



CABINET

27 March 2014

A meeting of the CABINET will be held on Thursday, 3rd April, 2014, 6.00 pm in Committee Room 1 Marmion House, Lichfield Street, Tamworth

A G E N D A

NON CONFIDENTIAL

1 Apologies for Absence

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

3 Declarations of Interest

To receive any declarations of Members' interests (pecuniary and non-pecuniary) in any matters which are to be considered at this meeting.

When Members are declaring a pecuniary or non-pecuniary 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 pecuniary or non-pecuniary interest in respect of which they do not have a dispensation.

4 Question Time:

To answer questions from members of the public pursuant to Executive Procedure Rule No. 13

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

None

6 Golf Course Re-Development Project (Pages 7 - 12)

(Report of the Portfolio Holder for Economy and Education)

7 LGA Peer Assessment - Improvement Plan (Pages 13 - 18)

(Report of the Leader of the Council)

- 8 Annual Review 2013/14 and Corporate Plan 2014/15** (Pages 19 - 40)
(Report of the Leader of the Council)
- 9 Temporary Reserves, Retained Funds and Provisions** (Pages 41 - 74)
(Report of the Portfolio Holder for Operations and Assets)
- 10 Mandatory and Discretionary Rate Relief Policy** (Pages 75 - 104)
(Report of the Portfolio Holder for Operations and Assets)
- 11 Fees and Charges Policy** (Pages 105 - 158)
(Report of the Portfolio Holder for Operations and Assets)
- 12 Tenant Designated Panels - Landlord Services** (Pages 159 - 342)
(Report of the Portfolio Holder for Public Housing and Vulnerable People)
- 13 Allocations Policy Review** (Pages 343 - 396)
(Report of the Portfolio Holder for Public Housing and Vulnerable People)
- 14 Hospital to Home Pilot Project** (Pages 397 - 420)
(Report of the Portfolio Holder for Public Housing and Vulnerable People)
- 15 Review of the Organic Waste Collection Service** (Pages 421 - 428)
(Report of the Portfolio Holder for Environment and Waste Management)

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, S Claymore, S Doyle, M Greatorex and J Oates



MINUTES OF A MEETING OF THE CABINET HELD ON 13th MARCH 2014

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

The following officers were present: Anthony E Goodwin (Chief Executive), John Wheatley (Executive Director Corporate Services), Rob Barnes (Director - Housing and Health), Andrew Barratt (Director - Assets and Environment), Robert Mitchell (Director - Communities, Planning and Partnerships), Matthew Bowers (Head of Planning and Regeneration), Tina Mustafa (Head of Landlord Services) and Stephen Lewis (Head of Environmental Health)

114 APOLOGIES FOR ABSENCE

None

115 CORPORATE UPDATE

The Chief Executive gave a presentation on Local Government Association Peer Assessment.

116 MINUTES OF THE PREVIOUS MEETING

The minutes of the meeting held on 20 February 2014 were approved and signed as a correct record.

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

117 DECLARATIONS OF INTEREST

There were no Declarations of Interest.

118 QUESTION TIME:

There were no questions received from the public.

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

None

120 LGA PEER ASSESSMENT - FINAL REPORT

The Report of the Leader of the Council informing Members of the outcomes, key findings and recommendations arising from the LGA Peer Assessment of Tamworth Borough Council conducted between 5th and 7th November 2013 was considered.

RESOLVED: That:

- 1 The findings from the Peer Challenge be endorsed and the release of the report to staff and public be authorised, and;
- 2 The suggestions for consideration as the basis for an improvement plan be accepted, and;
- 3 The Leader of the Council and Chief Executive submit said Improvement Plan to Cabinet for adoption at the meeting scheduled for 3 April 2014.

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

121 TAMWORTH BOROUGH COUNCIL DRAFT LOCAL PLAN AND DUTY TO CO-OPERATE ISSUES

The Report of the Portfolio Holder for Economy and Education seeking Cabinet approval to publish the draft Local Plan for public consultation and approval to submit comments on Lichfield District Council's Local Plan – main modifications was considered.

RESOLVED: That:

- 1 The draft Local Plan and accompanying Sustainability Appraisal are released for a six week public consultation process in accordance with the Council's Statement of Community Involvement (2006) and emerging Statement of Community Involvement (recommended to Council 18 March 2014 to be adopted), and;
- 2 Authority is delegated to the Director for Communities Planning and Partnership and the Head of Planning and Regeneration, in consultation with the Portfolio Holder for Economy and Education, to make minor amendments to the draft Local plan prior to the consultation period (expected 31 March 2014), and;
- 3 The proposed response to the Lichfield District Council Local Plan Main Modifications consultation be approved, and;
- 4 Authority is delegated to the Director Communities Planning and Partnerships and Head of Planning and Regeneration in consultation with the Portfolio Holder Economy and Education to undertake further co-operation and work with Lichfield District Council, North Warwickshire Borough Council and other relevant bodies to address the short fall arising from Tamworth's housing and employment needs.

Including the organisation of Members meeting to hold further discussions with Members at Lichfield and North Warwickshire.

(Moved by Councillor S Claymore and seconded by Councillor S Doyle)

122 LOCAL AUTHORITY MORTGAGE RATE FOR MORTGAGES UNDER HOUSING ACT 1985

The Report of the Portfolio Holder Operations and Assets in accordance with Section 438 of the Housing Act 1985, for Members to make the statutory declaration of the local authority mortgage interest rate from 1 April 2014 to 30 September 2014 was considered.

RESOLVED: That Cabinet endorse the statutory declaration of interest to remain unchanged at 4.72%.

(Moved by Councillor R Pritchard and seconded by Councillor J Oates)

123 CONSIDERATION OF A REQUEST TO GRANT LANDLORDS PERMISSION TO ERECT A PERMANENT STATUE IN THE CASTLE GROUNDS

The Report of the Portfolio Holder for Operations and Assets enabling Cabinet to consider an application to erect a bronze statue within the scheduled monument area of the Castle Grounds was considered.

RESOLVED: That Cabinet grants landlords consent to the application, subject to the Council having copies of all necessary approvals from statutory bodies, and the Council being indemnified against any future costs that may arise from the proposed statue being located within the curtilage of the grounds.

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

124 DECLARATION OF AN AIR QUALITY MANAGEMENT AREA (AQMA) AT THE TWO GATES CROSSROADS, TAMWORTH

The Report of the Portfolio Holder for Environment and Waste Management enabling Cabinet to consider the declaration of an air Quality Management Area (AQMA) in the Two Gates Crossroads area and to implement the consultation process on the detailed assessment report as is required under the legislation was considered.

RESOLVED: That:
a) The assessment report attached to the report be

- endorsed, and;
- b) The consultation process on the declaration of an Air Quality Management Area (AQMA) in the Two Gates Crossroads area be endorsed, and;
 - c) The Director of Assets & Environment in consultation with the Portfolio Holder for Environment and Waste Management, be authorised to conclude this matter having regard to feedback received as part of the consultation in particular the extent of the boundary to the declared area.
(Moved by Councillor S Doyle and seconded by Councillor J Oates)

125 HOUSING REVENUE ACCOUNT (HRA) BUSINESS PLAN SUMMARY UPDATE

The Report of the Portfolio Holder for Public Housing and Vulnerable People seeking approval of the update to the HRA Business Plan Update Summary 2014 was considered.

- RESOLVED:** That:
- 1 The HRA Business Plan Update Summary 2014 be approved, and;
 - 2 A further report is received by July 2014 to agree plans for the delivery of new affordable homes.
(Moved by Councillor M Greatorex and seconded by Councillor S Doyle)

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 3, Part 1 of Schedule 12A to the Local Government Act 1972 (as amended).

126 HOUSING REGENERATION UPDATE

The Report of the Portfolio Holder for Public Housing and Vulnerable People and the Portfolio Holder for Operations and Assets updating Cabinet on progress of the Housing Regeneration project including the financial arrangements for Kerria; seeking agreement to the de-commissioning and decent policy including the next stage of the Decant Programme for residents; seeking agreement to arrangements to support preparation for Compulsory Purchase Order processes and seeking to agree arrangements for the occupation of vacant properties was considered.

RESOLVED That the recommendations as contained in the report be

approved.

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

127 STAFFORDSHIRE COUNTY COUNCIL (SCC) PROPOSALS FOR EXTRA CARE FUNDING IN TAMWORTH

The Report of the Portfolio Holder for Public Housing and Vulnerable People setting out Tamworth Borough Council's response to Staffordshire County Council's funding prospectus and funding agreement which will replace the existing care and housing support contracts from 30 September 2014 at Thomas Hardy Court Extra Care Scheme was considered.

RESOLVED That the recommendations as contained in the report be approved.

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

128 CULTURAL QUARTER UPDATE

The Report of the Portfolio Holder for Economy and Education advising and updating members on the progress of the Cultural Quarter Project, and seeking authorisation to further progress funding bids and to carry out consultation on all proposals with relevant stakeholders was considered.

RESOLVED That the recommendations as contained in the report be approved.

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

Leader

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THURSDAY, 3RD APRIL 2014**REPORT OF THE PORTFOLIO HOLDER FOR ECONOMY AND EDUCATION****GOLF COURSE RE-DEVELOPMENT PROJECT (DEFERRED RECOMMENDATIONS
FROM 20/2/14)****EXEMPT INFORMATION**

N/A

PURPOSE

To revisit the report dated 20th February and in particular the two deferred recommendations shown below. Recommendation one has been revised from the proposed recommendation on the 20th February 2014.

RECOMMENDATIONS

That Cabinet;

1. Delegate authority to the Portfolio Holder Economic Development and Education to approve an Engagement Strategy following further discussions with residents and other stakeholders. To approve in the interim the implementation of a regular electronic newsletter and regular press releases to support communications on progress to residents.
2. Approve the recommended approach for disposal of the site through an unconditional sale following outline planning consent being secured (appendix a)

EXECUTIVE SUMMARY

Since the Cabinet meeting on the 20th of February 2014 the Council has secured the services of Atkins through a tender process to deliver a range of technical studies. Further updates on progress will be brought to Cabinet as the project progresses. This report revisits the two deferred recommendations.

