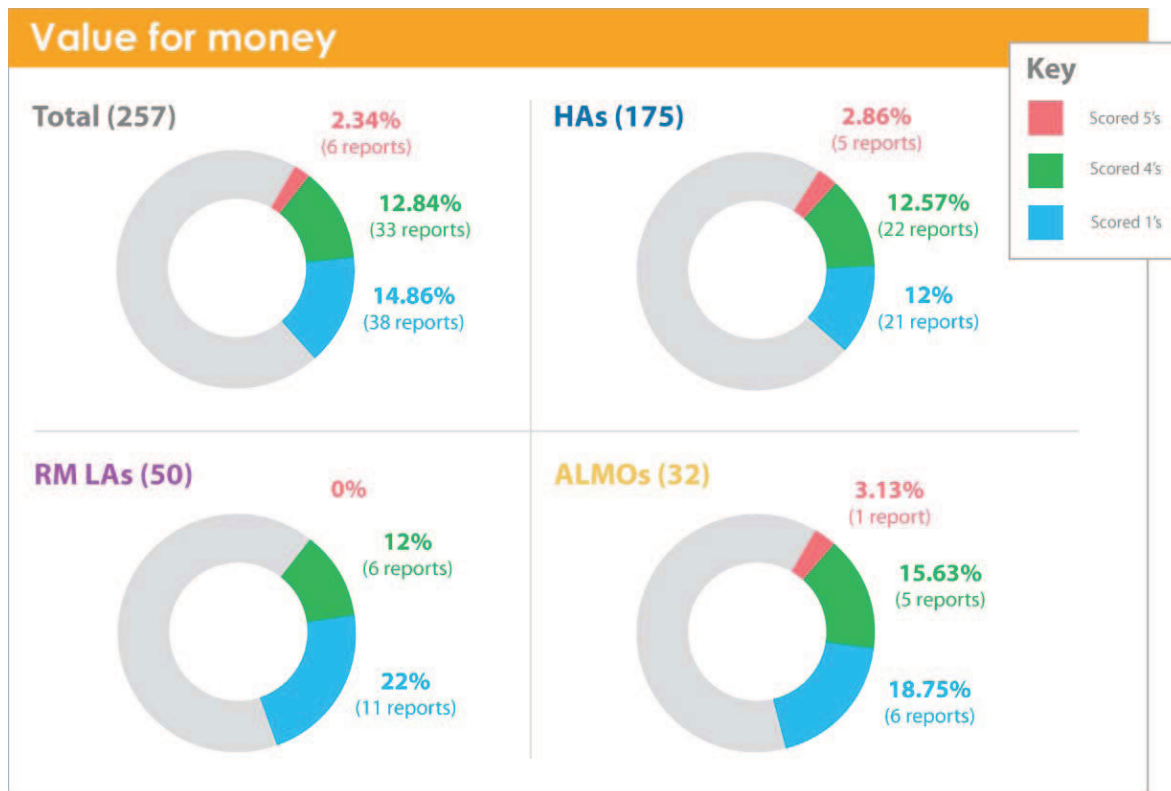
*Figures not available

Affinity Sutton comparison table

Key performance being monitored	2009/10	April – July 2010	2010/11 Target	Performance results for the best performing landlords in England
Day to day repairs where appointments were made and kept	97%	99.3%	99%	98.7%
Day to day repairs delivered within timescales	86.3%	98.8%	98%	98.65%
Day to day repairs - rate of first time fix	89.5%	92.5%	90%	93.98%
Non-decent council homes	44.9%	44.9%	44.9%	3%
Customer satisfaction with the repairs service	90%	95.3%	95%	95%

Homes in Sedgemoor comparison table

Value for money



We were looking for an ongoing commitment from landlords to working with their tenants to identify opportunities to improve the Value for Money of the landlord's services. Most landlords listed a range of actions that had led to improved efficiency/effectiveness, but only a small number of landlords identified an intention to work with their tenants on Value for Money, and fewer still that they had done already.

We were concerned that many landlords seemed to equate Value for Money solely with cutting costs, as opposed to establishing greater efficiency or effectiveness. In particular many reports referred to cutting the costs of tenant empowerment as a universally accepted positive principle without any explanation.

The following are of particular note in relation to Value for Money:

- **Guinness Northern Counties** and **Calico** had cross cutting sections on Value for Money in relation to the service standards sections (ie. Involvement/Empowerment; Home; Tenancy; Neighbourhood/Community)
- **Bernicia/Cheviot**, **City of Lincoln**, **Irwell Valley** and **Knightstone** all have existing Value for Money tenant groups. **Connect** and **Guinness Northern Counties** have plans to establish arrangements to involve tenants in Value for Money
- **Guinness Northern Counties** and **Cross Keys Homes** had good tenant orientated explanations of Value for Money

Value for Money isn't just about making financial savings – there are lots of other considerations, for example, sustainability (long-lasting and environmentally friendly), quality and timeliness, which together mean value for money for our customers and our business.

We ensure we use external funding where it is available, for instance our Community Investment Managers work to obtain grants to fund local involvement and community activities. We've developed a way of measuring the impact of involvement both at a local level and centrally, to ensure that all of our involvement methods offer good value for money.

We're consulting with customers on whether extending the hours our main repairs contractor can offer appointments to 6 days a week, between 8am and 8pm, would offer good value for money.

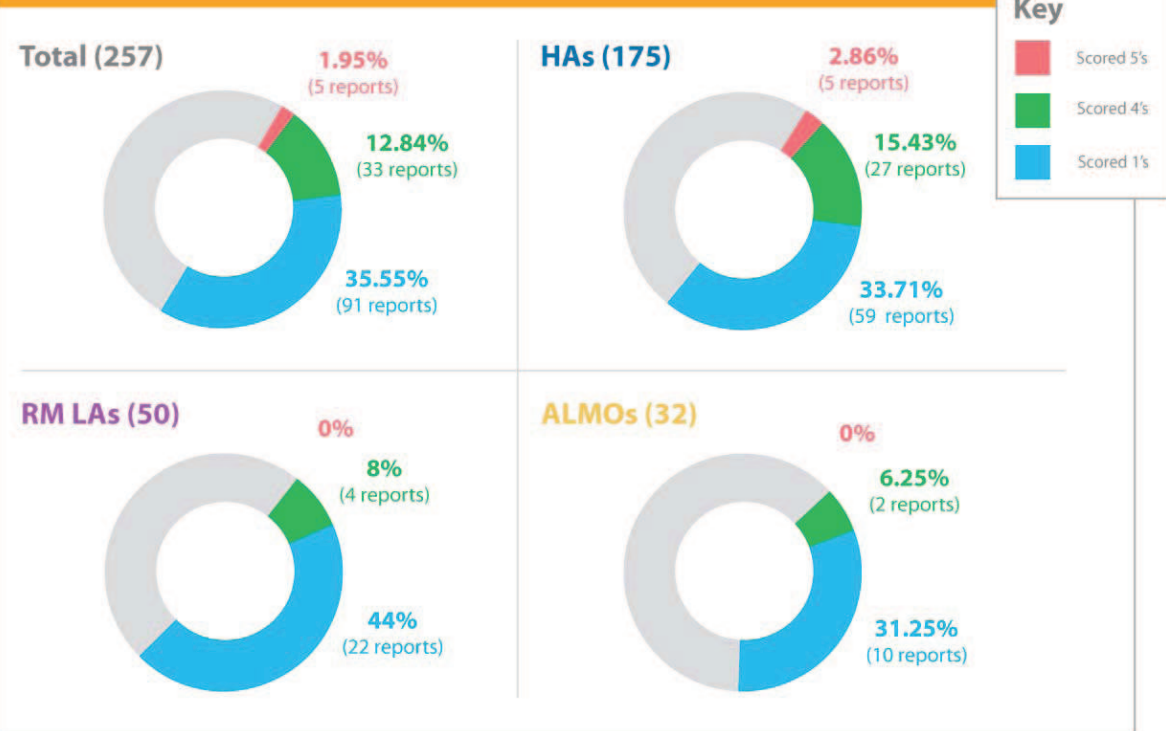
There are other examples in this report of where we've achieved Value for Money.



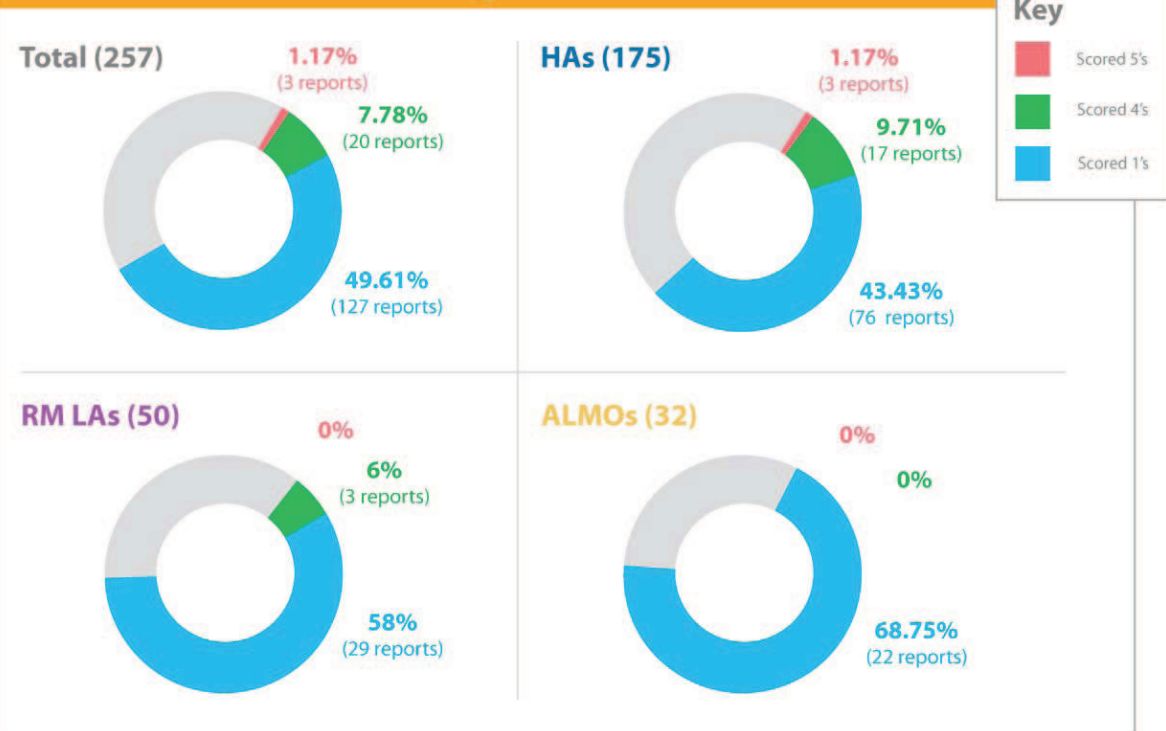
Guinness Northern Counties explanation of Value for Money

Local offers & local action

Local offers definition

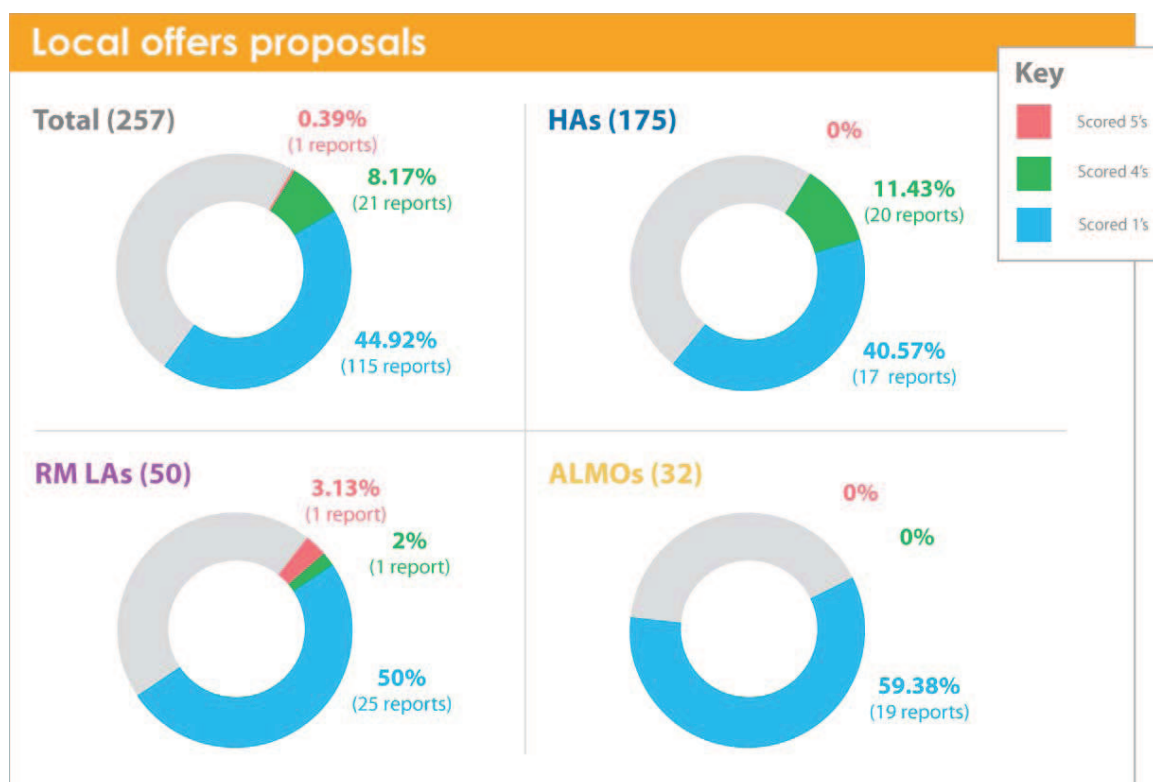


Local offers understanding



Our reviewers considered that landlords had generally not understood the principles behind local offers. The majority of landlords did not consider:

- how to be accountable to or provide information locally at a level that might be appropriate for tenants, or how to adapt services to tenants locally that matched their needs and wishes
- how “local” could apply to anything other than the landlord as a whole – even for landlords managing several thousand homes – sometimes across several counties
- how local offers might cover anything other than basic service issues (like the number of times phones should ring before answering) that should have already been part of the requirement to enable tenants to influence policies and procedures under the Involvement & Empowerment Standard.



Reports that were better in this area portrayed local offers as a multi-dimensional means (possibly in tandem with other landlords) of ensuring different approaches to providing services and engagement to suit the differing needs and aspirations of the diversity of tenants. This approach potentially could enable a greater proportion of the tenant constituency to engage and interact at the level of their choosing.



Several landlords stated that tenants had told them that they did not want offers to be “local” referring to tenant wishes for consistent levels of service. We support tenant wishes, but we wonder whether consistency across a landlord removes the need to adapt services to meet local needs and aspirations? Perhaps landlord wide consistency needs to be balanced with consistency across different landlords in a local area. Is it right that someone who is a tenant of a landlord by virtue of where they happened to be nominated to should receive a poorer service than a tenant of another landlord in the same locality?