Engagement

Following Cabinet on 23rd January 2014 the Leader of the Council met with residents and agreed to engage with them through a consultative group. An initial meeting with residents was held for the 13th February 2014 to discuss how the Council and residents could work together. In initial discussions, local residents were concerned about the impact on them from any future development. They were keen to see the provision of open space and areas for biodiversity. This could be addressed through the masterplanning process. Each of the disposal options have different levels of control for the Council to exert on this process. It is important the Council progress with the local residents taking into account their views and needs of the area.

Following the deferral of the proposed Engagement Strategy on the 20th February the Council has been awaiting further dialogue with the Amington Residents Association and considering its engagement strategy generally. The Council remains keen to engage representatives from the Amington Residents Association but also to ensure that wider input is achieved through the representation of other groups. Therefore it is likely that any future consultative meeting will include representatives from a range of stakeholders.

The Council recognises the ARAs wishes to object to previous Council decisions but involvement in any consultative group meetings relating to the redevelopment project needs to focused on reviewing the planned re-development and not focus on historic issues relating to the previous operator or the decision making process for disposal. Residents of course remain free to register their disagreement on the disposal decision and to question the Council in other forums and by other means.

Disposal options

The Council has a number of options as to how it progresses the disposal of the site for re-development.

A high level options appraisal has been undertaken and is shown in appendix A. The recommendation to Cabinet is to progress with an application to secure outline planning consent for redevelopment and then to proceed to an unconditional sale as this gives the best opportunities for influencing the development while generating a good commercial return.

The term unconditional sale needs to be made clear. The nature of an unconditional sale is such that the seller in this case Tamworth Borough Council can place conditions on the sale but that the purchaser can not impose conditions on the sale to the seller. The Council plans to retain some of the site from the sale for use as public open space

RESOURCE IMPLICATIONS

The cost of the engagement process will be financed from existing budgets.

LEGAL/RISK IMPLICATIONS BACKGROUND

A project risk assessment will be completed as part of the project documentation but high level project risks include

- Securing appropriate technical support
- Project costs
- Environmental constraints
- Infrastructure constraints
- Securing outline planning permission
- Housing market changes
- Securing a sale
- Political mandate

SUSTAINABILITY IMPLICATIONS

There are a range of sustainability issues to consider and the project will develop information to help address sustainability questions as part of the proposed planning application and subsequent sale of the land.

BACKGROUND INFORMATION

None

REPORT AUTHOR (S)

Robert Mitchell Director Communities Planning and Partnerships
Matt Bowers Head of Planning and Regeneration

LIST OF BACKGROUND PAPERS

Cabinet Report 20/2/14
Cabinet Report 24/1/14

Appendix A

Disposal Options Appraisal

There are a number of options for the disposal of the asset and these are described below.

Joint Venture: This is where the public and private sector come together through a legal agreement to deliver a project or service. A Joint Venture involves both partners committing (at different levels depending on the contract) to provide capital money, an asset and technical expertise. In this scenario the Council would tender for a partner who would take forward the survey work required, submit a planning application and if successful would be responsible for marketing and selling the site. The value of the site is determined through professional valuations and negotiation.

Unconditional sale following planning consent: In this scenario the Council would undertake the work required to make a planning application and if successful would then appoint a selling agent to dispose of the site for a capital receipt. There would be no conditions attached to the sale by the purchaser so the price tendered would be the receipt received. The Council can decide which land is to be sold. The value of the site is determined through a competitive tender.

A conditional sale: in this scenario the council could offer the site for sale now. Conditional sales can be complicated and typically purchasers would offer a price subject to a range of conditions being met, including obtaining planning permission. This could include the purchaser paying an annual fee to the Council for the option of purchasing the site until planning consent was achieved. The value of the site is determined through professional valuations and negotiation.

Unconditional sale: in this scenario the council could offer the site for sale now and take the best price. That would be the end of the Council's involvement in the land. The value of the site is determined through a competitive tender

A RAG (Red, Amber, Green) status has been applied to each of the options. A green status is where the option would allow the Council to meet the project outcomes. A red status is where the option meets a low number of the project outcomes, if any.

Disposal Method	Delivery of development	Financial Implications	Control	Summary
Joint Venture	<p>This option would enable the Council to influence and drive the progress of the project up until the point of sale, but responsibility would usually remain with the development partner.</p> <p>Restrictive Covenants in the Conveyance would allow the Council some control of what happens to the site after the sale. Once the land is sold the Council has no influence on when the development may start.</p>	<p>This option would carry a medium financial cost to the council to procure a development partner. Specialist legal and property expertise would need to be procured.</p> <p>This scenario would see the private sector partner funding the planning application and sale process.</p> <p>The final sale figure is likely to be maximised but the development partner in the joint venture would take a substantial cut of this. If the development partner was also the developer and would build the development then there would likely to be further negotiations on the final price.</p> <p>This option could take a long time to achieve a receipt as it is would take an estimated 6 – 9 months to appoint a partner to a JV. This is before any site investigation or masterplanning could take place. A Sale may not be achieved until the end of 2016.</p>	<p>The Council retains overall control of the project. The partner acts as a check and balance to ensure the disposal of the site maximises return. The council can specify in the tender documentation what is required from the partner in terms of consultation, studies, masterplanning and Council sign off. The more restrictions placed on the partner, the higher the risk for them and therefore the higher their potential % of the sale.</p>	<p>The cost to the Council in progressing a planning application and sale will be shared or borne by the development partner. However, the final return would be shared with the development partner. This option is less risky but the Council has less control and may not maximise the capital receipt.</p> <p>AMBER</p>
Unconditional sale following planning consent	<p>This option would allow the Council to retain control over the program up until the point of sale.</p> <p>Restrictive Covenants in the Conveyance would allow the Council some control of what happens to the site after the sale. Once the land is sold the Council has no influence on when the development may start.</p>	<p>Know what the receipt will be upon sale. and the risk of an extended period of negotiation over price or conditions of sale is removed.</p> <p>This option is likely to maximise the return to the Council and also be the quickest.</p> <p>This option is likely to be the highest cost to the Council initially to prepare all the necessary investigation reports to support a planning application.</p>	<p>The council retains control of the project until sale. It can through the masterplanning process involve the public. However, it must be mindful of what potential purchasers require in order to maximise return. It can also through the masterplanning process determine if there are any parts of the site which would be retained. Once the site is sold, there is nothing to stop the purchaser seeking an alternative consent.</p>	<p>Although this is the highest cost to the council initially, the increase in potential return is much greater. It also provides the Council with a high degree of control over the process and the final outcome.</p> <p>GREEN</p>
Conditional Sale	<p>This option would likely to see the preferred purchaser seek planning permission before completing the sale. This could be a protracted process as negotiation takes place on the final sale price.</p> <p>Restrictive Covenants in the Conveyance would allow the Council some control of what happens to the site after the sale. Once the land is sold the Council has no influence on when the development may start.</p>	<p>This could take a long time to achieve a financial return, with the earliest timeframe for a receipt being early 2016.</p> <p>The costs associated with this scenario are judged to be medium as legal expertise would be required over the course of the sale which could be protracted</p> <p>This could be a low financial return. Typically, developers ensure that the original price tendered is knocked down through the process.</p>	<p>Council retains some control until the land is sold.</p>	<p>This option is likely to lead to the lowest financial return and less control over the final design and programme.</p> <p>RED</p>
Unconditional Sale	<p>Restrictive Covenants in the Conveyance would allow the Council some control of what happens to the site after the sale. Once the land is sold the Council has no influence on when the development may start.</p>	<p>A financial receipt could be obtained quickly A low cost to the council to dispose. The financial receipt is likely to be the lowest.</p>	<p>The Council has no control once the site is sold.</p>	<p>The financial return is likely to be low but could be achieved fairly quickly. The Council would have no control on the final design and programme.</p> <p>RED</p>

THURSDAY, 3 APRIL 2014

REPORT OF THE LEADER OF THE COUNCIL

HIGH LEVEL IMPROVEMENT PLAN ARISING FROM LGA PEER CHALLENGE

EXEMPT INFORMATION

None

PURPOSE

To seek Cabinet endorsement of the proposed high level **Improvement Plan** arising from the recommendations set out in the LGA Peer Assessment final report.

RECOMMENDATIONS**That Cabinet:**

1. Endorse the high level **Improvement Plan** as attached at **Appendix 1**.
2. Commit to supporting CMT colleagues in the delivery of stated outcomes;
3. Endorse the inclusion of **Locality Working** and **Corporate Commissioning** as services for inclusion in the Sustainability Strategy workstream;
4. Monitor progress against the plan as part of the Performance Management process.

EXECUTIVE SUMMARY

At their meeting of 13th March 2014 Cabinet received a report setting out the outcomes and recommendations arising from the **LGA Peer Assessment process** conducted in November 2013.

In accepting the findings, Cabinet resolved that the Leader of the Council and Chief Executive submit an **Improvement Plan** to this meeting.

Members are advised that the high level actions will be converted into actions for delivery as part of Service Delivery Plans, Service Reviews or in a minority of cases, through the Performance and Development Review (PDR) process as appropriate.

RESOURCE IMPLICATIONS

There are none arising directly from this report. Any resources required to deliver the plan will be met from existing budgets.

LEGAL/RISK IMPLICATIONS BACKGROUND

There are none arising directly from this report.

SUSTAINABILITY IMPLICATIONS

There are none arising directly from this report.

BACKGROUND INFORMATION

As per original report.

REPORT AUTHOR

Anthony E. Goodwin
Chief Executive Officer

LIST OF BACKGROUND PAPERS

Peer Challenge Report
Peer Challenge Presentation
Peer Challenge Correspondence

APPENDICES

Appendix 1 – High Level Improvement Plan Arising from LGA Peer Challenge

**HIGH LEVEL REACTION PLAN IN RELATION TO
LGA PEER CHALLENGE FEEDBACK**

1.	<u>Local Context & Priority Setting</u>	
	a)	<u>Action:</u>
		Review and prioritise all major actions detailed in both the Sustainability Strategy and Corporate Change Programme.
		<u>Owner(s):</u>
		CMT for discussion and endorsement from Cabinet.
	b)	<u>Action:</u>
		Maintain focus and resourcing to ensure timely sign-off of Local Plan having regard to the need and significance of our neighbours "Duty to Co-operate".
		<u>Owner(s):</u>
		Director CPPs/Strategic Planning Team Support: CEO/Portfolio Member/Leader Director H&H/Director A&E
	c)	<u>Action:</u>
		Review "bottom up" connectivity between partners and TBC resources at locality level and their senior representatives at TSP Board level.
		<u>Owner(s):</u>
		Director CPPs/Community Development Team (External/Peer support may be necessary). Support from relevant partnership organisations/data & intelligence sources/Elected Members.
2.	<u>Financial Planning & Viability</u>	
	a)	<u>Action:</u>
		Monitor income flows and encourage innovative income generation options.

	<u>Owner(s):</u>
	<i>All CMT members with income generation capability/Service Heads/All Staff.</i>
b)	<u>Action:</u>
	<i>Consider broadening the terms of reference for Service Reviews in order to capture the more transformational outcomes from the process.</i>
	<u>Owner(s):</u>
	<i>CEO/Director CPPs via work stream, Directors & Heads of Service to lead on process and report progress via the CMT/CCB infrastructure and relevant member consultation.</i>
c)	<u>Action:</u>
	<i>Monitor progress of workstreams against strategy profile – manage any emerging risk of back loading.</i>
	<u>Owner(s):</u>
	<i>CEO/ED/DoF/Leadership</i>
3.	<u>Political & Managerial Leadership</u>
a)	<u>Action:</u>
	<i>Reality check the political statement that there are “No Sacred Cows” as early as possible.</i>
	<u>Owner(s):</u>
	<i>CEO via the presentation of options and proposals relating to service cuts and/or efficiencies. Support from CMT/Endorsed by Cabinet.</i>
b)	<u>Action:</u>
	<i>Clearly define, articulate and then communicate the operating model that best describes the organisation going forward.</i>
	<u>Owner(s):</u>
	<i>CMT to draft the basis and rationale for a ‘preferred’ operating model. Cabinet & Partners to be consulted and to buy-in to new</i>

		model.
	c)	<u>Action:</u>
		<i>Sustain and develop means of improving skills and in-house expertise relating to forthcoming challenges.</i>
		<u>Owner(s):</u>
		<i>CMT/Cabinet and key strategic partners (Independent, peer and/or professional support may be necessary).</i>
4.	<u>Governance & Decision Making</u>	
	<i>* Focus almost entirely upon Member training; scrutiny and induction.</i>	
	a)	<u>Actions include:</u>
		<ul style="list-style-type: none"> • <i>Introduction of formal, annual Member induction training.</i>
		<ul style="list-style-type: none"> • <i>Consideration of adopting an approach whereby Members who have failed to attend training upon key decision making or regulatory matters cannot sit on the Committee until trained to do so. Examples include Planning; Licensing; Audit & Governance.</i>
		<ul style="list-style-type: none"> • <i>Consideration of a package of options designed to improve Scrutiny and other committees. e.g. Experience “Best Practice”; Focus Scrutiny or Policy and Performance; Inclusion of opposition as Vice Chairs; Extend period of chairs office. Others.</i>
		<u>Owner(s):</u>
		<i>Executive Management Team Supported by current Chairs/Democratic Services (Independent peer/professional support may be necessary).</i>
5.	<u>Organisational Capacity</u>	
	<i>*A number of ‘actions’ referred to elsewhere will, if achieved, have a positive impact upon our capacity to deliver. Others are set out below</i>	
	a)	<u>Action:</u>
		<i>Sustain and build upon existing strategic relationships eg.,</i>

		<i>Lichfield and Staffordshire.</i>
		<u>Owner(s):</u>
		<i>Executive Management Team/All involved in existing arrangements.</i>
	b)	<u>Action:</u>
		<i>Early management structure review to focus upon “spans of control”.</i>
		<i>Caution: Further work on service reviews and shared services required prior to formalising structures – Form Follows Function!</i>
	c)	<u>Action:</u>
		<i>Embed current methods of project and programme management across organisation and also key dependents.</i>
		<u>Owner(s):</u>
		<i>CMT/TSP Support of OD Manager (Independent peer/professional support may be required).</i>
		<u>Note:</u>
		<i>A more detailed consideration of the feedback relating to both Community Development and Commissioning will be undertaken with the support of strategic partners within and connected to the TSP.</i>

Anthony E. Goodwin
Chief Executive

THURSDAY, 3 APRIL 2014

**REPORT OF THE LEADER OF THE COUNCIL
ANNUAL REVIEW 2013/14 AND CORPORATE PLAN 2014/15**

EXEMPT INFORMATION

N/A

PURPOSE

To inform Cabinet of the contents of the Annual Review and Corporate Plan.

RECOMMENDATIONS

That Cabinet approves the Annual Review and Corporate Plan.

EXECUTIVE SUMMARY

Like last year, the Annual Review and Corporate Plan have been combined to reflect the continuity of the Council's planning and business agenda and therefore make it easier for the public and other stakeholders to understand.

It is good practice for organisations to provide stakeholders with an annual review of activity and a plan of future activity and Tamworth Borough Council has subscribed to this view for many years. The Annual Review informs stakeholders (including politicians, staff, partners and the public at large) about the Council's past performance in relation to its plans. It is consistent with the Authority's policy to communicate effectively with the public, be open to public scrutiny and to share its performance with the community.

Furthermore, it is equally consistent with the Council's values and its commitment to openness and accountability. There is a requirement to produce a public statement describing the Council's intentions for the financial year ahead, the rationale for these and the means by which the Council will ensure success. The Corporate Plan element does this.

The Annual Review and Corporate Plan are set out at Appendix A.

Subject to Members' approval, the Annual Review and Corporate Plan will be posted on the Council's internet site for access on demand.

RESOURCE IMPLICATIONS

There are no financial implications directly arising from this report.

LEGAL/RISK IMPLICATIONS BACKGROUND

There are no legal or risk implications directly arising from this report.

SUSTAINABILITY IMPLICATIONS

There are no sustainability implications directly arising from this report.

BACKGROUND INFORMATION**REPORT AUTHOR**

John Day

LIST OF BACKGROUND PAPERS**APPENDICES**

Annual Review 2013/14 and Corporate plan 2014/15

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ANNUAL REVIEW 2013/14

& CORPORATE PLAN 2014/15

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WELCOME

WELCOME TO TAMWORTH BOROUGH COUNCIL'S ANNUAL REVIEW FOR 2013/14 AND CORPORATE PLAN FOR THE YEAR 2014/15. LIKE LAST YEAR, WE HAVE COMBINED THE TWO DOCUMENTS TO MAKE THE INFORMATION EASIER TO USE AND UNDERSTAND. THE DOCUMENT SETS OUT WHAT WE WANT TO ACHIEVE IN THE COMING YEAR AND WHAT WE ACCOMPLISHED LAST YEAR.

Tamworth
Borough Council

FOREWORD

FROM THE LEADER & CHIEF EXECUTIVE OF TAMWORTH BOROUGH COUNCIL



It has been well documented nationally via the media that Local Government has been the target for harder, deeper and earlier funding reductions than elsewhere in the sector and certainly more than any other Central Government department.

As a collective, local Councils have endured the steepest reductions in real terms (40%), the result of which in some cases has been to jeopardise the existence of some councils.

All that said, and equally well documented, has been the local government response; and Tamworth Borough Council has played an active role in that response.

As a relatively small, primarily urban local authority, the Council has planned and managed its journey through the recession and austerity measures with considerable merit to date. Accurate forecasting, strong leadership and meticulous planning have resulted in the organisation being able to sustain a full suite of essential services for those in most need and the most vulnerable in our communities.

Inevitably, there are consequences not just to the public but also to the organisation and the skilled and committed workforce it is proud to employ. The consequences of a 40% plus reduction in grants, coupled with the impact of major social benefit reforms and reduced income due to the recession, has led to a level of financial and organisational pressure of a scale not experienced before; and yet...

More than 95% of our stated intentions, ambitious plans and published targets were achieved in the year 2013/2014. Significant progress was made in relation to our shared priorities 'To Aspire & Prosper' and 'To be Healthier & Safer' however, there remains much to do. Demands for key services are increasing at the same time as our funding and capacity decreases and this is and will remain key to all decision-making for the next three to five years.

In addition to the outstanding performance of council services, the political executive was keen to obtain an independent and objective assessment of the organisation, its leadership, its ability to plan and manage throughout

challenging times; its overall performance and more importantly, how it works in partnership with others. To achieve this, the Council volunteered to engage in the Local Government Association (LGA) Peer Review or Peer Challenge. In essence, this is a voluntary inspection and assessment by a team of highly experienced (best in class) peers from across the country

It is with enormous pride that we can announce that the council came through the process with great credit and, rather than provide an edited summary, the full results are available to the public on our website.

It is reassuring to be told by independent experts that our approach, the commitment and professionalism of our workforce and the vision held by politicians is considered to be of such a high standard. And, with that reassurance and the confidence this brings, we have now set out our ambitions and plans for the forthcoming years and agreed a balanced budget to support them

While there are signs that the recession is easing, central government have made it clear that the financial constraints on public spending will remain for at least five to seven years. This means that the next period will be even more challenging, largely because we have already applied most of the 'efficiency' measures our neighbours are now using:

- ◆ Disposal of leisure facilities
- ◆ Outsourcing key services
- ◆ Shared use of assets
- ◆ Reviewing our services
- ◆ Joint working/shared services

Our challenge therefore is to revisit some or all of these measures but also to go beyond that. We need to explore new and innovative ideas; to be more commercial in our dealings and to leave no stone unturned.