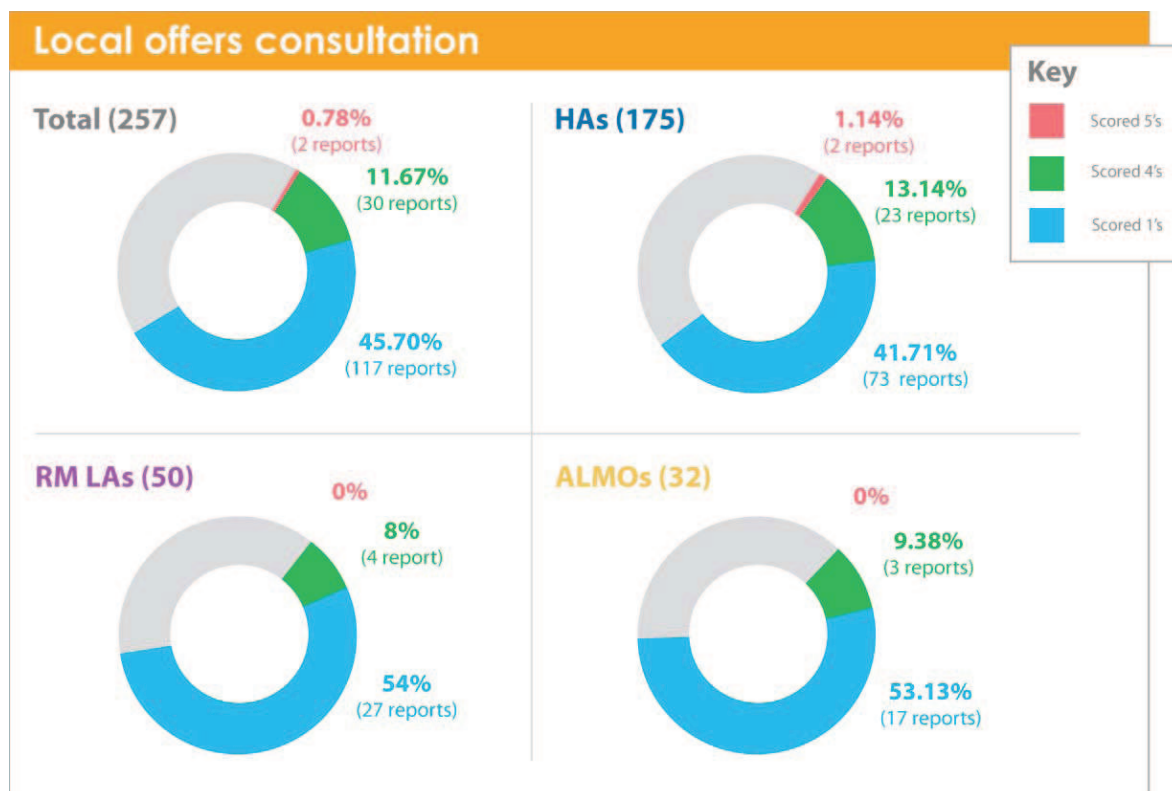
Ironically, some landlords, whilst not referring to local activity as local offers, then described the sorts of actions that might be appropriate to implement local offers in their Neighbourhood & Community and Diversity sections. The TSA’s definition of local offers was not clear, and clearly the important issue is what landlords are doing to adapt their services to meet local needs and aspirations.

We considered that the following landlords did demonstrate a good understanding of local offers in their reports:

<p>HOUSING ASSOCIATIONS</p> <p>Axiom Daventry & District Housing Harvest Housing Hastoe Group Leeds Federated</p>	<p>Paragon Community Housing Synergy Housing</p> <p>COUNCILS/ALMOs</p> <p>Central Bedfordshire Council Leicester City Council Solihull Community Housing</p>
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For **Newlon** tenants, local meant “estate, building or house”, whilst **Solihull Community Housing** referred to “multiple categories by location, property type & tenant needs”. The **Community Gateway Association** and **Greenfields Community Housing** set out how their existing community options studies work were already providing extensive local offer opportunities, whilst **Spectrum Housing Group** referred to local offers being based on existing community forums. **Leeds Federated** referred to delivering neighbourhood based local offers in partnership with other landlords, whilst **Parkway Green Housing Trust** tenants are working with Willow Park Housing Trust tenants to define a local approach - “Wythenshawe’s Got Standards”. **Synergy Housing** provided examples of local offers in neighbourhoods

Despite confusion about local offers, some landlords detailed good consultation processes with their tenants on local offers:



Tenant management

Tenant management enables tenants to exercise control over aspects of the housing service and shape it to their preferences, and as such it is potentially a form of geographic “local offer”. Few landlords picked up on this, although some landlords that support TMOs did refer to them, including:

- WATMOS Community Homes** produced an overall annual report alongside individual reports from its eight constituent TMOs (**Avenues, Burrowes St, Chuckery, Delves East, Delves West, Leamore, Sandbank, Twin Crescents**)



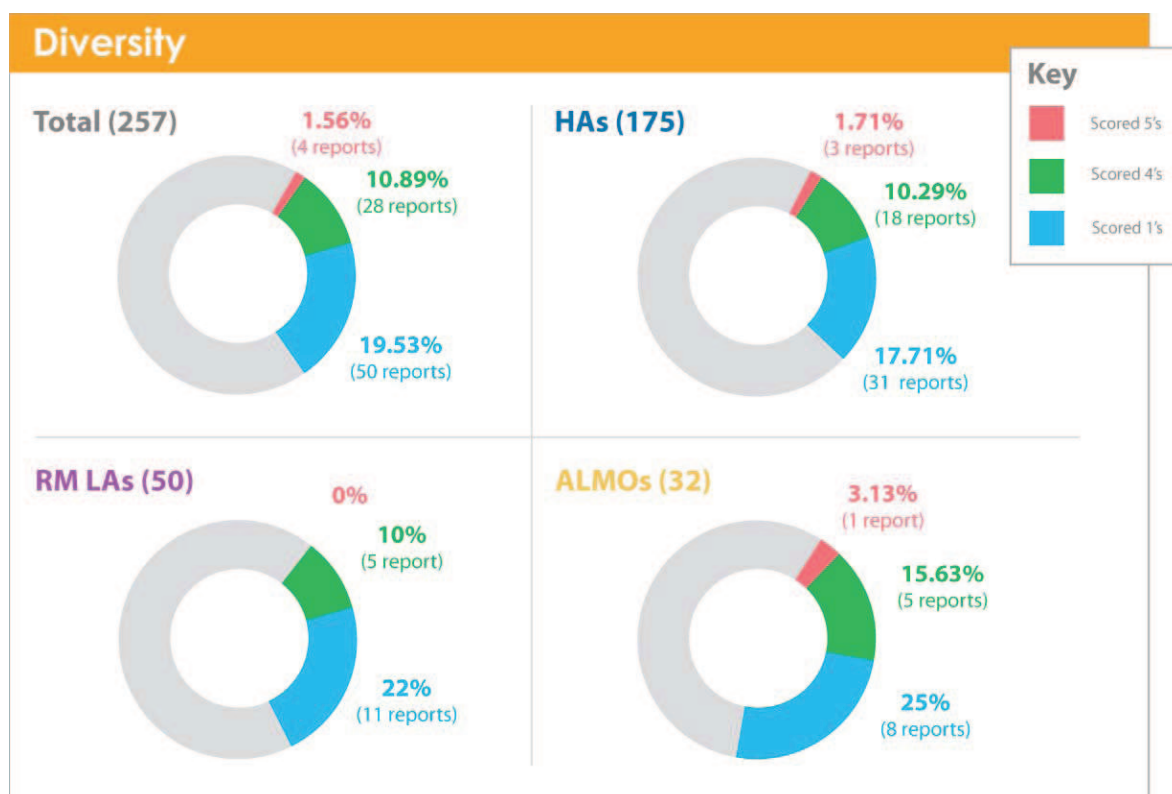
- **Bushbury Hill, Dovecotes, New Park Village, and Springfield Horseshoe TMOs** produced local reports for the areas they manage in Wolverhampton



- **Cotterills Farm & Boscobel TMOs** were separately identified and assessed within **Sandwell Council's** report
- **Carpenters TMO & CTR Triangle TMO** were separately identified and assessed within **Newham Council's** report
- **Langridge & Norton Grange co-ops** were referred to by **Endeavour Housing Association** as developing their own local offer
- **Salix Homes** refers to **New Barracks** and **Windsor Albion co-ops** as developing their own local offer.

It is strange that other landlords whose homes are managed by TMOs (approximately 250 TMOs manage homes in councils and perhaps 50 in housing association homes) did not mention them when discussing local offers.

Diversity



Considering and responding to the needs of the whole tenant constituency is vital and so it is disappointing that 50 reports (just over a fifth of reports we reviewed) made no mention of diversity, and that reference to the lesbian/gay/bisexual/transgender and religion/belief strands were minimal. We were also concerned that reports rarely referred to consideration of other factors, such as work or family commitments, learning difficulties, health issues, or appearance.

We were looking to see landlords making a clear statement of commitment to equality and diversity issues, which some did including **Axiom**, **Bernicia Cheviot Homes**, and **Medina**. Others referred to existing or planned achievement of *Investors in Diversity* status – **Community Gateway Association**, **Joseph Rowntree** and **Wakefield & District Housing**.

Equality and Diversity

Axiom is committed to being a Beacon for Equality and Diversity

What does 'being a beacon' mean?

Becoming a 'beacon' for equality and diversity means that we want to be a 'shining example' to others. We want to show that we understand and are meeting the particular needs of all of our tenants and service users.

We want to ensure that our services work for everyone, regardless of:

age, disability, gender, sexual orientation, race and ethnicity, religion or belief, and transgender

These are called the seven strands of diversity.

How are we doing this?

Last year we did a door knocking survey of all our tenants to make sure the information we hold about you is up to date. We are using this information to ensure that when we, or our contractors, are in contact with you we will know if you have a particular need; such as being hard of hearing or need more time to answer the phone.

It is important we know what you think about our services, so we have an Equality and Diversity group which looks at the feedback you give us on our services and checks it against the seven strands of diversity. If there is something we need to improve for a particular group of people, we will find this out and look for a way to get it done.



Over the next year we will be carrying out "equality impact assessments" of our policies.

This means that we will check that we are taking into account the particular needs of everyone to make sure we have thought of them when producing our policies.

For example, we have a complaints policy that allows people to complain about our services in lots of different ways – by phone, in writing, in person, by email, text etc. If we did not do this, then someone who had difficulty writing or using the phone might not be able to let us know their complaint.

Over the next year we shall be producing Disability, Gender and Race Equality Schemes

This means that we shall be working with people to draw up schemes to plan to make our services even better for people in the future. For example, we might need to improve the access to our offices or to improve our translation service.

We believe that through the work we are undertaking with residents on Equality and Diversity we are making our services even better to meet your personal needs. If you would like to help us by providing feedback, or by joining one of our groups then please let us know.

Axiom's statement on equality and diversity

Gloucester City Homes referred to being the first company to gain the achieving level of the National Equality Framework, and they set out clear, comprehensive and exciting information on each diversity strand.

Understanding and responding to your diverse needs

We work hard to ensure that we treat all tenants with fairness and respect, recognise their different needs and develop our services to reflect these.

In March 2010 we gained the achieving level of the National Equality Framework. We were the first company in England to get this award.

This shows that we:

- give equal access to our services and employment
- promote diversity and community cohesion.

We take diversity information on 90% of our tenants and 80% of our leaseholders. This helps us to understand any specific needs you have and ensure that we provide services to meet these.

We have a clear set of policies and procedures to ensure that neither we, nor our partners, discriminate, either directly or indirectly against any of our residents. We regularly review and update our policies in consultation with our residents and our tenant.

We assess all changes to policies or strategies to make sure that they do not result in people being treated unfairly.

Working to achieve gender and sexual equality

We work closely with the County Equality Group to provide services and support to lesbian, gay, bisexual and transgender residents.

We have a range of policies and practices in place to ensure that our staff and residents are not discriminated against and are protected from harassment and bullying. To ensure this we have robust monitoring arrangements in place across employment and service provision.

We have been a key sponsor and participant in the City's Gay Pride Event for the last three years and in 2009 we became a Stonewall diversity champion.

How we plan to improve in 2010/11

- We will continue to promote effective and innovative ways for excluded or under represented groups to get involved with us so that we can be truly representative of our community.
- We are also committed to having a workforce and Board, which is representative of our community.
- We are working to achieve the equality excellence standard of the new Equality Framework for social housing by 2012.

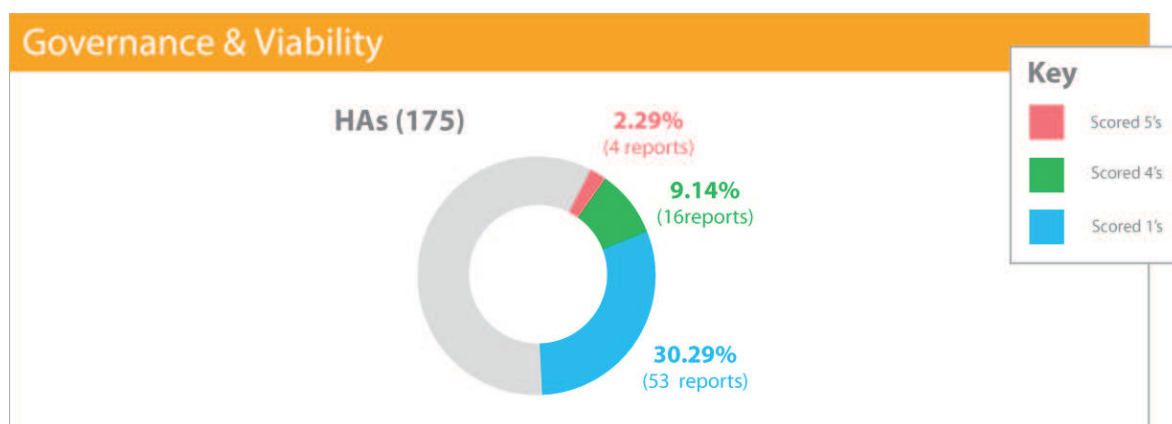
Some of Gloucester City Homes section on diversity



Many landlords did include information on profiling of their tenant constituency, but only some discussed how this information was impacting on the provision of their services.

A small number of landlords referred to diversity groups involving tenants, such as **Liverpool Housing Trust** (Tenant Equality & Diversity Forum); **Medina Housing Association** (Diversity Forum); **North Lincolnshire Homes** (Diversity Working Group & Black & Minority Ethnic Tenants Group); **Teign Housing** (Respect for People Group). **Swan** talked about involving tenants in already existing Diversity Forums.

Governance & Viability



The Governance & Viability standard only applies to housing associations, but a number of associations stated that the TSA did not require them to account to tenants for their governance & viability. Others said that governance and viability is checked by the TSA, lenders or other organisations and tenants should take their word that their landlord is well governed and viable.

This approach scored low for our reviewers. Regulation with tenants requires an open and honest approach where landlords encourage their tenants to participate in all aspects of governance, and, if information is presented well to tenants, some will have an interest in governance and viability.