This will require a level of trust and understanding beyond anything experienced to date; not just between the Council and the public – but politicians and officers - management and staff – trade unions... Everyone.

Despite all of this, the Council's primary focus remains upon **growth and regeneration** and the pressing need to meet our **housing needs**, both of which will help improve the local economy

We will work with communities and partners in order to continue the excellent work on health improvement and crime reduction and prevention....in other words creating a healthier and safer **'place'** where the **'people'** young and old, can aspire and prosper in a town that is **'open for business'**.



Anthony E. Goodwin
Chief Executive



Cllr Daniel Cook
Leader of the Council

WHO WE ARE AND WHAT WE DO

Tamworth Borough Council is located in the south east corner of Staffordshire. The district covers 11.91 square miles, is the smallest of the seven Staffordshire districts and has a population of 77,100.

Our headquarters is at Marmion House in Tamworth where most of our staff are based, but there are staff at other locations across the Borough.

We provide a range of services to residents, businesses and visitors. These include waste collection and recycling, collection of council tax and business rates, local council tax discount, housing, support for the homeless, parks and

open spaces, planning and building control, street cleaning, promoting economic growth and regeneration, environmental health, leisure services, community safety and election administration.

Our 2014/15 corporate strategy gives us direction and focus. It sets out our vision 'One Tamworth, Perfectly Placed' and two strategic priorities 'to aspire and prosper in Tamworth' and 'to be healthier and safer in Tamworth'. These priorities are underpinned by specific objectives.



VISION AND CORPORATE PRIORITIES

Our Vision: One Tamworth, Perfectly Placed

Corporate Priorities

1. "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.

How will we do this?

- By working collaboratively with partners, we will:
- ◆ Raise the aspiration and attainment levels of young people
 - ◆ Create opportunities for business growth through developing and using skills and talent
 - ◆ Promote private sector growth and create quality employment locally
 - ◆ Brand and market "Tamworth" as a great place to "live life to the full"
 - ◆ Create the physical and technological infrastructure necessary to support the achievement of this primary outcome.

2. "To be Healthier and Safer in Tamworth"
To create a safe environment in which local people reach their full potential and live longer, healthier lives.

How do we do this?

By working collaboratively with partners, we will:

- ◆ Address the causes of poor health in children and young people
- ◆ Improve the health and wellbeing of older people by supporting them to live active, independent lives
- ◆ Reduce the harm and wider consequences of alcohol abuse on individuals, families and society
- ◆ Implement 'Total Place' solutions to tackling crime and ASB in designated localities
- ◆ Develop innovative early interventions to tackle youth crime and ASB, and
- ◆ Create an integral approach to protecting those most vulnerable in our local communities.

PORTFOLIO HOLDER STATEMENTS



As I stated last year, our Vision for Tamworth the Place has not changed; we are committed to meeting "One Tamworth, Perfectly Placed". But more importantly, we are committed to ensuring that we can use our ever tighter financial and staffing resources to meet the corporate priorities of this vision for Tamworth, to **Aspire and Prosper** in Tamworth and to be **Healthier and Safer** in Tamworth. This is the least the residents of this historic borough should expect from their Council. Our vision is shared by all public sector services in Tamworth, from the Police to the Fire and Rescue Service, from Education to the County Council and many more, meaning we are all working in one direction collectively for the taxpayers.

To continue to make this vision a reality, we need to make sure Tamworth's image, services, employment prospects and leisure opportunities are protected or enhanced, where possible. We need more than ever to be clever with our resources and assets collectively across all



government bodies. Firstly, as I have said many times, we need to be working together with partners to ensure that we will raise the aspiration and attainment levels of our young people, they are the employers and employees of the future and we need to give them a sound, confident footing. This will create employment opportunities and business growth within the region. Our economic links with the powerhouse that is Birmingham need to be further exploited and embedded into our development as a town. But we remain a key part of Staffordshire; we must remember and be proud of this.

We need to create and sustain a thriving local economy fit for purpose as Tamworth moves further into the 21st century. We need to become a more aspirational and competitive place to do business, to visit and to live. More jobs must be created in the region that Tamworth residents can access. We will develop a vibrant and prosperous town.

Historically we are a market town; it is important we do not lose that. The town centre needs to offer a wide range of leisure, recreation, housing and shopping choices, but to continue to believe the retail centre of Tamworth is the town centre is now gone. We now accept that Ventura Park is the retail centre of Tamworth and create an offer in the town centre that complements Ventura Park and vice versa. We need culture, night life for all tastes and town centre accommodation as well as specialist retail; only then can we state that we have a sustainable town centre offering recreation and employment for years to come. We must forget the old argument that the elements of our town are in competition, we need them to work alongside each other as one complete offer for our residents, as well as drawing employment, visitors and tourism. We are working hard in partnership with Staffordshire County Council on the connectivity of the town and I continue to thank them for their commitment to our town. This is why development of a

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Also, by working collaboratively, we will address the causes of poor health in children and young people, as well as improve health and activity levels of the older generation. We must try to find new and efficient ways of preventing crime, rather than reacting afterwards. Residents don't want to be reassured after crime, they want crime prevented, and Tamworth Borough Council – in partnership with the Police - is committed to achieving

this where possible. We must also ensure that we are well placed to support and protect the vulnerable in our communities and give them the opportunities we all enjoy. This is a massive challenge given the national and world wide economic picture, but be aware that we are striving as always to be there for those who need us.

Tamworth has some wonderful heritage, along with green spaces and parks which we must maintain for the benefit of our residents and visitors. We must protect our visual environment and improve it where we can. Our history is important and it must be preserved for the next generation. Our commitment to the Castle and the Assembly Rooms has never been greater. We must identify the best use of all our assets for the benefit and growth of the whole town.

Most importantly of all, we need to continue to be accountable, approachable and visible to our residents. The financial challenges which all aspects of government in Tamworth will face over the next few years is something we must stand up to and we must use the resources effectively to meet the commitments I have set out above. We have many efficiency programmes underway as well as many which have already delivered. This is why in these times of austerity, Tamworth Borough Council has still not ceased any of its services or events to the taxpayer. But the challenge gets harder and we must work with residents and community groups to ensure that we all understand this challenge and what it could mean to us all. The voluntary sector in Tamworth continues to receive good financial support and this must continue as they offer so much to our communities. They will be key over the next few years.

If we push to achieve the above, we will indeed become an ideal place to live, work and raise a family.



Cllr Robert Pritchard
Deputy Leader of the Council

PORTFOLIO: CORE SERVICES AND ASSETS

Tamworth Borough Council has had a very good year. Following a peer assessment we have been found to be a well run and open council. We want to build on this good news as much as we can.

Many councils across the country are cutting frontline services and support to vulnerable residents. Thanks to our hard work over many years, we have protected our frontline services. We have still had to make difficult decisions like closing the golf course, but essential services like street cleaning, outdoor events, our historic castle and many other services are still being protected.

In order to ensure this continues, we will review every service at the council to ensure maximum efficiency. We will squeeze every penny of value we can from each service. For example, we will trial cashless parking, offering better flexibility for car park users and lower running costs.

We have redeveloped our website completely in-house. While some councils are spending many tens of thousands

on their websites, we have done the same for less than £5,000. We will also get as many resources and services accessible online as possible.

Marmion House will be used to greater efficiency. We have introduced agile working, bringing in 'hot desking' to reduce space. This in turn has allowed us to rent out floors to other partners. This brings more public services to our front reception, making life easier for local residents.



We will also use that principle with our other assets and will see the development of business incubation units in other council buildings.

Finally, we will work with other councils to share services. We have agreed a document (Memorandum of Understanding) with Lichfield which will allow us to develop a partnership to share costs, helping reduce pressure on council budgets and protecting important services.

We have a lot to be proud of at Tamworth Borough Council and a lot to look forward too.



Cllr Steve Claymore

PORTFOLIO: ECONOMY & EDUCATION

The past 12 months have not only been another very busy year, but also a very encouraging year for economic growth and, as we continue to work to achieve our priority to "aspire and prosper in Tamworth", we remain committed to create a sustainable and thriving local economy and to tackle unemployment. Through our many initiatives and economic partnerships, we are supporting, encouraging and promoting existing businesses and creating an environment that will encourage new enterprises to start up, creating new job opportunities.

The local economy in Tamworth has this year turned the corner, with unemployment down to just 1.7% (ISA claimants – Dec 2013), with many businesses showing growth from 2011-2013 and the amount of empty commercial property down by nearly a whole percentage point.

Our Economic Development team, through our shared service with Lichfield, have contributed to creating the ideal conditions for this recovery. We continue to support and engage with businesses, both through the Business and Economic Partnership (BEP) and the Local Enterprise Partnerships (LEPs). We have successfully delivered 'Tamworth 4 Business', a local business support service, providing both telephone and one-to-one interaction along with a series of training seminars and start-up support.

We have also worked with Greater Birmingham and Solihull LEP to deliver the Business Development Programme, providing grant funding and mentoring services to growing businesses. Our business networking and support events, including the Think Local 4 Business Show, now in its tenth year, and a business support event bringing together 14 providers of support services, have proved ever popular.

The BEP has also provided a two-way communications conduit for the business community so that they can understand and contribute to the policy landscape in the local economy, as well as benefit as much as possible from business support programmes and initiatives. This has included the provision of a new web portal at www.bep4business.co.uk and the coordination of the Business Networks Forum, bringing together all the main networking groups from across the area.

As the Greater Birmingham and Solihull Local Enterprise Partnership continues to establish itself and stamp its mark on positive economic growth in the West Midlands, it is becoming even more apparent how important being an active member is for Tamworth.

Earlier this year, I had the opportunity to see at first hand how well our partnership with the LEP is proving to be when I attended the opening of a business new to Tamworth.

Through funding from the LEP business development programme, the company had been able to relocate into Tamworth and carry out the refurbishment of an existing factory unit into one which not only suits their current needs but will also allow expansion in the near future. This is just one of eight businesses which have received similar help and support this year.