We were pleased that some associations did choose to discuss governance and viability with their tenants. The following were of particular note:

- **Axiom, Beechdale Community Housing Association, Cheshire Peaks & Plains Housing Trust, Eastend Homes, Erismus Housing, Estuary Housing Association, First Wessex and Poplar HARCA** – all of whom provided a comprehensive account of their governance and viability – many also providing good and clear explanations.
- several landlords included information from their accounts, and we make particular reference to **Soha Housing, Marches Housing Association** and **Wakefield & District Housing** who explained their accounts as well.

Consolidated Income and Expenditure Account for the year ended 31 March 2010		
	2010 £'000	2009 £'000
Turnover	28,996	27,507
Cost of sales	(4,544)	(3,462)
Operating costs	(15,165)	(16,349)
Operating surplus	9,287	7,696
(Deficit)/Surplus on sale of properties	(87)	1,018
Interest payable	(5,229)	(6,367)
Surplus for the year	3,971	2,347

Turnover is the income Soha receives as rent. It can also include other income from the properties they manage. It also includes sales of shared ownership and other properties.


Surplus Soha has made a surplus again this year. This means more money has been received than spent. In previous years Soha made a deficit (ie spent more money than received), so any surplus goes to pay off deficits from previous years. Any then left over is reinvested.

Operating costs is the money spent on managing and repairing properties as well as the running costs of the office and staff.

Surplus on sale of properties is the money Soha has received from selling houses and flats under the Right to Buy and other similar schemes, less the value of the properties.

Interest payable is the total interest charged on loans, minus the interest they receive on bank deposits.

Part of Soha Housing's explanation of their accounts

- 
- some associations showed how tenant bodies fitted into their governance structure – most notably **Poplar HARCA** and the four community gateways associations (**Community Gateway Association, Watford Community Housing Trust, Phoenix Community Housing** and **Greenfields Community Homes**).
 - **Oxford Citizen/Westlea** indicated board member expenses & remuneration expenditure. Given the recent publicity on expenses, we were surprised that more landlords did not take this approach, or that no landlord provided or compared information on senior staff salaries – an area where we would expect landlords to be accountable to their tenants.

Given that the governance and viability standard does not apply to councils, it was particularly pleasing that **North Tyneside Housing** chose to explain how council governance works; whilst ALMOs **Gloucester City Homes, Rykneld Homes, Salix Homes** and **Your Homes Newcastle** had comprehensive sections on governance and viability.

Feedback

Many landlords issued feedback forms to enable tenants to comment on the annual report and the assessments given. We particularly liked the comprehensiveness of the **City of Lincoln** feedback form; **Cheltenham Borough Homes** asking tenants if it's a good idea to send out a report in future; and **Arun District Council** enabling their tenants to vote on whether they agreed with the assessment given to each standard.



What we didn't like

Self-congratulatory PR exercises – of which there were many! Total waste of time and paper!

Reports that had been produced not for tenants but because the TSA had told landlords to produce them. We invite any landlord who does not think it a good idea to account to their tenants at least once a year to give serious consideration as to whether there is any reason for them to continue in the business of housing.

Landlords reeling off section after section on “what we do well” without acknowledging “what we don’t do well”

Landlords who said “if you want information on that – just ask”

Large landlords only using global figures to measure their performance - thereby potentially masking poor performance in particular areas

Large group structures using the same format of report for all parts of their group – thereby not recognising any local variations or enabling tenants and staff of subsidiaries to have any individuality

Landlords only comparing their performance with particular groups of landlords performing equally badly

Landlords patronising tenants by telling them that the TSA, the Audit Commission, lenders, auditors, councils, the G15 or anyone else have said that we are good at whatever and so you don't have to worry your heads about that



<p>Over-reliance on STATUS surveys and satisfaction statistics. Surveys are tools that can form a part of an assessment of whether a service is effective or not – an assessment that will ultimately require the landlord and its tenants making a judgment based on the evidence available.</p>
<p>Transferring associations who decided that they wouldn't bother with local offers because tenants had already been consulted prior to transfer</p>
<p>The one report that was used to promote stock transfer</p>
<p>The landlord who consulted its tenants to ask what local meant to them and was told it meant "estate, village or parish", but they still decided that they were going to provide one local offer anyway!</p>
<p>The landlord who delegated responsibility for production of the annual report to a Tenant Participation Officer with no discernible involvement from any other members of staff or tenants</p>
<p>Reports that did not refer to the standards and landlords who made it clear that they didn't want to be subject to them. The standards were developed through an unprecedented process involving tenants and landlords and they are there to develop and protect quality of life for all tenants. Tenants have a right to be told about the standards they should expect, and it is arrogant for landlords to decide that they do not need to be told of them.</p>
<p>The 20 lowest scoring reports (8 housing associations & 12 councils – no ALMOs). Some of these reports did not refer to the standards. Some seemed like committee reports. Some seemed to be arrogantly suggesting that they were above the standards. Some seemed to be performing badly and had no plans to improve. If landlords aren't prepared to accept and meet basic standards, we suggest that you give your homes to someone else who will.</p>



What can you do now?

At the beginning of this report, we pointed out that a key purpose of annual reports to tenants is to help tenants successfully fulfil their vital role of scrutinising their landlords and assessing the quality of their service.

We close by setting out a few pointers for tenants and landlords about what you can do to make annual reports a more effective tool for tenants to hold landlords to account.

If you are a tenant or a landlord:

- please look at the good examples we have highlighted in this report and consider how the approaches used could be adapted for you
- but don't just do that. Come up with new ideas and new ways to encourage and support tenants to work with their landlord to improve services and effectiveness
- don't use anyone's formulas to develop annual reports. Developing your annual report should be a local partnership process between tenants and landlords that is unique to you. Other than it should be a genuine partnership between tenants and landlords, there is not a right or wrong way to get reports right.
- consider whether you should stop doing the things we said we didn't like. If you disagree with us about any of those things, we don't mind – provided your disagreement comes from a genuine debate between tenants and landlord.
- remember that annual reports are a tool to enable tenants to hold the landlord to account and to improve services. Come up with different ways to achieve that outcome.

If you are a tenant:

- if you are happy with the way you have been involved in the development of your annual report, and if you consider that you and your fellow tenants are able to hold your landlord to account because of it – then keep up the good work – and tell other tenants about it!



- expect high standards. Expect to be involved in developing your annual report and for tenants to lead on it. Expect to be able to hold your landlord to account.
- use our report to show to your landlord that other landlords are empowering their tenants and are encouraging tenants to challenge them to perform better.

Remember – there are landlords of every type who are performing well – housing associations, local authorities, ALMOs, large landlords, small landlords, national landlords, local landlords.

- work together with your fellow tenants – welcome in tenants who aren't usually involved or who come from a different background or who have different views. Do what you can to reflect the views of all the tenant constituency.
- seek to work in partnership with your landlord – most are now keen to work in partnership with tenants.
- talk to tenants of other landlords, particularly in your local area, to find out their experiences of annual reports.
- if you are not happy with your landlord's approach to annual reports, work with your fellow tenants to try to change it through discussion with your landlord. If that doesn't work, get in touch with your local tenant panel (if there is one), your local councillors, or your local MP.
- and you can get in touch with one of the National Tenant Organisations, and we will try to help if we can.


If you are a landlord:

- respect the regulatory standards and tell your tenants about them. They were agreed by an unprecedented number of tenants and landlords as being a common set of standards that tenants should expect from their landlord.
- work with your tenants to go way beyond the regulatory standards!
- encourage your tenants to get involved and understand how important their voluntary activities are to your business.

The reports we reviewed

We were given annual reports from the landlords below to review. The TSA gave the NTOs a random sample of 259 annual reports to review that gave a breadth of landlord type, size and geographical coverage. No conclusions can be drawn regarding reports that we were not given to review. Other reports may also have excellent qualities.

Landlord	Landlord type
A1 Housing	LA ALMO
A2 Dominion	HA
Accent Foundation	HA
Accord Housing Group	HA
Affinity Sutton	HA
Aldwyck Housing Group	HA
Amber Valley Housing	HA
Amicus Horizon	HA
Arena	HA
Arun District Council	LA
Ashram Housing Association	HA
Aspire Housing	HA
Aster Group	HA
Axiom Housing Association	HA
Barrow Borough Council	LA
Basildon Council	LA
Bedford Pilgrims Housing Association	HA
Beechdale Community Housing Association	HA
Berneslei Homes	LA ALMO
Bernicia Cheviot Homes	HA
Bolton At Home	LA ALMO
Boston Mayflower	HA
Bournemouth Borough Council	LA
Bournville Village Trust	HA
Bracknell Forest Homes	HA
Brighton & Hove City Council	LA
Bristol City Council	LA
Broadacres	HA
Broadland Housing	HA
Bromford	HA
Bromsgrove District Housing Trust	HA
Broxbourne Housing Association	HA
Calico	HA
Cambridge City Council	LA
Cambridge Housing Society	HA
Cannock Chase Council	LA
Carrick Housing & Cornwall Council	LA ALMO
Castle Vale Community Housing Association	HA
Central Bedfordshire Council	LA



Landlord	Landlord type
Charnwood Neighbourhood Housing	LA ALMO
Charter Community Housing	HA
Chelmer Housing Partnership	HA
Cheltenham Borough Homes	LA ALMO
Cheshire Peaks & Plains Housing Association	HA
Cheshire West & Chester Council	LA
Chester & District Housing Trust	HA
Chesterfield Borough Council	LA
Chevin Housing Group	HA
City of Lincoln	LA
Coast & Country	HA
Colchester Borough Council	LA ALMO
Colne Housing	HA
Community Gateway Association	HA
Community Housing Group	HA
Connect Housing	HA
Contour Homes	HA
Corby Borough Council	LA
Cornwall Council	LA
Cross Keys Homes	HA
Croydon	LA
Croydon Churches Housing Association	HA
Dacorum Borough Council	LA
Daventry & District Housing	HA
Devon & Cornwall Housing Trust	HA
Dudley Metropolitan Borough Council	LA
Ealing Council & Ealing Homes	LA ALMO
East Homes	HA
East Midlands Housing Group	HA
Eastbourne Homes	LA ALMO
Eastend Homes	HA
Eden Housing	HA
Endeavour Housing Association	HA
Epping Forest District Council	LA
Erismus Housing	HA
Estuary Housing Association	HA
Exeter City Council	LA
Family Housing	HA
Festival Housing Group	HA
First Wessex	HA
Freebridge Community Housing	HA
Gedling Homes	HA
Gloucester City Homes	LA ALMO
Golden Gates Housing	LA ALMO
Gosport Borough Housing	LA
Great Places Housing Group	HA
Great Yarmouth Community Housing	LA
Greenfields Community Housing	HA
Greenwich Council	LA
Guinness Northern Counties	HA
Hackney Council / Hackney Homes	LA ALMO
Haig Homes	HA



Landlord	Landlord type
Halton Housing Trust	HA
Harlow District Council	LA
Harrogate Borough Council	LA
Harrow Council	LA
Hartlepool Housing	HA
Harvest Housing Group	HA
Hastoe Housing Association	HA
Heantun Housing	HA
Helena Partnerships	HA
Herefordshire Housing	HA
Hexagon Housing Association	HA
Hightown Praetorian & Churches Housing Association	HA
Hillingdon Housing Service	LA
Hounslow Homes	LA ALMO
Housing Solutions	HA
Howard Cottage Housing Association	HA
Hull City Council	LA
Hundreds Housing Society	HA
Hyde Group	HA
Hyndburn Homes	HA
Incommunities	HA
Ipswich Borough Council	LA
Irwell Valley	HA
ISOS Housing	HA
Jephson Housing Association Group	HA
Johnnie Johnson Housing	HA
Joseph Rowntree Housing Trust	HA
Kettering Borough Council	LA
King Street Housing Society	HA
Knightstone	HA
Lancaster City Council	LA
Leeds Federated	HA
Leicester City Council	LA
Lewisham Homes	LA ALMO
Liverpool Housing Trust	HA
Local Space	HA
Longhurst Group	HA
Luminas Group	HA
Luton Borough Council	LA
Magna & Magna West Housing Associations	HA
Manchester City Council	LA
Mansfield District Council	LA
Marches Housing Association	HA
Medina Housing Association	HA
Metropolitan Housing Trust	HA
Midland Heart	HA
Moseley & District Churches Housing Association	HA
Mossbank Homes	HA
Mosscafe Housing	HA
Network Housing Group	HA
New Charter Homes	HA
Newham Council	LA ALMO

Landlord	Landlord type
Newlon Housing	HA
North Devon Homes	HA
North Hertfordshire Homes	HA
North Lincolnshire Homes	HA
North Tyneside Housing Matters	LA
North Warwickshire Borough Council	LA
Northampton Borough Council	LA
Northumberland County Council & Homes for Northumberland	LA ALMO
Norwich City Council	LA
Notting Hill Housing Trust	HA
Nottingham Community Housing Association	HA
NS Housing	HA
Oadby & Wigston Council	LA
Octavia Housing	HA
One Housing Group	HA
One Vision Housing	HA
Optima Community Association	HA
Orbit Heart	HA
Origin Housing	HA
Orwell Housing Association	HA
Oxford Citizen Housing Association	HA
Oxford City Homes	LA
Paragon Community Housing	HA
Parkway Green Housing Trust	HA
Peabody	HA
Phoenix Community Housing	HA
Pickering & Ferens Homes	HA
Pierhead Housing	HA
Poole Housing Partnership	LA ALMO
Poplar HARCA	HA
Progress Care	HA
Raglan	HA
Raven Housing Trust	HA
RB Kensington & Chelsea & Kensington & Chelsea TMO	LA ALMO
Regenda Group	HA
Richmond Housing Partnership	HA
Richmondshire District Council	LA
Riverside Housing Group	HA
Rooftop Housing Group	HA
Rosebery Housing Association	HA
Rugby Borough Council	LA
Ryknelde Homes	LA ALMO
Sadeh Lok Housing Group	HA
Salix Homes	LA ALMO
Sandwell Borough Council	LA ALMO
Saxon Weald	HA
Homes in Sedgemoor	LA ALMO
Selwood Housing	HA
Sentinel Housing Association	HA
Seven Locks Housing	HA
Severn Vale Housing	HA
Sevenside Housing	HA



Landlord	Landlord type
Sheffield City Council	LA ALMO
Shropshire Rural Housing Association	HA
Signpost Housing Association	HA
Soha Housing	HA
Solihull Community Housing	LA ALMO
Solon South West Housing Association	HA
South Essex Homes	LA ALMO
South Lakes Housing	LA ALMO
South Liverpool Housing	HA
South Northants Homes	HA
South Staffordshire Housing Association	HA
South Tyneside Homes	LA ALMO
Southern Housing Group	HA
Southwark Council	LA
Southway Housing Trust	HA
Sovereign Kingfisher	HA
Spire Homes	HA
Stafford & Rural Homes	HA
Stevenage Homes	LA ALMO
City of Stoke on Trent	LA
Suffolk Housing Society	HA
Swan	HA
Synergy Housing	HA
Tamworth Borough Council	LA
Tarka Housing	HA
Tees Valley Housing	HA
Teign Housing	HA
Tendring District Council	LA
Thames Valley Housing	HA
Thanet District Council	LA
Thrive Homes	HA
Thurrock Council	LA
Tower Hamlets Homes	LA ALMO
Tower Hamlets Community Housing	HA
Trafford Housing Trust	HA
Trent & Dove Housing	HA
Tristar Homes	LA ALMO
Tuntum Housing	HA
Uttlesford District Housing	LA
Victory Housing Trust	HA
Viridian	HA
Wakefield & District Housing	HA
Wandle Housing Association	HA
Warrington Housing Association	HA
Watford Community Housing Trust	HA
WATMOS Community Homes	HA
Weaver Vale Housing Trust	HA
West Country Housing	HA
West Mercia Housing Association	HA
Western Challenge Housing Association	HA
Westlea Housing	HA
Wirral Partnership	HA



Landlord	Landlord type
Wolverhampton Homes	LA ALMO
Worcester Community Housing	HA
Worthing Homes	HA
Wrekin Housing Trust	HA
Wulvern Housing	HA
Wycombe District Council	LA
Yarlington Housing Group	HA
Yorkshire Coast Homes	HA
Yorkshire Housing	HA
Your Homes Newcastle	LA ALMO

Our review team and our reading group

Our review team worked hard over Christmas to review the reports, and we thank them for their hard work and diligence. The review team were:

Name	Organisation
Ursula Barrington	WATMOS
Trevor Bell	NFTMO
Nic Bliss	CCH
Cora Carter	TAROE
Michael Gelling	TAROE
Steve Kerley	Godwin & Crowndale
Reg Kerr-Bell	Kensington & Chelsea TMO
Martyn Kingsford	TAROE
Blase Lambert	CCH
Michelle Reid	TPAS
Nick Reynolds	Roman Way TMO
Richard Tarling	Charfield Court Co-op
Karen Williams	Bushbury Hill EMB

We also circulated a draft version of the report to a reading group made up of the people listed below and they made many helpful comments which we have used to improve the report. We give big thanks to our reading group for their time and assistance.