Also with many of our population travelling in to the conurbation to work, along with our close proximity to Birmingham, Solihull and the motorway network, now known as 'UK Central', we are extremely well placed to see maximum benefit through our LEP partnership.

The official annual employment data for private sector job growth released in October 2013 showed that:

- ◆ Private sector employment in the GBSLEP area has increased by 19,000 (2.8%) in 2012,
- ◆ 3,700 of this increase was in Tamworth, giving us the third highest increase in jobs within the LEP area after Solihull and Birmingham,
- ◆ This jobs growth outperformed the national figure of 1.6%
- ◆ 42,000 private sector jobs have now been created - considerable progress towards the LEP target of 100,000 by 2020.

The creation of these job openings also means we have to ensure there is an available skilled workforce to fill them and, with schools having increasing autonomy and Councils having limited powers, it's essential that we maintain a key role by developing a culture of collaboration and co-operation with our education providers.

Locally we are doing this through the Education and Skills Board for Tamworth along with our community development team, and this will focus on the following outcomes;

- ◆ Promoting educational excellence for all children and young people,

- ◆ Ensuring appropriate choice and capacity in the local education system,
- ◆ Improving educational attainment and closing the gaps for the most disadvantaged,
- ◆ Breaking down barriers to learning and progression,
- ◆ Encouraging provision of effective consistent information and guidance,
- ◆ Achieving a positive dialogue between the education and business sectors,
- ◆ Raising aspirations of young people so more go into higher education.

In addition, through the LEP 'Skills for Growth' action plan, we are developing a number of actions;

- ◆ Work-based pre-apprenticeship programmes and or traineeships,
- ◆ Delivering an apprenticeship campaign to schools,
- ◆ Creating engagement clusters where groups of schools come together with colleges, universities and independent providers to build sustained relationships with employers,
- ◆ Recruiting employers onto school governing bodies,
- ◆ Developing Apprenticeship ambassadors,
- ◆ Produce a LEP Skills Plan based on detailed analysis of local labour markets and skills need,
- ◆ Recruit local industry champions for growth sectors and education who will lead on the requirements for change
- ◆ Deliver skills for growth compact, committing employers, colleges and schools to build a best in class skills service to correctly link pupils and learners with real world job opportunities.

All of this positive activity contributes to our LEP objectives to create a net increase of over 100,000 private sector jobs by 2020, increase Gross Value Added (GVA) by more than £8 billion over the same period, boost indigenous and inward investment, achieve global leadership in key sectors and build a world class workforce.



Cllr Steven Doyle

PORTFOLIO: ENVIRONMENT & WASTE MANAGEMENT

The portfolio for Environment and Waste Management has grown slightly since last year and now supplies eight distinct services, taking into the fold the Street Wardens. The team is highly motivated, as are the others, and have been pro-active in the engagement and support for the local community. The wardens act as ambassadors for the town and are a very welcome addition to an already outstanding Portfolio.

The Environmental Services & Regulation Team continues to deliver an outstanding performance and service, providing guidance and assistance to local businesses within Tamworth,

while also maintaining a very professional and consistent approach. The team has demonstrated time and again that they are dedicated, hardworking and focused on delivering a first class service.

A prime example of this is the new legislation for the Scrap Metal Dealers Act; the team has successfully

administered and implemented the new legislation under difficult circumstances with limited information and short notice changes.

For cemeteries, the introduction of the Friends of Wilnecote has gone well and they continue to operate and co-operate very effectively with Tamworth Borough Council and the Street Scene Team, providing a very positive example of volunteers making a valued contribution to their local community. The expansion of Wigginton Cemetery has gone well and is now complete, ensuring we will be able to meet the demand for burial space in the future.

Due to the success of the Wilnecote friends group, Wigginton may soon have its own 'Friends of' group as well as volunteers in the area looking to recruit members with the support of me and their local Councillors.

Street Scene continues to demonstrate a very pro-active approach, delivering a highly efficient service that is flexible and customer focused. It continues to be a prime example of what is possible through co-operation and imagination and instils the pride of Tamworth Borough Council. They are ideally positioned to face any challenges the future may bring.

The Joint Waste Management Service operated between Tamworth and Lichfield provides an excellent example of

joint working between authorities and a model for future working in difficult and testing times. The service continues to demonstrate that this is the right one for Tamworth, with a first class and efficient service.

In the last year there has again been a further decrease in the weight of residual waste sent to landfill, and all of Tamworth's residual waste is now sent to the County Council's new energy from waste plant to divert our waste from going into landfill.

Through working closely with employees and listening to them, the service has also moved to a different working arrangement for the 80 waste management staff. This move has happened with the minimum of disruption and was managed effectively.

All of the members of the portfolio are working very closely with me and fellow Councillors to ensure the services we provide offer value and help support the community of Tamworth and the Council in the delivery of its strategic priorities.





Cllr Michael Greatorex

PORTFOLIO: PUBLIC HOUSING AND VULNERABLE PEOPLE

The past year has seen some significant achievements in relation to housing. Our plans for the regeneration of the Tinkers Green Estate and Kerria Centre have moved forward, with the first residents successfully moving to new homes. In all 14 residents who were considered to be particularly vulnerable moved to new accommodation.

I will shortly be bringing forward proposals to Cabinet for the next phase of the decant process along with confirmation of the overall timescales for the achievement of these multi-million pound developments. We also appointed our development consultants, GVA. The Council will now start the process of developing plans and designs for the two areas. This will be done in consultation with a range of stakeholders including, of course, local residents.

The redevelopment of underused garage sites for new affordable housing also saw significant progress this past year, with construction beginning on eight sites. It is anticipated that the first of these 42 new homes will be available for letting during the autumn of this year. The scheme is expected to include a further four sites

set to provide 16 homes in total, with a multi-million pound investment from the Council's partners.

Investment was also made in those garage sites which remain in Council ownership. As part of its £1.7m environmental works programme, four garage sites were entirely updated with new garages and improved surfacing, along with the refurbishment of a number of garages under flats, which also benefited from upgraded thermal insulation.

Also included in the environmental works programme were schemes such as the complete overhaul of the drying areas to a number of blocks of flats, improvements to the communal spaces in sheltered schemes, paving improvements across a number of estates, along with the general improvements to open spaces across many estates.

The Council also undertook two pieces of work during this past year to support our strategic plans. The first was the completion of a stock condition survey of Council housing. This included completing surveys of almost 60% of Council homes. This information will help to inform

future investment decisions. Also underway is an update to our Housing Revenue Account Business Plan. This document provides the basis for financial management of the Council's housing stock and outlines our ambitions for the delivery of regeneration and the delivery of new housing.

I was pleased this year to have been able to bring forward proposals to provide gas mains supply and new heating systems to areas of Belgrave. This initiative between the Council and its partner Affordable Warmth Solutions will provide benefits for 274 residents of this area, ensuring that they have a choice of energy types.

We have continued to develop approaches to ensure that the health impacts of housing are positive. Our 'Hospital to Home project' seeks to remove barriers for those in hospital to ensure that they can return home. This includes providing a range of support and delivery of a joined-up approaches between the Council, health providers and social care agencies. Working with our partners, Brighter Futures, we will be looking to extend this project for a further six months. In addition we have developed a number of projects and schemes to contribute to overall health improvements including a healthy eating campaign involving Council tenants.





Cllr Jeremy Oates

PORTFOLIO: COMMUNITY DEVELOPMENT & VOLUNTARY SECTOR

Over the past 12 months the Council has continued to work closely with its partners to improve the health and wellbeing of Tamworth residents.

The Healthy Tamworth project has gathered momentum, and following two events in October and January, has received the support and endorsement of a range of public sector organisations, business leaders, voluntary sector groups and councillors. This 'movement for change' is intended to drive a cultural change in Tamworth to deliver the right advice, support and environment for residents to make the choices in their lives which will help to deliver better health outcomes for themselves, their families and communities.

Central to this project is an understanding that public sector bodies can only provide support to help people in making these choices. In the end it will be down to individuals to choose to improve their own health. Over the coming months we will be seeking to engage with residents to encourage a

widespread adoption of healthy lifestyle choices.

Our Let's Work together scheme has continued to develop, helping to make sure that public services are delivered in a joined-up way. This scheme has already helped a number of residents to receive the support they need to help them to live independently and safely.

The Council has led the development of a Local Health and Wellbeing Board, bringing together our Clinical Commissioning Group, County Council and Public Health colleagues among others. This board, in addition to overseeing the development of the Healthy Tamworth Project, has also delivered a number of key projects including the establishment of information and advice hubs in schools. In addition, the board has worked to review available information on health needs for the borough to support decision-making within the borough.

The Council has continued to develop its partnerships and joint working with health partners and has been a key player in the development of the countywide Health and Wellbeing Board. Tony Goodwin, our Chief Executive, represents all Staffordshire Chief Executives on the Board. The Health and Wellbeing Board has produced a countywide strategy for improving health across the county and the Council is developing its approaches to deliver the aims of the strategy in Tamworth.



WHAT WE WILL DO IN 2014/15

"To Aspire and Prosper in Tamworth"

Key projects

- ◆ Further work on the Cultural Quarter Project will include a business case and funding bids.
- ◆ The Growth and Regeneration plan includes a number of work strands including; business support, skills and employment, the town centre, employment sites, housing and transport.
- ◆ Work on the Local Plan will include a consultation draft, a submission document, examination and an adopted Local Plan.
- ◆ The improvement of the green environment including management and maintenance of local nature reserves, open spaces and parks, and provision of an efficient waste collection service will continue to be of prime importance. Particular achievements will be:
 - ◆ Works to make BroadMeadow accessible and completion of the Local Nature Reserve designation.
 - ◆ Town Wall gaining designation as a Local Nature Reserve by March 2014.
 - ◆ Achieving a gold award in the Heart of England in Bloom competition, and acknowledgement in the national Britain in Bloom judging.
 - ◆ The waste collection service delivering further efficiencies throughout the year which complement opportunities created by the new energy from waste disposal facility.