Name	Organisation
Richard Crossley	Tenant empowerment consultant
Jane Denchfield	Tenant Services Authority
Graeme Foster	Tenant Services Authority
Ian Hembrow	The Bridge Group
Jennifer Holmes	TSA Tenant Sounding Board
John Jennings	Tenant representative
Debbie Lerner	Chartered Institute of Housing
Diane Lee	TSA Tenant Sounding Board
Ruth Lucas	Lucas Policy Consultants
Alistair McIntosh	National Federation of ALMOs
Pam McIvor	Tenant representative
Lara Oyedele	Odu-Dua Housing Association
Clifton Robinson	Housing Diversity Network
Steve Smedley	Housemark
Martin Wheatley	Local Government Association
Helen Williams	National Housing Federation

The National Tenants Organisations

Confederation of Co-operative Housing (CCH)

CCH was formed in 1993 as the representative body for co-operative and mutual housing. Its membership is open to housing co-operatives, community-controlled housing organisations, and any other organisation that supports co-op housing.

Address: 19 Devonshire Road, Liverpool L8 3TX
Phone Number: 0151 726 2228
e-mail: info@cch.coop
Website: www.cch.coop

National Federation of Tenant Management Organisations (NFTMO)

The NFTMO was founded in 1992 and represents tenant management co-ops, estate management boards and other forms of tenant management organisations in the council and housing association sector.

Address: Resource Centre, Burrowes Street, Walsall WS2 8NN
Phone Number: 01704 227053
e-mail: contact@nftmo.com
Website: www.nftmo.com

Tenants and Residents Organisations of England (TAROE)

TAROE was founded in 1997 as the representative body for tenants in social housing in England. Membership is open to regional tenant bodies, tenant federations, tenant and resident associations, and individual tenants.

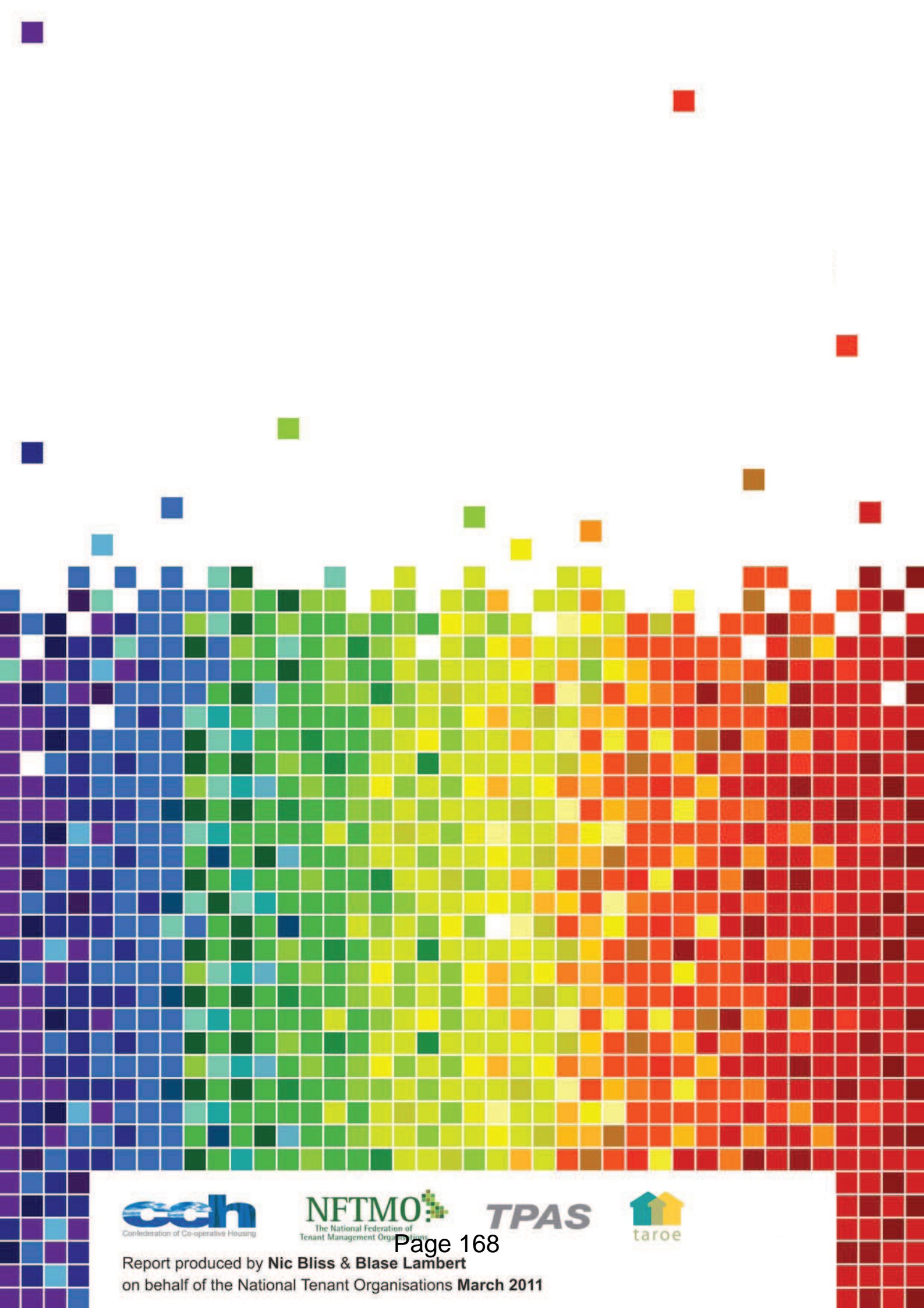
Address: Jackson House, 2nd Avenue, Runcorn WA7 2PD
Phone Number: 01928 701001
e-mail: runcornoffice@taroe.org
Website: www.taroe.org

Tenant Participation Advisory Service (TPAS)

Formed in 1988, TPAS is a social enterprise that provides tenant empowerment services to tenants and landlords. It has a membership made up of tenants' groups and social housing landlords in England who believe in tenant involvement.

Address: 5th Floor, Trafford House, Chester Road, Manchester M32 0RS
Phone Number: 0161 868 3500
e-mail: info@tpas.org.uk
Website: www.tpas.org.uk





13th June 2012**Report of the Portfolio Holder for Housing****Tenancy Strategy****EXEMPT INFORMATION**

None

PURPOSE

This report seeks approval of the Council's Tenancy Strategy. The Strategy has been produced following consultation with key stakeholders and responds to the requirement under the Localism Act 2011 for local authorities to prepare and publish a Tenancy Strategy by 15th January 2013.

The Strategy sets out high level objectives relating to how the Council would like providers with affordable housing stock in the Borough (including the Council's own Landlord Service) to respond to the relevant changes introduced by the Localism Act 2011 with regard to affordable rents, the use of fixed term tenancies, affordability and changes to the way councils can allocate properties.

The Strategy sets out the Council's expectations in terms of the use of fixed term tenancies but also identifies circumstances under which exceptions could be made.

The Tenancy Strategy is an Appendix to Tamworth Borough Council's Healthier Housing Strategy 2011-14 and has been developed in such a way as to assist in the delivery of key priorities and outcomes identified both within that document and by the Tamworth Strategic Partnership (TSP). The Tenancy Strategy also takes into consideration the Council's current Homelessness Strategy.

RECOMMENDATIONS

That Cabinet approves the Tenancy Strategy as shown in **Appendix A**.

EXECUTIVE SUMMARY

Under the Localism Act 2011, all Local Authorities are now required to produce a Tenancy Strategy by January 2013, setting out the objectives to be taken into consideration by Registered Housing Providers with housing in the Borough and the Council's Housing Management Service as they make decisions about their own Tenancy Policies. Tenancy Strategies must also explain the Local Authority's responses to the changes to affordable housing tenures introduced in the Localism Act.

Tamworth Borough Council has worked with key partners and stakeholders to develop a Tenancy Strategy. Although Local Authorities are not required to produce a Tenancy strategy until January 2013, it is considered important to have an agreed approach in place at the earliest opportunity in anticipation of housing providers having their Tenancy Policies in place from April 2012.

The document sets out why the Council has produced a Tenancy Strategy, the issues that have shaped the formulation of the Council's approach and takes account

of priorities identified by the TSP and within the Council's Healthier Housing Strategy and current Homelessness Strategy.

The Strategy clearly sets out the Council's approach to the introduction of flexible tenancies and is intended to inform the approach adopted within Landlord Services forthcoming Tenancy Policy. In most instances, the Council would expect to see 5 year fixed term tenancies utilized and would expect to see these re-issued by the end of the term unless there was a significant change of circumstances.

However, the Council acknowledges that there could be exceptions to this as follows:

- Lifetime Tenancies: This applies to Sheltered Housing, Flexi Care Housing and designated older peoples housing.
- Longer tenancies (10 years) where the property is adapted to the needs of a disabled person and that persons needs are best met by them remaining in that property but may not be met longer term.
- 2 year tenancies where someone may require short term housing – for example when someone requires some temporary adaptations but may become better and will move on to a non adapted property

In all instances where a 5 year Fixed Term Tenancy is not used housing providers would be expected to have valid reasons for doing so and give the Council an opportunity to comment.

As housing providers only need to "have regard" to Local Authority Tenancy Strategies, work with both Council colleagues and Registered Providers operating in Tamworth will be ongoing in order to encourage compliance with the requirements set out in the Tenancy Strategy.

The Tenancy Strategy has been identified as meeting best practice by an external consultant and sets out an approach that both satisfies the legislative requirements contained within the Localism Act and contributes to the delivery of key priorities identified by the Tamworth Strategic Partnership and within the Healthier Housing Strategy.

RESOURCE IMPLICATIONS

There are no direct resource or value for money implications arising from this report. However, wider issues highlighted in the Tenancy Strategy pertaining to the use of housing stock in the Borough, the introduction of affordable rents, housing affordability and welfare reform issues that may impact on local people and changes to the way the Council allocates properties in the Borough will have financial implications for the Council that will need to be taken into account.

LEGAL/RISK IMPLICATIONS BACKGROUND

The Council is required under the Localism Act 2011 to produce a Tenancy Strategy by January 2013. Failure to comply with this legislative requirement would expose the Council to legal challenge and instigate scrutiny from Government and other external bodies.

Additionally, should the Council not have an agreed approach in place, housing providers, other partners and residents would be unclear as to the Council's stance on key issues and what was expected of providers operating in the Borough in terms of their ongoing contributions to the delivery of key local priorities and positive

housing, health and other related outcomes for local people.

SUSTAINABILITY IMPLICATIONS

It is intended that the approach and high level objectives set out in the Tenancy Strategy will inform housing provider Tenancy Policies and their wider consideration of affordability, homelessness and the housing needs of local residents in order that they contribute to improved housing and health outcomes in Tamworth. Ongoing work with housing providers and further review of the Tenancy Strategy will contribute towards the delivery of key priorities identified by the Tamworth Strategic Partnership and within the Council's Healthier Housing Strategy and refreshed Homelessness Strategy.

BACKGROUND INFORMATION

Under the Localism Act 2011, all Local Authorities are now required to produce a Tenancy Strategy by January 2013, setting out the objectives to be taken into consideration by Registered Housing Providers with housing in the Borough and the Council's Housing Management Service as they make decisions about their own Tenancy Policies. Tenancy Strategies must also explain the Local Authority's responses to the changes to affordable housing tenures introduced in the Localism Act.

The Council's Tenancy Strategy has been developed with key partners and sets out high level objectives relating to how the Council would like providers with affordable housing stock in the Borough (including the Council's own Landlord Service) to respond to the relevant changes introduced by the Localism Act 2011 with regard to affordable rents, the use of fixed term tenancies, affordability and changes to the way councils can allocate properties.

The Strategy sets out the Council's approach to the introduction of flexible tenancies and is intended to inform the approach adopted within Landlord Services forthcoming Tenancy Policy. In most instances, the Council would expect to see 5 year fixed term tenancies utilized and would expect to see these re-issued by the end of the term unless there was a significant change of circumstances.

However, the Council acknowledges that there could be exceptions to this as follows:

- Lifetime Tenancies: This applies to Sheltered Housing, Flexi Care Housing and designated older peoples housing.
- Longer tenancies (10 years) where the property is adapted to the needs of a disabled person and that persons needs are best met by them remaining in that property but may not be met longer term.
- 2 year tenancies where someone may require short term housing – for example when someone requires some temporary adaptations but may become better and will move on to a non adapted property

In all instances where a 5 year Fixed Term Tenancy is not used housing providers would be expected to have valid reasons for doing so and give the Council an opportunity to comment.

As housing providers only need to "have regard" to Local Authority Tenancy Strategies, work with both Council colleagues and Registered Providers operating in Tamworth will be ongoing in order to encourage compliance with the requirements set out in the Tenancy Strategy.

The Tenancy Strategy has been identified as being in line with best practice and sets out an approach that both satisfies the legislative requirements contained within the Localism Act and contributes to the delivery of key priorities identified by the Tamworth Strategic Partnership and within the Healthier Housing Strategy.