“To be Healthier and Safer in Tamworth”

Key projects

- ◆ Work will continue on the ‘Healthy Tamworth’ initiative and will include the formal establishment of a steering group, the development of a delivery framework and the completion of community engagement. This is a multi-agency project to support the delivery of improved health and wellbeing in Tamworth. It is intended to provide the right environment to encourage and support residents to make the right choices to improve their own, their own health and wellbeing, as well as that of their families and community. The project includes a range of approaches including wide community engagement.
- ◆ Housing regeneration in Tinkers Green and Kerria will see the start of the decant, the completion of the consultation and the submission of outline planning permission.
- ◆ The new Allocations Policy will be implemented.
- ◆ Ensure that all regulatory functions provided by the Council are delivered in a transparent, consistent and fair manner to promote public safety and to minimise the burden to businesses
 - ◆ All planned food and health and safety inspections completed
 - ◆ Air quality Improved
 - ◆ All licensing applications processed in a timely fashion, with any appeals dealt with in a professional manner
 - ◆ A reduction in workplace accident investigations
 - ◆ Statutory nuisance investigations/actions completed within acceptable timescales

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“Approachable, Accountable and Visible”

Value for money and accountability will underpin the delivery of all corporate priorities. Working with others, the Council will deliver services that are well-governed, ethical, effective, efficient and economically viable.

Key projects

- ◆ Continue the implementation of Individual Electoral Registration which will see new applicants registered from July and the publication of a revised register in December.
- ◆ Undertake both Local and European elections.
- ◆ Undergo a legal spend review including a shared service agreement with Lichfield District Council.
- ◆ The continued development of corporate information security.
- ◆ Work on the Access and Digital Inclusion Strategy will result in access to services being reviewed with opening times reviewed in line with customer demand, as well as an interactive, multifunctional, informative, transactional internet based on customer demand and self service.
- ◆ The Customer Service Centre will be developed to provide a range of benefits including a Corporate Customer Intelligence information hub for the Council, improved management of customer feedback through the ‘Tell Us’ scheme and an improved and consistent service to the customer.



LEADERSHIP & RESOURCES

Political Arrangements

The council currently has 30 members (17 Conservative, 12 Labour, 1 Independent) representing its ten wards.

The Council's Cabinet is made up of:

- ◆ The Leader of the Council

Portfolio Holders for:

- ◆ Core Services & Assets
- ◆ Economic Development & Enterprise
- ◆ Environment & Waste Management
- ◆ Community Development

- ◆ Housing

There are two scrutiny committees, a number of regulatory committees and some ancillary committees.



ORGANISATION





John Wheatley
Executive Director
(Corporate
Services)

THE MEDIUM TERM FINANCIAL STRATEGY

The 2014/15 budget and Medium Term Financial Strategy ensures that appropriate resources are focused on the single vision and strategic priorities. We will continue to identify where our resources can be realigned to ensure, where possible, we meet the needs of local people.

'One Tamworth, Perfectly Placed' and the strategic priorities are clear by stating what we are aiming to achieve, how we will do it and the resources we will use to support these. Long before the current austerity measures and on-going public sector spending cuts, Tamworth Borough Council has been proactive in the design and implementation of innovative and effective measures for driving efficiency.

The Council's Executive Management Team recognises that Members will need to focus on strategic decisions relating to high level financial issues as flexibility within future budgets will be extremely limited, given the need to identify substantial savings following significant constraints in public spending (post grant reductions of 34% since 2010 and announcements from CSR 2013 of further grant reductions for District Councils of more than 15% from 2015/16 – more than 40% in real terms since 2010/11).

There also remains a high degree of uncertainty arising from the most significant changes in Local Government funding for a generation with effect from 1st April 2013, arising from Business Rates Retention, changes in Support for Council

Tax and technical reforms to Council Tax - as well as other changes arising the Government's Welfare Reform agenda.

The Council holds sufficient funds in reserves and balances to allow it to plan its approach to budget setting, and Cabinet, on 22nd August 2013, endorsed the document 'Planning for a Sustainable Future' as the overarching strategy for meeting the challenges forecast for the Council's Medium Term Financial Strategy (MTFS) and a series of workstreams designed to deliver savings and efficiencies to tackle the forecast deficit long before it becomes a reality. This includes exploring new and innovative ideas and to be more commercial in our approach to business, including making better use of our assets.

Council, on 25th February 2014, approved a three-year Medium Term Financial Strategy for the General Fund with Council Tax increases lower than the Government referendum limits – in order to continue to deliver those services essential to the local community. However, in the longer term, the Council faces on-going grant reductions and income uncertainties which mean that substantial savings will need to be made from 2017/18 onwards to deliver a balanced budget.

The Local Plan has identified the need for increased housing provision within the Borough and associated service demand. In the future, under the current funding arrangements,

financial resilience is strongly linked to future growth in council tax and business rates income. Opportunities for identifying, promoting and supporting economic growth are actively being pursued.

Capital spending for the General Fund is extremely limited by resource constraints – each project is robustly challenged through a business case, return on investment assessment.

With regard to the Housing Revenue Account, a five-year MTFS was approved by Council, including significant investment in regeneration projects to meet future housing needs and sustain the HRA in the longer term. Following HRA self-financing, the majority of the capital funding is made through revenue contributions. A recent update to the 30-year HRA Business plan has been finalised and shows that the HRA is financially sound for the future.

The proposals arising from the work streams will change the organisation and how it works, what we do, how we do it and the delivery method to achieve the prioritised outcomes; will require Members to take difficult decisions and adhere to them; will involve managed risks and will sustain essential services critical in supporting the most vulnerable in our communities at a time when demand is increasing and resources reduce. Whether to implement change, react to funding reductions or simply to ensure compliance with reforms, the adoption of a 'problem solving' approach to accommodating change has enabled the Council to maintain high quality public services. We will continue to work with partners to explore opportunities for joint working in future service delivery.

The main financial headline figures for 2014/15 are:

General Fund

- ◆ A General Services total cost of services of £9,132,290 an increase of 1.9%;
- ◆ A transfer of £1,195,653 from General Fund (GF) balances;
- ◆ The Band D Council Tax would be set at £155.50, an increase of £3.00 (1.97%) - 2013/14 of £152.50;
- ◆ A General Fund Capital Programme of £4m (for 3 years);

Housing Revenue Account (HRA)

- ◆ A Housing Revenue Account Expenditure level of £14,429,640 for 2014/15 (excluding interest & similar charges);
- ◆ A transfer of £984,240 from HRA balances;
- ◆ An average rent of £86.60 which represents an increase of £3.78 (4.6% on the current average rent of £82.82) in line with the Government's Rent Restructuring rules (based on a 48 week rent year), equating to £79.94 on an annualised 52 week basis (as agreed within the base budget report);
- ◆ A Housing Capital Programme of £52.5m (including c. £29.5m relating to the Regeneration Projects) for 5 years.

The delivery of a balanced Medium Term Financial Strategy (three years for the General Fund & five years for the HRA) is a major achievement and shows we are in a good position. Like many others, our budget planning process had to be carried out in light of unprecedented adverse economic conditions. This included a great deal of uncertainty over future investment and income levels such as car parking, land charges and corporate property rents. It is also facing increased financial demands from central government for service improvements in areas such as local democracy and transparency – as well as substantial reductions in Government grant support in the future.

An important part of our budget process is identifying areas of our work where we can make savings by reviewing the way we deliver services to make them more efficient.

The key challenges affecting the medium term financial planning process, which add a high level of uncertainty to budget projections, arise from:

- ◆ Future Revenue Support Grant levels;
- ◆ Fundamental changes to Local Government Finance and associated grant funding levels from the planned localisation of the retention of business rates and support for council tax;
- ◆ Changes set out in the Welfare Reform Act and introduction of Universal Credit – potentially impacting on income receipts of the Council;
- ◆ The impact of any further uncertainty over future interest rate levels and their impact on investment income/treasury management; and
- ◆ The severity of the recession and the impact it has had and still could have on the Council's income streams.



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CELEBRATING SUCCESSES 2013/14 – A QUICK LOOK BACK



WHAT WE DID IN 2013/14

Shown below, against our objectives, are some of our achievements in 2013/14. Not everything that has been achieved is included but we have identified those achievements which we feel will be of most community interest due to their impact and benefits.

“To Aspire and Prosper in Tamworth”

Raise the aspiration and attainment levels of young people

- ◆ More than 800 students attended the ‘Which Way Next?’ event. This aimed to raise the aspiration of Tamworth pupils by giving them information and advise on career and education options available to them after 16,

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

- ◆ Broadmeadow, a 61-acre site off Lichfield Road became Tamworth’s sixth Local Nature Reserve,
- ◆ The Cultural Quarter Project has seen the Assembly Rooms element get project management and architectural support,
- ◆ 60% of all Council-owned housing stock was surveyed and the results obtained will be used to inform the capital programme and business plans for the next five years,
- ◆ We have worked with other public sector partners to maximise occupancy within council premises. This has included the establishment of an ‘agile working’ floor within Marmion House.

Create opportunities for business growth through developing and using skills and talent and promote private sector growth and create quality employment locally

- ◆ Tamworth Borough Council and Lichfield District Council Economic Development Service organised an event on behalf of the Business Development Programme to highlight funds available to small and medium sized enterprises which are planning to expand and create jobs,
- ◆ The Created in Tamworth project was launched, giving local creative industries the chance to take up studio, gallery and shop space in the former Tamworth Information Centre shop in Market Street at a subsidised rent. The building can accommodate five creative businesses, with each having their own studio and sharing the gallery and shop space on the ground floor,
- ◆ In support of the Small Business Saturday initiative, all Council car park charges were waived for the day and a small grant was made available to fund market stalls for small businesses,
- ◆ Tamworth Borough Council and Lichfield District Council Economic Development Service won the Best All Round Friendliness award at an event run by The Federation of Small Businesses, Staffordshire and West Midlands,

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

- ◆ The outdoor events programme was varied, successful and attended by the following numbers of visitors; Castle Grounds St. George’s Day celebrations - 10,000, Tamworth Heritage Event - 3,000 Town centre Christmas Lights switch on - 7,000 Castle Grounds fireworks display - 22,000 We Love Tamworth Event - 8,000 Gate Gallop - 3,500 participants and spectators, Bandstand concerts - 800 visitors throughout the season, Stars and Stripes line dancing event - 4,000 participants
- ◆ We were awarded gold for the 4th year running in the Heart of England in Bloom competition and will be representing the region in the national Britain in Bloom competition later this year,

- ◆ Tamworth Castle was in the top 10% of attractions when it comes to pleasing customers, according to figures released by an international travel website. Trip Advisor awarded Tamworth Castle a prestigious ‘Certificate of Excellence’, given to those businesses and visitor attractions which consistently earn high ratings from Trip Advisor users,
- ◆ The Tamworth Information Centre was awarded a Staffordshire Environmental Quality Mark (SEQM). This was in recognition of all its work on promoting local nature reserves, supporting local goods, showcasing the area’s heritage and museums, selling tickets for charity events and promoting local businesses.