REPORT AUTHOR

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LIST OF BACKGROUND PAPERS

APPENDICES

A: Tamworth Borough Council Tenancy Strategy

B: Tenancy Strategy Equality Impact Assessment



Tamworth Borough Council

Tenancy Strategy

DRAFT

Contents

Section	Title	Page
1	Introduction	3
2	Why does the Council need a Tenancy Strategy?	3
3	The Localism Act 2011	4
4	What is affordable rent?	5
5	Conversions of existing stock to Affordable Rents	6
6	Fixed Term Tenancies	6
7	Changes to the way the Council can manage its waiting lists	7
8	Discharge of duty into the Private Rented Sector	7
9	Locally how does this Strategy work?	7
10	Affordability of housing in Tamworth	9
11	So how did the Council develop this Strategy?	9
12	Formulating the Strategy	10
13	Tenancy Policies	10
	13.1 Midland Heart	11
	13.2 Waterloo Housing Group	13
	13.3 Bromford Group	15
14	The Councils approach to Flexible Tenancies	15
15	Equalities and Diversity	16
16	Governance – How we will monitor this Strategy	17
17	Summary	17

Draft Tenancy Strategy

1. Introduction

Under the Localism Act 2011, all Local Authorities are now required to produce a Tenancy Strategy, setting out the high level objectives to be taken into consideration by Registered Housing Providers with Housing in the Borough as they make decisions about their own tenancy policies, this includes the Councils own Housing Management Service. Tenancy Strategies must explain the Local Authority's responses to the changes to affordable housing tenures introduced in the Act.

This Strategy is Tamworth Borough Councils response to that duty. It sets out how the Council would like Registered Providers with affordable housing stock in the Borough (including the Councils own Housing Management Service as the Council is a Stock Retaining Authority) to respond to the relevant changes introduced by the Localism Act 2011.

The changes that this Strategy covers are:

- The introduction of Affordable Rents for both new build and relets
- The use of Fixed Term Tenancies
- Changes to the way Councils can allocate properties
- Affordability

Registered Providers need only 'have regard to' this Tenancy Strategy in developing their own tenancy policies. In addition, Registered Providers have already signed their contracts with the Homes and Communities Agency over the development of the new Affordable Rent product for the delivery of affordable housing until 2015, which means they will already have plans in place. However, Tamworth Borough Council would like to see Registered Providers who operate within the Borough review their own tenancy policies, and continue to communicate with the Council to ensure that, wherever possible, their policies work to complement this Strategy.

This Strategy is an Appendix to Tamworth Borough Councils Healthier Housing Strategy and works to ensure that the changes in the Localism Act 2011 do not hinder the Councils progress in meeting the priorities set out within it, and that this Strategy should contribute to meeting these aims. It also considers the Council's Homelessness Strategy, although at the time of writing this is scheduled for review.

2. Why does the Council need a Tenancy Strategy?

The Coalition Government has identified a number of problems with social housing in its current format:

- It is a scarce resource and is not being used as effectively as it could

- Some low income households, unable to access social housing are living in more costly accommodation
- The housing benefit bill is high and rising
- There are high levels of unemployment in the Social Rented Sector and people get stuck there
- The Social Rented Sector is not as flexible in meeting needs and demands
- Social Housing has a poor reputation amongst the public
- New homes are needed but there has been a reduction in funding for new social housing supply

Therefore to address these issues the Governments response has been to allow the Social Housing Sector to resolve these issues at a local level by introducing through the Localism Act 2011 2011 reform to Social Housing which intends to:

- Enable decisions to be made about who lives where and for how long based on local need and circumstances
- Provide a housing system that is focused on protecting and supporting those who need it most
- Shift public perceptions of Social Housing

It is doing this by

- The introduction of Fixed Term Tenancies in social housing
- The production of Tenancy Strategies
- Allowing Local Authorities control of their waiting lists
- Enabling Local Authorities to discharge their homeless duty through the Private Rented Sector

3. The Localism Act 2011

The Localism Act 2011 has introduced new measures relating to the letting of affordable housing and to the way in which Local Authorities can use the Private Rented Sector to discharge their homelessness duty.

The Government has also introduced changes to the types of tenancy that providers of affordable housing are able to offer new tenants, and to rents in the affordable housing sector, with the introduction of Affordable Rents, which can be up to 80% of market rents.

By publishing this document this fulfils the Councils duty to have a Strategy that set out the matters that Registered Providers of affordable housing in the Borough must have regard to when they develop policies relating to:

- The kinds of tenancies they should grant
- The circumstances in which they will grant a tenancy of a particular kind

- Where they grant tenancies for set terms, the length that those terms will be
- The circumstances in which they will grant a further tenancy on the ending of the existing tenancy

4. What is Affordable Rent?

The 2010 Comprehensive Spending Review introduced Affordable Rents as an alternative to social rent, to help fund new housing developments. All Registered Providers who have entered into development contracts with the Homes and Communities Agency will be able to charge Affordable Rents, which can be set at up to 80% of market rents on new homes for new tenants at the point of letting. Providers with these contracts in place are also able to introduce Affordable Rents on a proportion of their relets. All new homes that receive Homes and Communities Agency grant will be let in this way. In new affordable housing developments that do not receive Homes and Communities Agency grant, providers do not have to develop Affordable Rent homes and can continue to build traditional social housing. Significantly, tenants in properties let at Affordable Rents will be eligible for Housing Benefit, which is currently uncapped in the social housing sector.

Table 1 – Difference between current Social Rents and 80% Market Rents

House Type	Social Rent	80% Market Rents (lower Quartile)	Difference
1 Bed	£257	£316	+£59 (23%)
2 Bed	£289	£428	+£139 (48%)
3 Bed	£322	£480	+£158 (49%)
Average	£257	£316	+£59 (48%)

Source – Southern Staffordshire Districts Housing Needs Study and SHMA update 2012

Currently, tenants moving into Affordable Rent properties will be eligible for Housing Benefit, which means that any otherwise unaffordable gap between Social and Affordable Rents may be paid through this means. However, the introduction of Universal Credit in 2013 will put caps on the levels of benefit a household is entitled to and housing costs will be a part of this. This means that households may struggle to meet the costs of the new rent levels.

5. Conversions of existing stock to Affordable Rents

Registered Providers can choose also to convert existing properties for out right sale, low cost home ownership or to Affordable Rents when they become vacant and are re-let.

Registered Providers with homes in the Borough will have already signed their Framework Delivery Agreement for 2012-15 with the Homes and Communities Agency and will therefore already have agreed their total number of Conversions across all stock owned by the Registered Provider.

Tamworth Borough Councils aim is to maintain the current level of stock of Social Rented homes for those who Social Housing best meets their needs. If a large proportion of Registered Providers social rented re-lets in Tamworth were to be converted to Affordable Rent, over time this would make a significant difference to the stock of Social Rented homes. This may also have a potential impact on ability to move within the Borough and may also fail to meet intended Government outcomes of improving mobility within the housing sector.

The Council will expect Registered Providers to formally consult the Council on proposed conversions to ensure a sustainable mix of housing is maintained and that the conversions are equitable across the Borough. When considering the proportion of properties to convert in Tamworth, Registered Providers should have regard to the following:

- The pattern of re-lets by location, property size and type
- To ensure a reasonable supply of housing to meet the Council's identified need

6. Fixed Term Tenancies

The Localism Act 2011 enables Registered Providers to let affordable housing on fixed term assured tenancies to new tenants, as opposed to the assured ("lifetime") tenancies currently used by Registered Providers. The Act also allows Councils to alter from Secure Tenancies currently issued to Fixed Term Tenancies. The Government recommends that these should be fixed at a minimum of 5 years in all but exceptional cases, when two years (in addition to any probationary tenancy period) may be considered. The reason for this change in national policy is to encourage people living in affordable housing to move on when their circumstances improve to the extent that they can afford another tenure option, or to an alternative home that better meets their needs, so freeing up the affordable housing for a household in greater need of that type of housing. At the end of the fixed term, and depending on the circumstances of the individual household, tenants could have the following options:

- To remain in affordable housing, either in their existing home or in another affordable home (either at a Social Rent or Affordable Rent)
- To move into the private rented sector

- To move into home ownership, either via a low-cost home ownership route or otherwise.

When a provider decides not to reissue a tenancy at the end of the agreed term, the provider must give notice of this decision 6 months before the end of the tenancy and must provide advice and assistance for tenants to help them find suitable alternative accommodation.

7. Changes to the way the Council can manage its waiting list

The Localism Act 2011 allows Local Authorities to now determine via a locally specific allocations policy who can join its waiting list. This is different from the way the Council operates currently, where anybody can join the waiting list, regardless of their housing need. Under the new legislation, Councils are able to close the list to some categories of applicant. Central Government has retained a role in determining which groups should be given priority for Affordable Housing, however, by retaining the reasonable preference categories.

8. Discharge of duty into the Private Rented Sector

Prior to the introduction of the Localism Act 2011 Local Authorities could only discharge their Homelessness Duty into the Private Rented Sector with the agreement of the household. However under the Localism Act 2011 Local Authorities are now able to discharge their Homelessness duty with an offer of accommodation in the private rented sector. This tenancy should be offered for a minimum of 12 months.

9. Locally how does this Strategy work?

The vision for Tamworth is “One Tamworth, Perfectly Placed”. This Strategy has been formulated in the wider context of this vision and the local priorities identified by the Tamworth Strategic Partnership to achieve this vision. Figure one identifies how this Tenancy Strategy will address the aims of the Tamworth strategic Partnership:

Fig 1 – How the Strategy meets the Tamworth Strategic Partnership aims

TSP Priority	How this Strategy will address these priorities
A safe environment in which local people can reach their full potential and live longer healthier lives	This Strategy will contribute to better use of housing resources allowing increased access to decent and affordable housing that will improve the health and wellbeing of tenants and improve the reputation of neighbourhoods.
A sustainable and thriving local economy, a more aspirational and competitive place to do business	By contributing to improved economic wellbeing of tenants that may facilitate moves to alternative housing

	options that meet changes in household circumstances and aspirations.
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This Tenancy Strategy also addresses the challenges identified in the Council's Healthier Housing Strategy which are identified in figure 2:

Fig 2 - How this strategy meets the aims of Tamworth Borough Councils Healthier Housing Strategy

Key Housing Challenges in Tamworth	How this Strategy addresses these issues
Households are unable to access suitable and affordable housing particularly those who are in poor or ill health	By enabling the effective use of the social housing stock in Tamworth to meet identified need
Poor conditions exist within some of the housing stock in Tamworth	Ongoing reviews of new Fixed Term Tenancies may provide additional opportunities to identify where poor housing conditions exist
Some households need a support to enable them to sustain a healthy home and lifestyle	Enhanced customer contact may result in reviews for support needs and referrals to appropriate agencies
In some areas the community and neighbourhood environment is having a negative impact on quality of life	Enable the best use of stock and contributes towards mixed, sustainable and healthier communities

The Council's Healthier Housing Strategy sets out a clear description of what the housing and health offer will be in Tamworth for the next 3 years. The Strategy is supported by a robust and comprehensive evidence base that has also been utilised in the development of this Tenancy Strategy.

http://www.tamworth.gov.uk/housing/housing_strategy/housing_strategy_and_enabling.aspx

This Tenancy Strategy must have regard to the Council's Homelessness Strategy. The Homelessness Strategy is currently under review and will directly reference this document. The challenges identified in the current Homelessness Strategy and how this Strategy addresses them are identified in figure 3:

Fig 3 – How this Strategy addresses the key Homelessness challenges in Tamworth

Key Homelessness Challenges in Tamworth	How this Strategy addresses these issues
Improve and Enhance Homelessness prevention activities	Supports the broader approach to housing advice and options by improving access to housing, addressing worklessness and

	improving health and wellbeing
Reduce the use of and time spent in Temporary Accommodation	Supports broad approach to using housing stock more effectively to enhance employment and training opportunities and encourage healthier lifestyles
Improve joint working to ensure effective partnerships are in place	Develop and enhance a constructive dialogue between the Council, RPs with housing in the Borough and key partners (i.e. health professionals)
Increase the supply of affordable housing and provide more settled homes	Encouraging a balanced and equitable approach that makes more effective use of a scarce resource, increases options for those most in need and is flexible to meet a range of needs and demands
Improve access to accommodation and services particularly for vulnerable people and those at risk of becoming homeless	Considers the specific needs of a range of household groups to ensure local housing is focused on protecting and supporting those in most need

10. Affordability of Housing in Tamworth

The Council has recently commissioned a Housing Needs Study and Strategic Housing Market Assessment Update. The purpose of this document is to set out the scale of housing need and level of affordable housing in Tamworth. The report provides the most up to date evidence on the affordability of housing in Tamworth at the time of writing this Strategy. The evidence contained within this document has contributed to the development of the Councils approach to Fixed Term Tenancies and when discussing conversion rates to Affordable Rents, the Council will consider the findings in this report. ***Link to NLP 2012 Housing Needs Survey to be inserted once finalised***

11. So how did the Council develop this Strategy?

To commence the process of producing the Tenancy Strategy two sessions were held with key partners. The first of these was held in November 2011 to facilitate a discussion around Tenancy Strategies and to make a decision whether a joint Strategy should be developed across the South Staffordshire area or whether each authority should develop their own Strategy. After the event following extensive discussion a decision was made for each authority to develop its own Strategy.

To begin the process of development of the Strategy in Tamworth and involve key partners from early on, a scenario planning session was held in February 2012. The session was facilitated by consultants who have been working with the Council to develop both the strategic approach to housing and the landlord service.

The development of the Strategy was fully explored at the session and issues relating to the following household groups were discussed:

- Singles and couples under 55
- Households on a low income but not on housing benefit
- Families with children of school age or below
- Households with a disabled member
- Older people over the age of 55

12. Formulating the Strategy

Key points arising from the sessions held have assisted the Council in formulating this Tenancy Strategy with the main conclusion from the partner session being that the Council would prefer to see in all instances, where a new tenancy is issued 5 year Fixed Term Tenancies for both the Council Housing and Registered Providers. The Council and partners consider that this length of tenancy allows a degree of stability to enable the customer to invest in their home, community and have a positive impact on their health and wellbeing. However, the Council acknowledges that there could be exceptions to this as follows:

- Lifetime Tenancies: This applies to Sheltered Housing, Flexi Care Housing and designated older peoples housing.
- Longer tenancies (10 years) where the property is adapted to the needs of a disabled person and that persons needs are best met by them remaining in that property but may not be met longer term.
- 2 year tenancies where someone may require short term housing – for example when someone requires some temporary adaptations but may become better and will move on to a non adapted property
- Tenancy type maintained when someone has to move as a result of Domestic abuse

In all instances where a 5 year Fixed Term Tenancy is not used we expect Registered Providers to have valid reasons for doing so and give the Council an opportunity to comment

13. Tenancy Policies

Tamworth Borough Council's Tenancy policy is currently in draft format and is being developed in such a way as to have regard to this Tenancy Strategy and contribute to meeting the priorities and outcomes identified by the Tamworth Strategic Partnership, within the Healthier Housing Strategy and the emerging Homelessness Strategy.