“To be Healthier and Safer in Tamworth”

Address the causes of poor health in children and young people

- ◆ The ‘**Live Life to the Full in Belgrave**’ project was launched, giving residents the chance to get involved in an exciting project to improve health. The three-year project is funded by Tamworth Borough Council to the tune of £10k per annum and is run by Groundwork West Midlands,
- ◆ Improvement works were completed in **the Castle Grounds play area**, giving an even bigger recreational experience to its young users,
- ◆ Work on the ‘**Healthy Tamworth**’ initiative began and saw a practitioner workshop, Tamworth Co-op event and a Healthy Tamworth Workshop,

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Improve the health and wellbeing of older people by supporting them to live active, independent lives

- ◆ The first focused **needs and assets evaluation for older people** was completed. Key priorities were agreed; hospital discharges, falls and suitable housing,
- ◆ Through the Borough Council, the Health and Wellbeing Board and the Voluntary and Community Sector Forum, Tamworth contributed more than a quarter of responses received to ‘**Conversation Staffordshire**’. This was a consultation exercise to inform the development of the Staffordshire Wide Health and Wellbeing Strategy,

Create an integral approach to protecting those most vulnerable in our local communities

- ◆ The **Help To Buy scheme** is being promoted by Tamworth Borough Council as an affordable housing option for people in the borough, giving them the opportunity to take advantage of a Government equity loan of between 10 and 20% of the value of a newly-built home,
- ◆ More than £16,960.25 was shared among 25 organisations and charities from the **Voluntary and Community Grants, Arts Grants and Sports Grants schemes** to help them develop and provide services for the residents of Tamworth (figures at end of q3 2013/14),
- ◆ Work on the **Tinkers Green and Kerria regeneration** projects has seen the completion of the assessment of delivery vehicles and the first decant of affected residents,
- ◆ The redevelopment of **underused garage sites** saw construction start of eight sites and will result in the provision of 42 new affordable rented homes,
- ◆ Tamworth produced the best results in the County on **Troubled Families** due to its strong partnership work through the existing Community Safety Hub and a focus on this agenda. The links to other services such as employment support have helped get people back into work.

Implement ‘Total Place’ solutions to tackling crime and ASB in designated localities and develop innovative early interventions to tackle youth crime and ASB

- ◆ Tamworth Borough Council provided a further three years of funding from to the **ASB Victim and Witness Champion service** (This is provided by Victim Support and has been running in Tamworth since July 2010 and gives practical help and advice to people experiencing ASB, both as victims or witnesses),

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

- ◆ ‘**Operation TARPA**’ nights were carried out. This is a Tamworth Community Safety Partnership (TCSP) initiative – led by Tamworth police and involving partners including Tamworth Borough Council street wardens and housing staff, youth workers and T3 drug and alcohol service. Many young people were spoken to during the operations and given advice,
- ◆ ‘**It’s Never OK**’ was launched by the TCSP to tackle domestic abuse. Nearly 300 people were given information during the awareness events.

“Approachable, Accountable and Visible”

Value for money and accountability underpinned the delivery of all corporate priorities. Working with others, the Council will deliver services that are well-governed, ethical, effective, efficient and economically viable

- ◆ As part of the Tamworth Listens initiative, the first ever **Question Time event** was held at Tamworth Assembly Rooms. This proved popular, attracting more than 170 residents. It gave attendees the opportunity to ask a panel of public sector representatives questions about future plans for the town centre and community safety issues,
- ◆ The annual **State of Tamworth Debate** was held,
- ◆ Our external auditors gave an unqualified **opinion on our accounts** and our approach for securing value for money,
- ◆ Achieved **collection rates** which met target levels for council tax, business rates and debtors,
- ◆ The investment in **new technology and telephony**,
- ◆ More than 200 members of staff attended the **AGM**.
- ◆ The **LGA Corporate Peer Challenge** found that Tamworth Borough Council has:
 - ◆ A clear vision of place for the town,
 - ◆ A sound understanding of the economic drivers impacting on the borough,
 - ◆ Good working relationships between the senior political and managerial leadership,
 - ◆ Staff who have passion, pride and commitment to doing their best for the people of the town,
 - ◆ A medium-term financial strategy based on prudent assumptions.

RECOMMENDATIONS FROM THE STATE OF TAMWORTH DEBATE

At the State of Tamworth Debate in November 2013, the following recommendations were made:

- ◆ That the Aspire and Prosper Scrutiny committee focus even more effort on the town's education opportunities and challenges in a positive way,
- ◆ That the cross party Local Plan working group increase its work looking at and looking to resolve the Town Centre challenges of the 21st century,
- ◆ That this Council receives an update from Councillor Claymore on the Skills agenda undertaken by the Local Enterprise Partnership,
- ◆ The Council publicly thanks 100 plus people who attended this year's Tamworth Listens event.

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SUMMARY ACCOUNTS 2013/14

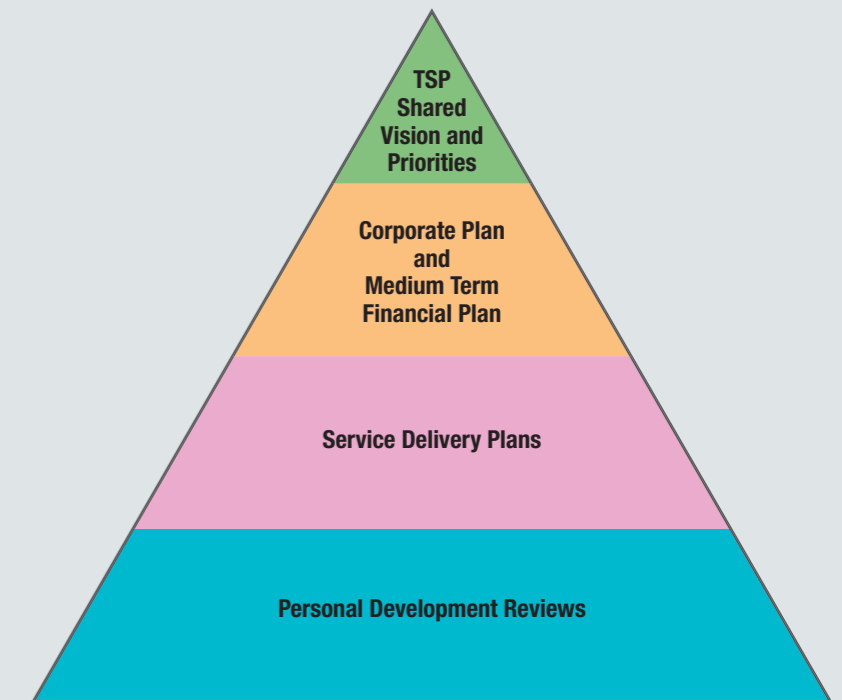
Due to the earlier publication of this combined document, the draft summary accounts for 2013/14 are not yet available. As soon as they are (approximately end of June 2014) they will be posted on the Council's website.

CORPORATE PLANNING PROCESS

The corporate planning process forms a fundamental part of the successful management of the Council. Our corporate planning framework sits within a wider planning hierarchy which has the Tamworth Strategic Partnership shared vision and priorities at the top. The Council's corporate plan and medium term financial strategy focuses on how the Council will deliver its contribution to these while the service delivery