Under the Localism Act Registered Providers were required to publish their Tenancy Policies by April 2012. The following are a summary of main points of the policies of the 3 largest Registered Providers who own and manage properties in Tamworth:

13.1 Midland Heart

All of Midland Heart existing tenants will remain on their current tenancy types. However new tenants will be offered one of the following tenancy types:

Table 2 – Tenancies to be offered by Midland Heart

Tenancy Type	Who this will be offered to
Licence Agreement	<ul style="list-style-type: none"> • Customers who do not have exclusive occupation of the property. This usually includes: <ul style="list-style-type: none"> ○ Customers in emergency hostel accommodation ○ Customers using garages or parking spaces ○ Service Occupiers in Tied Accommodation who have service occupancy agreements
Assured Shorthold Tenancy	<ul style="list-style-type: none"> • Customers living in a property where Midland Heart is the leaseholder • Customers living in intermediate rented properties • Customers living in rent to homebuy properties who have not purchased all or part of the property • Customers living in market rented properties • Customers in supported housing • Customers with limited leave to remain in the UK
Starter Tenancy (Assured Shorthold Tenancy - leading to Assured Non Shorthold)	<ul style="list-style-type: none"> • New customers who directly before becoming a Midland Heart tenant did not hold a social housing tenancy; and • (Only until the TSA National Standard on Tenure is amended to allow the use of fixed term tenancies as Midland Heart sees appropriate, expected to be April 2012) they are moving into a property that has not been designated an affordable rent property <p>When the TSA National Standard on Tenure is amended to allow the use of Fixed Term Tenancies as Midland Heart sees appropriate, expected to be April 2012, this form of tenancy will not be used except where customers are moving into a Midland Heart owned property where the need for</p>

Tenancy Type	Who this will be offered to
	that property is unlikely to change in the future -this will include sheltered and extra care accommodation
Fixed Term Starter Tenancy (Assured Shorthold Tenancy - leading to Fixed Term)	<ul style="list-style-type: none"> • New customers who directly before becoming a Midland Heart tenant did not hold a social housing tenancy; and • (Only until the TSA National Standard on Tenure is amended to allow the use of fixed term tenancies as Midland Heart sees appropriate, expected to be April 2012) they are moving into a property that has been allocated an affordable rent property; and <p>When the TSA National Standard on Tenure is amended to allow the use of Fixed Term Tenancies as Midland Heart sees appropriate, expected to be April 2012, this form of tenancy will used for all new customers who directly before becoming a Midland Heart tenant did not hold a social housing tenancy and one of the other forms of agreement are not relevant</p>
Mixed Use Business Tenancy	<ul style="list-style-type: none"> • Customers in designated live/work accommodation
Assured Non Shorthold Tenancy	<ul style="list-style-type: none"> • Existing Midland Heart customers with an Assured Non-Shorthold Tenancy that are transferring to another Midland Heart owned property with 3 bedrooms or less. or • Customers who are moving into a Midland Heart owned property from and existing social housing tenancy and the need for that property is unlikely to change in the future. This will include sheltered and extra care accommodation
Leaseholder	<ul style="list-style-type: none"> • Customers who own a share in their property • Customers who own their home and Midland Heart owns the freehold of the land
Secure Tenancy	<ul style="list-style-type: none"> • Existing Midland Heart Secure Tenants who transfer to another Midland Heart owned property
5 year Fixed Term Tenancy	<ul style="list-style-type: none"> • New customers who directly before becoming a Midland Heart tenant did hold a social housing tenancy • Customers who have successfully

Tenancy Type	Who this will be offered to
	<p>conducted a Fixed Term Starter Tenancy</p> <ul style="list-style-type: none"> • Customers who have successfully conducted a Fixed Term Tenancy and Midland Heart is happy to grant a further Fixed Term Tenancy • Any existing tenant choosing to transfer to a property with 3 bedrooms or more and their tenancy status is not protected in law

Source – Midland Heart Tenancy Policy v2

The policy also clearly sets out that in all instances unless there is a significant change in circumstances that the Fixed Term Tenancy will be renewed and where this is not the case a clear procedure is laid down for advice and assistance and how this will be offered to the tenant.

13.2 Waterloo Housing Group

Waterloo’s draft Tenancy Policy sets out their approach to the types of tenancies members of the Group will grant and where tenancies are granted for a fixed term and the length of the term.

Table 3 – Tenancy types to be offered by Waterloo Housing Group

<i>The types of tenancies granted</i>	
4.1	<p>The types of tenancies granted by members of the Group for general needs tenants are as follows:</p> <ul style="list-style-type: none"> • Periodic assured or secure lifetime tenancies as appropriate • Fixed term tenancies for at least five years, in addition to any prior probationary period (subject to 4.2. below). Such tenancies will be set for properties let at Affordable Rents, in accordance with the agreement entered into with the Homes and Communities Agency(see Waterloo Group Policy-Properties Let at Affordable Rents for more information)
4.2	<p>There may be exceptional circumstances where a tenancy for a period of no less than 2 years (rather than 5) may be granted, which are compatible with the purpose of the accommodation, and reflect the efficient use of this housing stock. These circumstances are as follows:</p> <ul style="list-style-type: none"> • Housing provided specifically as student accommodation • Some supported housing that is aimed at providing support for a limited period of time (excluding CAT 1 and 2 accommodation as outlined in 4.3 below)

	<p>Those receiving long term support that is linked to their accommodation or have properties that have received major adaptations will receive longer fixed term tenancies based on an assessment of their future needs.</p>
4.3	<p>In the circumstances specified below existing vacant social homes will normally continue to be let as periodic assured or secure tenancies as appropriate at rents set in accordance with rent influencing regime guidance contained within the regulator’s Rent Standard Guidance (“social rents”), unless regulatory approval is sought on occasions for disposal of these homes (please also see Waterloo Housing Group Affordable Rent Decision Making Policy):</p> <ul style="list-style-type: none"> • Properties that are potentially difficult to let, including many flats (e.g. high rise blocks) • Properties that require substantial major work improvements • All properties classed as Category 1 and Category 2 accommodation will be retained as social rent. Other properties with support systems outside the CAT 1/CAT2 definition will be considered on an individual basis • When it is necessary to move a vulnerable tenant from a home that is currently charged a social rent (for example, due to domestic violence or on a police recommendation). The property that they transfer to will be charged at a social rent. • When a tenant in a property charged a social rent is being decanted (due to a redevelopment/regeneration scheme or a major works programme). Any property they transfer to will be let at a social rent. • Any other circumstance where the tenant of a property currently charged at a social rent is being asked to move by the Group. The property they move to will be charged at a social rent. • There may be circumstances where a particular property, or a group of properties, is excluded from conversion to Affordable Rent for a period of time. This decision may be due to the need for positively intervention to ensure social and economic sustainability in the community. Any such interventions will be agreed by the Director of Operations for the respective association.
4.3	<p>Where those who are existing social housing tenants choose to move to another social rented home members of the Group will offer a tenancy with no less security of tenure when they move. This does not apply however where an existing tenant chooses to move to accommodation let at an Affordable Rent.</p>
4.4	<p>Properties let at an affordable rent will (subject to 4.2 above) be let as fixed term tenancies for new tenants and will be set in accordance with regulatory requirements. They will in all cases be for a minimum of 5 years, and will be preceded in many cases by a 12 month probationary tenancy for new tenants (unless they have previously held a social tenancy with another registered provider). We will advise all new tenants who are offered an affordable tenancy of the fact that it is a fixed term tenancy and what this means for them in terms of tenancy conditions.</p>

Source: Waterloo Group Policy – Tenancy Management

13.3 Bromford Group

Bromfords policy clearly sets out the range of tenancies to be offered and how they will be used. Any existing tenant will have their tenancy protected and fixed term tenancies will only be used for new tenants. There is also the expectation that in all instances unless there is a significant change in circumstances that the Fixed Term Tenancy will be renewed and where it is not to be reviewed that advice and assistance will be offered to the tenant

Table 4 – Tenancy types to be offered by Bromford group

Tenancy Type	Will be offered to:
Secure	<ul style="list-style-type: none"> Existing Bromford customers transferring who are already on a Secure Tenancy
Assured Protected Tenancy	<ul style="list-style-type: none"> Existing Bromford customers transferring who are already on an Assured Protected Tenancy
Assured Periodic Tenancy (this means a non-shorthold tenancy)	<ul style="list-style-type: none"> Any Bromford customer who already hold an Assured non short hold Tenancy Any New Customer who already holds an Assured non short hold Tenancy unless they are moving to home let at an affordable rent All customers who are in receipt of a state pension All customers who are living in a designated or purposed built supported housing scheme – unless the supported housing scheme is let on Assured Short hold Tenancies (see below)
Assured Shorthold Tenancy	<ul style="list-style-type: none"> Minors (customers under 18) Customers living in a designated or purpose built supported housing scheme that fulfills the criteria in the point below; Customers living in schemes where we are contractually obliged to offer assured short hold tenancy agreements
Starter Tenancy (Periodic Assured Shorthold)	<ul style="list-style-type: none"> New Customers who do not already hold either a Fixed, Assured non short-hold or Secure tenancy with another HA or LA
Fixed Term Tenancy (Assured Shorthold Fixed Term) 2 or 5 years	<ul style="list-style-type: none"> (2 or 5 years) Existing Customers who have satisfactorily completed their Starter Tenancy; or, (5 years) New customers who already hold an Assured Non short hold Tenancy and are moving to a home let at an affordable rent
License	<ul style="list-style-type: none"> Customers in shared, temporary or hostel accommodation (mainly in Supported Housing) or where we are contractually obliged to offer license agreements.

Source; Bromford Group Tenancy Policy

Midland Heart, Waterloo and Bromford own and manage the most Registered Provider stock within Tamworth. Generally their approach to the use of Fixed Term Tenancies on both social and affordable rents and their renewal at the end of the term if the tenant's circumstances have remained unaltered all have regard to Tamworth Borough Councils strategic approach.

14. The Councils approach to Flexible Tenancies

Whilst the Registered Providers Tenancy Policies are generally in line with the Councils Strategic approach the Council does recognise that the Registered Provider needs only give regard to this Tenancy Strategy. Additionally the Council accepts that there will be a level of conversions to Affordable Rents in the Borough. Where possible the Council would like to enter into constructive

dialogue to allow comment on and influence over the Registered Providers Tenancy and Affordable Rent policies and subsequent reviews and how any decisions are reached.

Where Fixed Term Tenancies are used the Council would expect to see these re-issued at the end of the term unless there is a significant change of circumstances. The Council would again like the opportunity to work with Registered Providers to establish how this will be managed and the criteria used to allow its Housing Advice Service to prepare for the anticipated changes. This approach should also help mitigate any health risks associated with uncertainty of tenure.

The Council would not want to see Fixed Term Tenancies used as a management tool as there are already well established methods available in the Tenancy Management Toolkit to manage risk.

The Council would like to work closely with Registered Providers on the following which the Council views as critical in managing fixed term tenancies:

- How, when and by whom information and advice services to help people understand their housing options will be provided. This advice should include opportunities to move within and outside of the Social rented and Affordable Rent sector – i.e. into market rent homes or home ownership
- Clear criteria against which decisions over the reissuing of tenancies will be made
- A comprehensive appeals and complaints procedure
- A review process that the tenant understands and that is explained to the tenant at the time of signing a new tenancy
- Information sharing between Registered Providers and the Council where Fixed Term Tenancies are not to be reissued provided 6 months before the end of the Tenancy to prevent homelessness
- An expectation that Registered Providers will work with key stakeholders to ensure the needs of vulnerable people are met resulting in independent, sustainable and healthy lifestyles and positive outcomes for the tenants

15. Equalities and Diversity

The Council has a clear commitment to equality and diversity with everyone having fair and equal access to services.

The Council serves a diverse borough so getting services right for residents is important. When services are delivered they must not discriminate in a way that is unfair, illegal or unjustified.

The Councils Single Equality Scheme outlines how equality and diversity are promoted in the delivery of services provided both directly by the Council and in conjunction with partners.

All public authorities have a duty to set out their arrangements for assessing and consulting on the impact that their policies could have on the promotion of race, disability and gender equality. To meet this duty Equality Impact Assessments are carried out.

The Council would like to see Registered Providers have regard to the Councils Single Equality Scheme and adhere to their own organisational Equalities and Diversity policies when developing, reviewing and applying their Tenancy Policies.

A full and comprehensive Equalities Impact Assessment has been carried out on this policy which can be found at the following link

Link to EIA

16. Governance – How will we monitor this Strategy?

Registered Providers should give regard to this Strategy and to ensure effective dialogue and continually ensure housing services meet the needs of Tamworth Residents. To ensure this and ongoing constructive dialogue between Registered Providers and the Council this Strategy will be monitored via the development of a Registered Provider Forum.

At these forums the Council would like the Registered Providers to give regular updates on the impact of conversions to affordable rents. The Council would also like to use these forums as a way to develop methods of working jointly to address issues such as under occupation.

In line with guidance issued the Council will review this strategy every 5 years unless changes to Government Policy dictate that a review should occur sooner. It will also be considered annually when refreshing the Action Plan for the Healthier Housing Strategy, at annual performance review meetings with Registered Providers and within the Council's yearly business planning process.

17. Summary

The Council has produced this Tenancy Strategy as an appendix to its Healthier Housing Strategy and it will sit alongside the Homelessness Strategy once this is reviewed and revised.

The Healthier Housing Strategy will be developed and amended over the next 3 years to take account of new Government legislation relating to Housing and Health, emerging best practice and other factors. This document too will be regularly reviewed in line with these alterations, and this will be incorporated into the Healthier Housing Action Plan when this is reviewed annually.

In line with the Healthier Housing Strategy this document was informed by evidence provided from a number of sources. For a full list of the documents that have informed this Strategy please see the Healthier Housing Strategy.

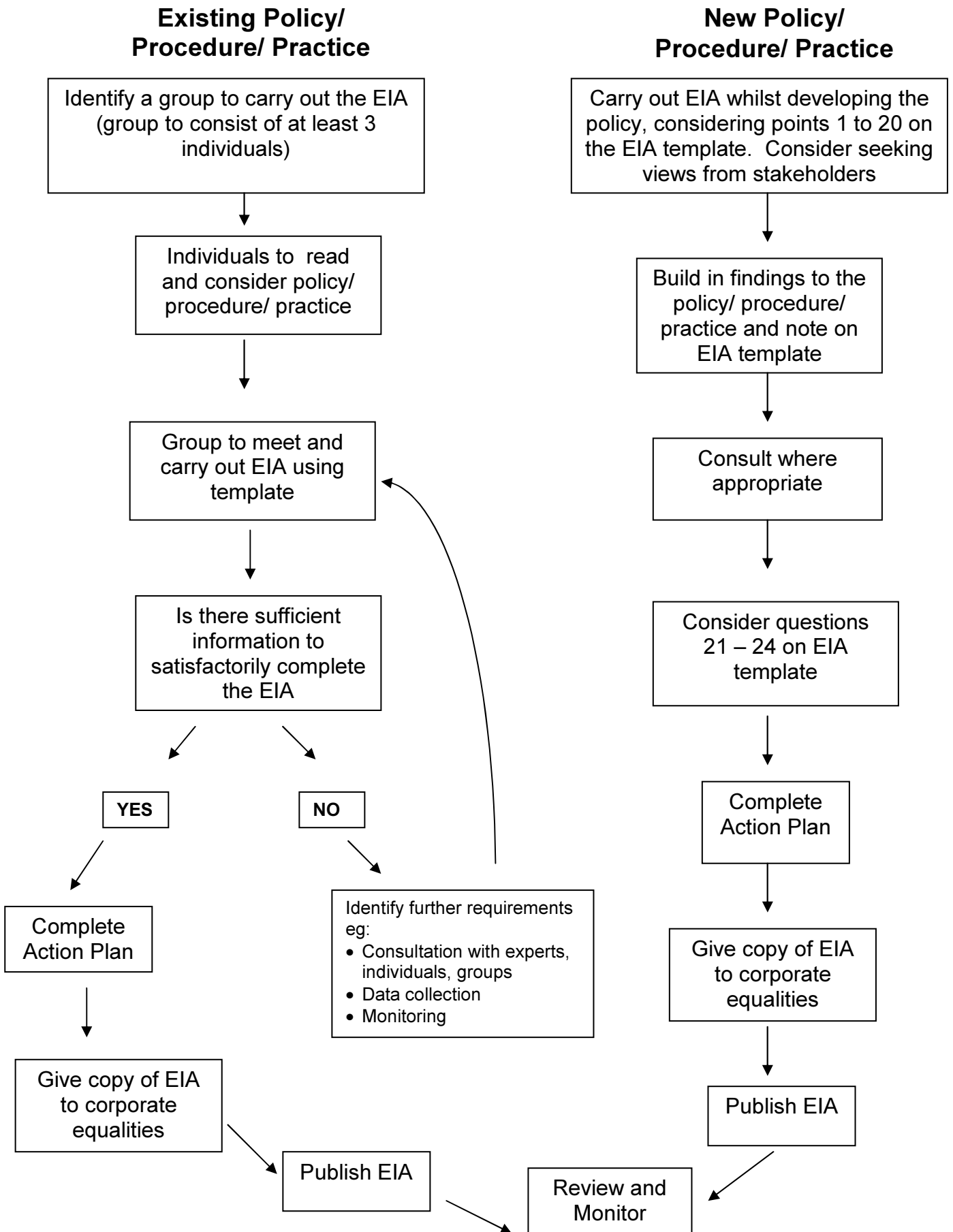
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Tamworth
Borough Council



Equality Impact Assessment Toolkit

Equality Impact Assessment Procedure



Equality Impact Assessment Template

Name of policy/ procedure/ practice to be assessed	Tenancy Strategy			Date of Assessment	25/05/12
Is this a new or existing policy/ procedure/ practice?	New	Officer responsible for the Assessment	Claire Keeling	Department	Housing Strategy
1. Briefly describe the aims, objectives and purpose of the policy/ procedure/ practice?	As set out in the Localism Act 2011 – every Local Authority is required to produce a Tenancy Strategy, which sets out the high level objectives Social Housing Providers with properties in Tamworth, must have regard to when setting their own tenancy policies and should set out Tamworth Borough Councils responses to affordable housing tenures introduced in the Act. This Strategy is Tamworth Borough Councils response to this.				
2. Are there any associated policy/ procedure/ practice which should be considered whilst carrying out this equality impact assessment?	Tamworth Borough Councils Healthier Housing Strategy, Homelessness Strategy, Registered Providers Tenancy Policies				
3. Who is intended to benefit from this policy/ procedure/ practice and in what way?	Tamworth Borough Council as the Strategy is the Councils response to the changes set out in the Localism Act. Also any Social Housing provider with properties in Tamworth. Those living and working in Tamworth as the Government sees this as a way to address some of the problems identified associated with Social Housing such as under occupation and is designed to increase mobility ad choice for tenants.				
4. What are the desired outcomes from this policy/ procedure/ practice?	To engage with Social Housing Providers in the Borough in constructive dialogue when setting and reviewing their tenancy policies to improve access to Social Housing for those who need it most.				
5. What factors/ forces could contribute/ detract from the outcomes?	Changes in National Government which may lead to policies being altered and changed Registered Providers are only required under the Localism Act to have regard to this strategy when drafting and reviewing their tenancy policies so there is no				

	requirement or them to adhere to the Councils preferences set out in this strategy
6. Who are the main stakeholders in relation to the policy/ procedure/ practice?	Tamworth Borough Council Registered Providers with Housing Stock in the Borough Social Housing Tenants Staffordshire County Council Housing and support services commissioners Health Services

7. Which individuals/ groups have been/ will be consulted with on this policy/ procedure/ practice?	<p>Please explain</p> <p>Key Stakeholders were engaged at a session prior to preparing the Strategy, which included representatives from Tamworth Borough Councils Housing Management Teams, Health, the Voluntary Sector, Staffordshire County Council and Registered Providers, and these groups and others including Substance misuse services, NOMs were consulted once the Strategy was produced – the Stakeholders represent a wide client group and were able to contribute to both the development of the Strategy and the final version of the Strategy</p>	
8. Are there concerns that the policy/ procedure/ practice <u>could</u> have a differential impact on racial groups?	N	<p>Please explain, your reasoning, giving details of existing evidence (either presumed or otherwise).</p> <p>This is a high level strategy which sets out the Councils approach to flexible tenancies that both the Councils Housing Management and Registered Providers in the Borough must have regard to when formulating their tenancy policies – It relates to affordable rents and Fixed Term Tenancies and should have no differential impact on people of different ethnic groups</p>
9. Are there concerns that the policy/ procedure/ practice <u>could</u> have a differential impact due to gender?	N	<p>Please explain, your reasoning, giving details of existing evidence (either presumed or otherwise).</p> <p>This is a high level strategy which sets out the Councils approach to flexible tenancies that both the Councils Housing Management and Registered Providers in the Borough must have regard to when preparing their tenancy policies – It relates to affordable rents and Fixed Term Tenancies and should have no differential impact on people due to their Gender</p>
10. Are there concerns that the policy/ procedure/ practice <u>could</u> have a differential impact due to them being transgender or transsexual?	N	<p>Please explain, your reasoning, giving details of existing evidence (either presumed or otherwise).</p> <p>This is a high level strategy which sets out the Councils approach to flexible tenancies that both the Councils Housing Management and Registered Providers in the Borough must have regard to when preparing and reviewing their tenancy policies – It relates to affordable rents and Fixed Term Tenancies and should have no differential impact on people due to them being transgender or transsexual</p>
11. Are there concerns that the policy/ procedure/ practice <u>could</u> have a differential impact due to disability?	Y	<p>Please explain, your reasoning, giving details of existing evidence (either presumed or otherwise).</p> <p>This is a high level strategic plan which sets out the Councils approach to fixed term tenancies with a suggestion that those living in an adapted property are issued longer fixed term tenancies if the property is likely to continue to serve their needs – However whilst this is the council preferred option the registered Providers who provide Housing in the Borough are only required to have regard to this strategy and most are offering 5 year</p>

			Fixed Term Tenancies with renewal at the end if circumstances have not altered for all tenants
12. Are there concerns that the policy/ procedure/ practice <u>could</u> have a differential impact due to sexual orientation?		N	Please explain, your reasoning, giving details of existing evidence (either presumed or otherwise). This is a high level strategy which sets out the Councils approach to flexible tenancies that both the Councils Housing Management and Registered Providers in the Borough must have regard to – It relates to affordable rents and Fixed Term Tenancies and should have no differential impact on people due to their sexual orientation
13. Are there concerns that the policy/ procedure/ practice <u>could</u> have a differential impact due to age?		Y	Please explain, your reasoning, giving details of existing evidence (either presumed or otherwise). This is a high level strategic plan which sets out the Councils approach to fixed term tenancies with a suggestion that those living in either designated older peoples housing or sheltered housing be offered lifetime tenancies if their need for that type of housing is unlikely to alter. However whilst this is the council preferred option the registered Providers who provide Housing in the Borough are only required to have regard to this strategy and most are offering 5 year Fixed Term Tenancies with renewal at the end if circumstances have not altered for all tenants
14. Are there concerns that the policy/ procedure/ practice <u>could</u> have a differential impact due to religious belief?		N	Please explain, your reasoning, giving details of existing evidence (either presumed or otherwise). This is a high level strategy which sets out the Councils approach o flexible tenancies that both the Councils Housing Management and Registered Providers in the Borough must have regard to – It relates to affordable rents and Fixed Term Tenancies and should have no differential impact on people due to their religious beliefs
15. Are there concerns that the policy/ procedure/ practice <u>could</u> have a differential impact on Gypsies/ Travellers?		N	Please explain, your reasoning, giving details of existing evidence (either presumed or otherwise). This is a high level strategy which sets out the Councils approach o flexible tenancies that both the Councils Housing Management and Registered Providers in the Borough must have regard to – It relates to affordable rents and Fixed Term Tenancies and should have no differential impact on gypsies, travellers or Travelling Show People
16. Are there concerns that the policy/ procedure/ practice <u>could</u> have a differential impact due to dependant/caring responsibilities?		N	Please explain, your reasoning, giving details of existing evidence (either presumed or otherwise). This is a high level strategy which sets out the Councils approach to flexible tenancies that both the Councils Housing Management and Registered Providers in the Borough must have regard to – It relates to affordable rents and Fixed Term Tenancies and should have no differential impact on people due to them having dependent or caring responsibilities

<p>17. Are there concerns that the policy/ procedure/ practice <u>could</u> have a differential impact due to them having an offending past?</p>		N	<p>Please explain, your reasoning, giving details of existing evidence (either presumed or otherwise). This is a high level strategy which sets out the Councils approach to flexible tenancies that both the Councils Housing Management and Registered Providers in the Borough must have regard to when formulating their tenancy policies – It relates to affordable rents and Fixed Term Tenancies and should have no differential impact on people due to their offending past</p>
<p>18. Are there concerns that the policy/ procedure/ practice could have an impact on children or vulnerable adults?</p>		N	<p>Please explain, your reasoning, giving details of existing evidence (either presumed or otherwise). This is a high level strategy which sets out the Councils approach to flexible tenancies that both the Councils Housing Management and Registered Providers in the Borough must have regard to when formulating their tenancy policies – It relates to affordable rents and Fixed Term Tenancies and should have no differential impact on children and vulnerable adults</p>
<p>19. Does any of the differential impact identified cut across the equality strands (e.g. elder BME groups)?</p>	Y	N	<p>Please explain The issues above are complex and interlinked and therefore any differential impact will cut across equality strands</p>
<p>20. Could the differential impact identified in 8 – 19 amount to there being the potential for adverse impact in this policy/ procedure/ practice?</p>	Y	N	<p>Please explain No the impact will not be adverse as the differential impact is designed to be positive to offer more vulnerable people security of tenure</p>
<p>21. Can this adverse impact be justified:</p> <ul style="list-style-type: none"> • on the grounds of promoting equality of opportunity for one group? • For any other reason? 	Y	N	<p>Please explain for each equality heading on a separate piece of paper (questions 9 – 20). The impact is designed to be positive and attached to providing security of tenure so is justifiable</p>

<p>22. As a result of carrying out the equality impact assessment is there a requirement for further consultation?</p>		<p>N</p>	<p>Please explain No requirement for further consultation as this strategy sets out the high level objectives the Councils Housing Management Service and Registered Providers must have regard to when formulating their tenancy policies and these have all been consulted on</p>
<p>23. As a result of this EIA should this policy/ procedure/ practice be recommended for implementation in it's current state?</p>	<p>Y</p>		<p>Please explain The Local Authority is required under the Localism Act 2011 to produce a Tenancy Strategy which sets out the councils response to the changes introduced in this act. This is the Councils response to this requirement and sets out the high level objectives the Council would like Housing Providers to have regard to when preparing and reviewing their tenancy policies and this Strategy does this – however ongoing constructive dialogue is required with Housing Providers within the area to ensure that tenants who need social housing are able to access it</p>

PLEASE COMPLETE THE FOLLOWING ACTION PLAN FOR ALL IMPACT ASSESSMENTS

Equality Impact Assessment Action Plan

Complete the action plan demonstrating the changes required in order to meet TBC's commitment to equality and diversity. The action plan must contain monitoring arrangements, the publishing of results and the review period required for this policy.

ACTION/ ACTIVITY	RESPONSIBILITY	TARGET	PROGRESS
Review Equalities Impact assessment at each review of the Tenancy Strategy	Housing Strategy Team	Review annually	
Monitoring arrangements:	Governance meetings with the Registered Providers	Data collected quarterly	
Publication:	Tenancy Strategy	Internet for download	
Review Period:	Annually	Reviewed 12 monthly unless otherwise stated	

Expand as appropriate

Signed
(Completing Officer).....

Date

Signed
(Head of Department)

Date

Making Equality Real in Tamworth

Signed
Corporate Diversity/ Equality

Date

13th June 2012**REPORT OF THE PORTFOLIO HOLDER FOR
ECONOMIC DEVELOPMENT & ENTERPRISE**

Tamworth Town Centre Supplementary Planning Document

EXEMPT INFORMATION

N/A

PURPOSE

The purpose of this report is for Members to consider the emerging Tamworth Town Centre Supplementary Planning Document (SPD) for consultation purposes

RECOMMENDATIONS

- 1. That the Tamworth Town Centre Supplementary Planning Document is approved for consultation purposes over two discrete periods prior to adoption by Cabinet**
- 2. That the Portfolio Holder for Economic Development and Enterprise is delegated to approve the final version of the materials prior to consultation.**

EXECUTIVE SUMMARY

The Town Centre Supplementary Planning Document (SPD) will provide detailed guidance for any new development in Tamworth Town Centre and will be a significant material consideration that the District Council will take into account when determining planning applications. The SPD forms part of the Tamworth Development Framework and complements the policies in the Tamworth Local Plan (anticipated for adoption in early 2013). It also supports the delivery of our vision "One Tamworth perfectly placed" and corporate objectives.

Whilst the emerging Tamworth Local Plan identifies a number of key strategic development sites within the context of policies which set out an overall strategy for regenerating the town centre (through focusing new investment in retail and leisure within the town centre along with new housing and improvements to transport connectivity and linkages), a need has been identified to produce detailed delivery and implementation policies to offer more certainty and guidance for developers and landowners whilst enabling the Council to have more control over future development.

In addition to expanding upon the relevant Local Plan policies, The SPD will also deliver the findings of the 2008 Town Centre Masterplan. This identified public realm enhancement as being key to delivering town centre growth, helping to promote Tamworth as a destination for new business and tourism. To specifically address this, the Town Centre SPD will provide the next level of detail, not only looking at proposed development sites, but also at the public realm and linkages between them. This will utilise the recommendations of the Tamworth Town Centre and Out of Town Linkage Proposals which assessed the linkages between the town centre and the out of centre retail areas and leisure offer whilst articulating the identified town centre Gateways.

It is intended that the SPD will be very visual in terms of its format; focussing on the key strategic development sites identified along with connectivity and quarters. As such, it is

proposed that consultation be undertaken at two distinct stages of the plan's preparation. The first stage will focus on potential development concepts for the strategic sites identified in the Local Plan along with wider town centre improvements; building on the consultation responses received to date on the Masterplan and the evolving Tamworth Local Plan. This would then be supplemented by a second consultation on the draft SPD Document; informed by the outcomes of the initial consultation.

The first consultation would involve concept display boards to illustrate the key development sites with potential development proposals along with maps of the town centre identifying challenges and opportunities around key linkages, quarters and connectivity to place the town centre in the wider context. These would be displayed at key locations across the town centre with staff available to discuss and record comments. This would be accompanied by a summary leaflet and the ability to submit representations through a dedicated Council webpage over a four week period (June 22nd-July 20th). The second consultation would be more formal in nature and involve seeking representations to a draft SPD document during early Autumn 2012.

It is the intention that adoption of the SPD by Council will take place in late autumn 2012 which reflects a slight slippage of 2 months compared to the original timetable for adopting the SPD as contained within the current Local Development Scheme.

RESOURCE IMPLICATIONS

There are no financial implications arising from this report other than publication costs which are covered by the existing LDF budget.

LEGAL/RISK IMPLICATIONS BACKGROUND

There are no legislative or service delivery implications arising from this report and no associated risks arising directly from the report.

SUSTAINABILITY IMPLICATIONS

The Local Plan (on which this SPD expands upon) has been subject to a Sustainability Appraisal/Strategic Environmental Assessment. This has ensured that sustainability issues are given full consideration in the preparation and adoption of policies. The findings of the appraisal showed a positive scoring for policies which delivered town centre regeneration.

BACKGROUND INFORMATION

N/A

REPORT AUTHOR

Jon Lord Development Plan Manager

LIST OF BACKGROUND PAPERS

Tamworth Town Centre Masterplan Report to Cabinet 26th November 2008
Tamworth Revised Local Development Scheme Report to Cabinet 1st February 2012
Tamworth Local Plan Report to Council 17th May 2012

APPENDICES

Appendix 1: Scope of the Town Centre Supplementary Planning Document

TAMWORTH TOWN CENTRE SPD SCOPING PAPER

Contents

EXECUTIVE SUMMARY

- Overview of Tamworth
- Purpose of this Supplementary Planning Document
- Vision and Objectives
- Key Development Areas
- Delivery and Implementation

1 INTRODUCTION

2 PREPARING FOR CHANGE

- Previous Consultation
- Current Consultation
- The Role and Status of this Document
- Tamworth Local Development Framework

3 VISION AND OBJECTIVES

- The Vision
- Strategic Objectives

4 PLANNING POLICY & GENERAL CONTEXT

- National Context
- Local Context

5 GENERAL DESIGN PRINCIPLES FOR THE URBAN ENVIRONMENT

6 GENERAL DEVELOPMENT PRINCIPLES

- Mixed Use
- Shops
- Offices and Businesses
- Leisure and Tourism
- Community
- Housing
- Traffic and Transport
- Flood Risk
- Climate Change and Sustainable Development

7 KEY DEVELOPMENT AREAS

- Quarters
- Development Opportunity Sites
- Routes
- Public Realm
- Activity Programmes, Events, Marketing

8 DELIVERY AND IMPLEMENTATION

- Partnership Working
- Planning Obligations
- Monitoring and Review

Strategic Objectives for SPD

Strategic objectives for the development of the town centre have been identified through the consultation process, baseline research and commissioned studies. Building on those set out in the Local Plan, the strategic objectives within the Tamworth Town Centre SPD are based on:

- To encourage and facilitate the revitalisation of Tamworth town centre's economy by improving its retail and leisure offer, tourism appeal and employment base. For Tamworth's town centre to flourish, new developments are needed that will attract shoppers, draw visitors into the town centre and attract inward investment across a number of sectors.
- To ensure the delivery of sustainable and high quality development in the town centre. Any new development in the town centre should be of the highest design, construction and resource efficiency standards and respect Tamworth's unique character and setting.
- To create a high quality network of streets and spaces to provide a more attractive town centre environment. First impressions are particularly important for making a positive impact on visitors, future residents looking to move here, businesses seeking to invest in the town and shoppers coming to Tamworth
- To further develop the potential of Tamworth as a sustainable community including provision for new affordable housing and social and cultural activities.

The needs of all sectors of the community should be met whenever possible in the town centre by providing opportunities for and access to shops, services, facilities and activities. The achievement of these objectives will make Tamworth an attractive, lively and prosperous town centre that will meet the needs of all sectors of the community. Only new development that respects Tamworth's character and contributes to the sustainable revitalisation of the town centre will be permitted.

Areas for Improvement

Links

Better links to the surrounding areas including Ventura Park, Snowdome, Railway Station

Public Realm

Improvement of the public realm - street furniture, lighting, green spaces, paving

Readability

Improvement of signposting and strengthening of view axis

Offer

Improvement of culture, tourism, leisure and the evening and night economy

Vibrant and Safe

Enrich the town centre life by activities, residents and natural surveillance

Assets

Making the most of the assets like the castle, town hall, river, church and complement them with new assets

Community

Development of new housing and support for a sustainable town centre community that balances the different land uses.

Development Opportunity Sites

1. Upper Gungate
Opportunity Site with Potential for Office Development
2. Spinning School Lane
Opportunity Site with Potential for Housing, Leisure
3. Bus Depot
Opportunity Site with Potential for Eco Housing, Offices, Hotel
4. Middle Entry
Potential for Redevelopment
5. Castle Holloway Car Park
Potential for Leisure Use
6. Ankerside Centre (rear)
Potential for Leisure Use
7. Jewson Site
Potential for Office Use
8. Gungate Precinct
Potential for Retail Development
9. Assembly Rooms/Cultural Quarter
Potential for cultural and tourism uses with associated public realm improvements

Gateways

1. Upper Gungate
Potential for Redefining as Gateway into Town
2. Railway Station
Potential for Redefining as Arrival and Departure Point
3. Lichfield Street

Potential for Redefining as Gateway into Town

4. Bolebridge Street
Potential for Redefining as Gateway into Town and Leisure Location
5. Castle Grounds
Potential for Redefining and Connecting Snowdome and Borrow Pit Lake

13th June 2012**REPORT OF THE PORTFOLIO HOLDER FOR ECONOMIC DEVELOPMENT AND ENTERPRISE****Public Sector Commissioning Framework****EXEMPT INFORMATION**

None

PURPOSE

To seek approval to amend and update the existing Commissioning Framework moving towards joined up commissioning in Tamworth.

To seek support to amend the existing Voluntary Sector Commissioning Board to support a wider Public Sector Commissioning Framework.

To build on current commissioning practice and momentum, leading the way in Tamworth in joined up commissioning.

RECOMMENDATIONS

- That Cabinet endorses the proposal that the Voluntary and Community Sector (CVS) and Tamworth Strategic Partnership (TSP) Commissioning Frameworks are combined and become the **Tamworth Public Sector Commissioning Framework**
- Cabinet endorse the proposal that the current VCS Commissioning Board becomes a **Public Sector Commissioning Board** and has clear links to the TSP Board.
- That members support and engage in the consultation period and ensure that the Public Sector Commissioning Framework is fit for purpose for Tamworth.
- That a further paper with the results from the consultation, changes and recommendations are presented to Cabinet in Autumn 2012.

EXECUTIVE SUMMARY

The development of a new **Public Sector Commissioning Framework** will:

- Help to ensure that the locally Enhanced Joint Strategic Needs Assessment and intelligence for Tamworth is utilised in Commissioning services
- Improve the clarity and accountability of commissioned funds
- Ensure consistency in commissioning across organisations
- Extend and encourage the market through healthy competition
- Provided a robust framework to effectively manage the performance of contracts
- Improve services for residents and ensure value for money is achieved
- Provide a vehicle for mapping commissioned services in Tamworth

- Link to the District lead commissioners and a new create Commissioners forum for Tamworth
- Build on the recent successful tender for the Business Development Service.

Commissioning Cycle two will encourage more community engagement during the relevant stages of the cycle, such as needs assessment via the Joint Strategic Needs Assessment, other relevant local intelligence, strategic documents and observatory data. This includes a range of community engagement linking through the citizens panel questions, community events and reviewing documents such as the Health and Housing Strategy

There are many opportunities currently for joined up commissioning and subsequent funds for Tamworth including:

- The role of the Police and Crime Commissioner
- The Community Safety Partnership
- The District Children's Commissioner
- County Council Commissioning
- Clinical Commissioning Groups
- County Public Health

Through the use of the Public Sector Commissioning Framework we can:

- influence and align funds ensuring Tamworth's needs and priorities are met strategically and operationally
- Enable Tamworth via the Public Sector Commissioning board to attract additional funds
- Encourage all local commissioners to utilise the agreed Public Sector Commissioning Framework

Commissioning Cycle two will implement learning and improvements to the process and Framework throughout its development its development.

RESOURCE IMPLICATIONS

- There are no financial implications arising directly from this report
- It has been agreed by the Commissioning board that the current Voluntary and Community Sector contracts are extended by nine months until March 2014 whilst the new Public Sector Commissioning Framework is implemented. These funds will then be allocated to the services commissioned via the new Public Sector Commissioning framework.. The cost of the existing Voluntary Sector commissioned services is £141,k per annum. This budget is included in the medium term financial forecast but is like all budgets subject to the annual budget process.

LEGAL/RISK IMPLICATIONS BACKGROUND

- Individual organisations financial regulations may need to give delegated authority to the Public Sector Commissioning Board via their own financial and governance arrangements, in terms of Tamworth Borough Council our financial regulations will need to be reviewed and updated as relevant following the consultation.

- Currently, our VCS Commissioning Board has financial authority to make delegated decisions on the allocation of funds from the Voluntary and Community budget. The existing Board includes five places for members. The new Public Sector Commissioning Board will need to be reviewed and subject to Council approval approved as a delegated body to make funding decisions.

SUSTAINABILITY IMPLICATIONS

Ongoing joined up commissioning is the most sustainable option for the funding of services to meet the needs of Tamworth.

BACKGROUND INFORMATION

On the 15/09/09 full council agreed a new Voluntary and Community Sector Commissioning Framework, applications forms, and associated processes.

Council also approved a **Commissioning Board**: Responsible for overseeing the process and with delegated authority to allocate funds, it comprises of a minimum of seven members one of whom will be the **Commissioning Sponsor, this is currently Tony Goodwin**. The other members will include **the Cabinet Member with Portfolio for Third Sector; Scrutiny Committee Member; a Member of the opposition; and another Elected Member; 3 VCS representatives and the relevant Departmental Manager**. The Commissioning Manager and other relevant officers have attended in an advisory capacity and the Partnership Funding Officer will minute the meetings.

The **Commissioning Sponsor**: This role involves providing strategic direction for the Commissioning Service. Internally, the role will interface with the Council's Executive (CMT and Cabinet) and the Council's Heads of Service. The role has delegated authority to authorise funding proposals in conjunction with the Commissioning Board. The Commissioning Sponsor will also act as Chairman for the Commissioning Board. The role for this funding will be undertaken by **Anthony E. Goodwin, Chief Executive**. In Anthony Goodwin's absence, the authorised deputy is: **Rob Mitchell, Director Communities, Planning and Partnerships**.

The Board has commissioned eleven services through the framework. These services are now almost two years old and are delivering successfully against their contracts which are being performance monitored and evaluated through officers and the Board.

REPORT AUTHOR

Fleur Fernando, Head of Partnerships and Commissioning

LIST OF BACKGROUND PAPERS

Voluntary and Community sector Commissioning Framework Council Report
15/09/09

Commissioning Board reports from 15/09/09 to 15/03/12

APPENDICES

Commissioning cycle 2 – Key timescales

Action/ Task	Date
Consultation period for Commissioning priorities and framework re-circulated to key partners. Incorporated a workshops and citizens focus groups supporting consultation, 7 th May 2012 2 nd July 2012, linking to citizens' panels and community events	23 April 12 – 23 Sept 12
Discuss at Tamworth Strategic Partnership	May 12
Consultation feedback utilised to re draft Application Form, service outlines, scoring criteria and framework	Oct/Nov 12
Letters sent to the currently funded organisations re: impact if funding ceases/decreases	Dec 12
Commissioning Board representation from the VCS confirmed	Sept/Oct 12
Devise implementation of Commissioning Cycle 2	Nov/Dec 12
Devise Service outlines – agreed by Commissioning Board	Jan/Feb/Mar 13
Load service outlines on intend	June/July 13
Service outlines and applications out to tender	June/July 13
Plan surgeries @ Tamworth BC – room to be confirmed	Mid July 13
Commissioning Surgery @ Carnegie Centre	Mid July 12
Deadline for applications	2 nd week Sept 2013
Scoring panel meet	Oct 2013
Commissioning Board meet to make final decision	Nov 2013
Decision notification	Dec/Jan 2014
Link to TSP funding streams and commissioning	Ongoing
Develop contracts/SLA's with successful Organisations	Jan/Feb 2014
Agree monitoring arrangement	Jan/Feb 2014
Signed contractual agreements and action plans	Feb/Mar 2014

Implement new funding/commissioning framework	1 st April 2014
Review of commissioning framework	Mar 2014 - ongoing
New reporting systems upheld and monitored	April 2014 - ongoing
New risk assessment/internal audit	Mar 2014 - ongoing
Link to Covalent and In-TEND	Ongoing

Current Tamworth Borough Council 3 Year Allocated Contracts – VCS Budget						
Contract	Awarded to	Amount	Summary	End Date	Extension Date (9 Months)	Amount for Extended Period
09/26 Families & Parenting Support	Barnardo's	£75,395		30.06.2013	31.03.2014	£18,849
09/27 Debt & Generalist Advice	CAB	£180,000		30.06.2013	31.03.2014	£45,000
09/28 VCS Capacity Building	Tamworth CVS	£93,000		30.06.2013	31.03.2014	£23,250
09/31 Mental Health Crisis Intervention	The Samaritans	£21,000		30.06.2013	31.03.2014	£5,250
09/35 Volunteering	Tamworth CVS	£27,000		30.06.2013	31.03.2014	£6,750
09/49 Outcomes Based	Home-Start	£27,000		30.06.2013	31.03.2014	£6,750
		£423,395 (£141,132 per year)				£105,849
2 & 3 Year Allocated Contracts - Spearhead						
Contract	Awarded to	Amount	Summary	End Date	Extension Date	Amount for Extended Period
09/47 Young People's Well-Being	Barnardo's	£50,000		30.06.2012		
09/46 Adults in Need	Tamworth CVS	£75,000		30.06.2013		
09/48 Socially Isolated Parents	Home-Start	£75,000		30.06.2013		
10/17 Health Spearhead	M.E.L.	£16,678				

Evaluation						
Housing (Tina Mustafa)						
09/25 Financial Inclusion	Tamworth Credit Union	£15,000		30.06.201 3	31.03.201 4	
Environmental (Andrew Barratt)						
09/34 Environme nt & Wildlife Service	Staffordshir e Wildlife Trust	£45,000		30.06.201 3	31.03.201 4	
Homeless grant funding (Steve Pointon)- CLG Funding						
	CAB	£40,000 (2 years)		31.09.201 3	(may be extended on satisfactor y 2 year completio n)	

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