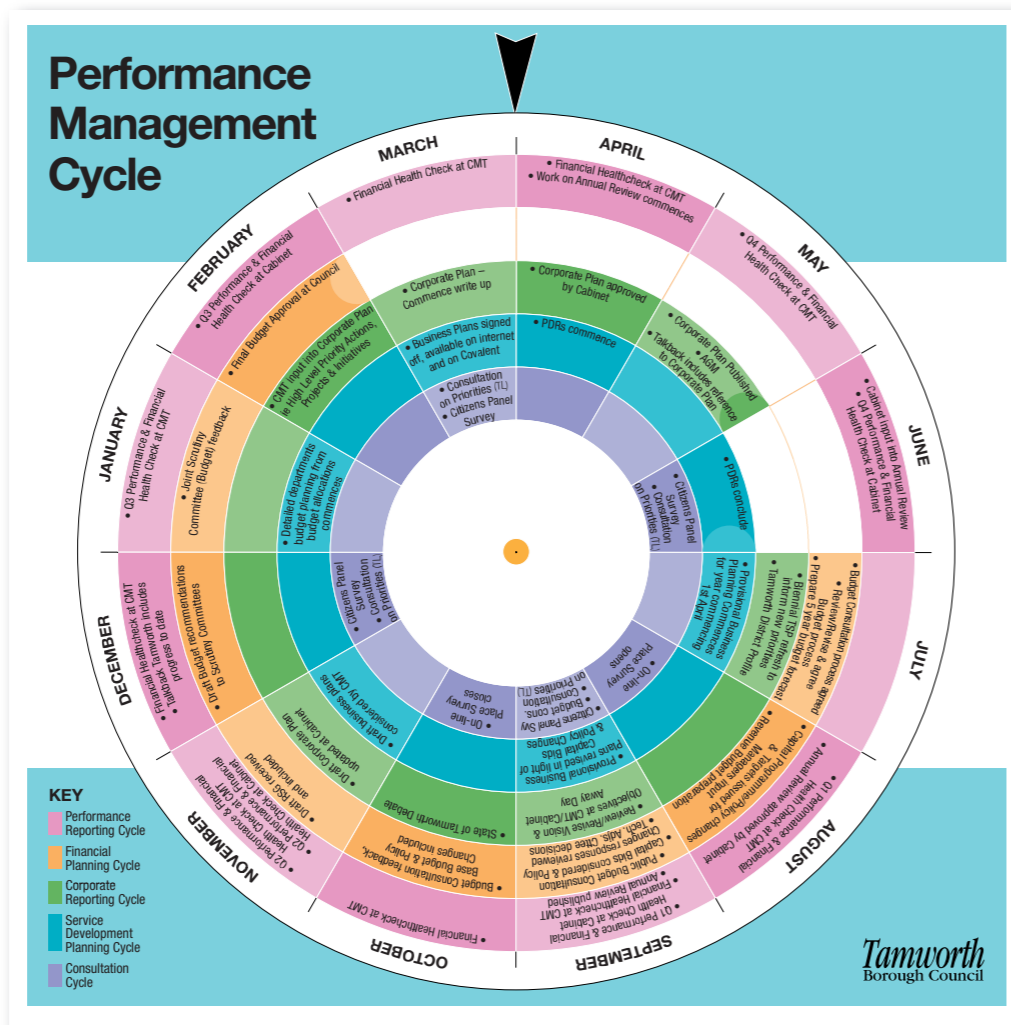
plans show how the services will also contribute. Below this are the personal developments plans for each employee. The links between the plans form the "golden thread" that ensures everyone in the organisation is working towards the same goals and that the priorities will be achieved.

CORPORATE PLANNING PYRAMID



PERFORMANCE MANAGEMENT FRAMEWORK

Performance management is a process not an event. It operates as a continuous cycle. All elements of Tamworth Borough Council's performance management framework are built around the annual performance cycle as shown in this diagram.



HOW WE WILL ASSURE WHAT WE DO

Performance Scorecard

Tamworth Borough Council balances its attention across its priorities. Summary performance of service activities and projects is indicated by the status of business and service plan actions, indicators and identified risks.

Performance Monitoring & Reporting Arrangements

The Performance Scorecard is monitored by:

- ◆ Individual officers and members assigned to or with a particular interest in an action, indicator or risk,
- ◆ Corporate and Directorate Management Teams,
- ◆ Cabinet,
- ◆ Scrutiny Committees.

A link to our current and past performance is available on the council's website: www.tamworth.gov.uk/performance



CONTACT US

To provide feedback specifically on the form and content of this Annual Review and Corporate Plan, email john-day@tamworth.gov.uk

For more information about Tamworth Borough Council, visit our website at www.tamworth.gov.uk

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Tamworth
Borough Council

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CABINET

3rd April 2014

REPORT OF THE PORTFOLIO HOLDER FOR OPERATIONS AND ASSETS

TEMPORARY RESERVES, RETAINED FUNDS AND PROVISIONS

EXEMPT INFORMATION

None

PURPOSE

To seek Member approval for the establishment or retention of Temporary Reserves, Retained Funds and Provisions, to write back to balances those reserves that have been identified as no longer being required.

This is a key decision, as it would result in expenditure in excess of £50,000.

RECOMMENDATIONS

That Cabinet is asked to approve:

- 1. in principal the creation/retention of Temporary Reserves as detailed in this report and consider whether a spending plan against each of the individual reserves will be required;**
- 2. that should the actual outturn level adversely vary from the predicted outturn, adjustments will be made and Members may be asked to review the creation of these reserves;**
- 3. the write-back of reserves identified at APPENDIX D as no longer being required in the sum of £60,875 to General Fund Balances and £25,600 to the HRA, to support the Medium-Term Financial strategy.**

EXECUTIVE SUMMARY

In line with the approved policy, this report seeks approval for both the establishment of new reserves and retained funds to enable funds to be carried forward at the end of the current financial year. Due to the current economic and financial position, temporary reserves requests have only been considered for approval in exceptional circumstances. In all instances, the relevant manager has requested such approval and this report summarises those received.

Policy, Capital & Revenue Budget – Background

An updated Revenue Reserves Policy Statement governing the way in which reserves are created, maintained and utilised, was adopted by Cabinet on 1st December 2010.

Implications of the Report

A summary of the requests is provided in **Appendix A**.

The proposals in this report relate to the creation of new reserves and amendments to existing reserves and will result in estimated revised levels as follows;

Category	Projected Balance on Existing Reserves at 31 st March 2014	Proposed Transfer for Year	Proposals for Write-back	Balance Carried Forward into 2014/15
	£	£	£	£
Temporary Reserves	266,589	274,028	17,610	523,007
Retained Funds	870,286	562,385	68,865	1,363,806
Provisions*	142,749	-	-	142,749
Totals	1,279,624	836,413	86,475	2,029,562

*excludes Provisions Held for Bad Debts

A review of existing reserves in February 2014 has identified that £86,475 is available for write back, £60,875 to General Fund Balances and £25,600 to the HRA (shown at **APPENDIX D**) - £75k was included within the MTFS. Cabinet are requested to approve the write-back of these sums to support the Medium Term Financial Strategy approved by Council on the 25th February 2014 and to approve that this sum is not available for additional revenue spending.

RESOURCE IMPLICATIONS

All financial resource implications are detailed in the body of this report.

LEGAL/RISK IMPLICATIONS BACKGROUND

None arising directly from this report

SUSTAINABILITY IMPLICATIONS

None arising directly from this report

BACKGROUND INFORMATION

A Revenue Reserves Policy Statement governing the way in which reserves are created, maintained and utilised, was adopted by Policy and Resources Committee on 23rd February 1999 and updated by Cabinet on the 1st December 2010.

Temporary reserves may be established to carry forward funding for a specific project from one year to the next (on one occasion only).

Specific Cabinet approval is required for creation of a Temporary reserve and any balances remaining at the end of the subsequent year will be returned to general balances and the reserve deleted unless specific approval has been sought to retain the reserve for a further year.

Retained Funds may be established to carry forward funding for a specific project, which has recurring but irregular expenditure patterns, where the annual budget is likely to be insufficient. These also require Cabinet approval from specified budgets.

Provisions may be established in accordance with CIPFA Code of Practice, Council policy and approval of the Executive Director Corporate Services, to set aside funds where expenditure/liability is unavoidable or virtually unavoidable but has not been formally committed.

This report seeks approval for the:

1. Establishment of temporary reserves to enable funds to be carried forward at the end of the current financial year;
2. Additional transfer of sums into Retained Funds, where appropriate;
3. Creation/Amendment of Provisions;
4. The write-back of reserves identified as no longer being required.

Consideration

As part of the final account process, the Council's managers were requested to submit details of any funds that they would require to be carried forward into 2014/15 as Temporary Reserves, Retained Funds and Provisions, though temporary reserves requests have only been considered for approval in exceptional circumstances.

This report details the responses received and summarises the financial implications. A summary of reserve requests, to be established or retained, is shown at **Appendix A**.

Individual request forms (detailing the reason, amount and anticipated completion date for each fund) are shown at **Appendix B**.

*A summary of all reserves estimated to be held by the Authority at the 31st March 2014 before consideration of this report is shown at **Appendix C** for Members' information.*

The write-back of reserves identified as no longer being required at **Appendix D**.

Revenue Implications

- A large proportion of the temporary reserves approved as at 31st March 2013 (by Cabinet on the 10th April 2013) have been transferred to the appropriate revenue accounts for monitoring purposes during the year and have therefore been reported within the quarterly Health Check reports. Others that were not called upon have been reviewed and have been either identified for retention for another year or are redundant and can therefore be returned to balances.
- All amounts requested in this report to be carried forward as reserves, retained funds or provisions, will be included as committed expenditure in the latest projected year end outturn forecast as at the end of February which will be available shortly.

The reserves included within this report have been prepared / proposed by Managers on basis that:

- 1) Budgetary provision exists to cover the creation of the reserve;
- 2) The reserve is to meet the cost of an **unavoidable** commitment in 2014/15 (thereby restricting the transfer of potential savings to unjustifiably inflate budgets / spend in future years);
- 3) The creation of a reserve will not increase any projected overspend for individual Directorates;

and thereby allowing the creation of these reserves without adversely affecting the overall predicted outturn position of the Council.

This is to ensure that contingency reserves and balances remain at or above the levels contained within the 3-year budget, approved by Council on 25th February 2014.

Should the actual outturn adversely vary from the predicted outturn, then appropriate adjustments will be made and Members may be asked to review the creation of these reserves.

REPORT AUTHOR

Please contact Stefan Garner, Director of Finance, extension 242 or Phil Thomas, Financial Accountant Extension 239.

LIST OF BACKGROUND PAPERS

Background papers	◆ Revenue Reserves Policy Statement (Policy & Resources, February 23 rd 1999)
	◆ Revenue Reserves Policy Statement (Cabinet 1 st December 2010)

APPENDICES

APPENDIX A – Summary of Reserve Requests.

APPENDIX B – Individual Reserve Business Case Requests.

APPENDIX C – Existing Capital Funds, Retained Funds, Temporary Reserves, Provisions and other Reserves.

APPENDIX D – Proposed Write Back of Redundant Reserves.

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Establishment and Retention of Temporary Reserves, Retained

Service/Description	Original use by Date
<u>Temporary Reserves New/Re-Justification</u>	
<u>Director of Transformation & Corporate Performance</u>	
<i>Head of Organisational Development</i>	
001 i-Trent Modules	-
<i>Corporate Communications & PR Manager</i>	
002 Internet/Website	Mar-13
<i>Head of Customer Services</i>	
003 Town Hall Improvements	Mar-13
<i>Head of Organisational Development</i>	
004 TT EDRMS - HR Backscanning	Mar-13
<u>Director Technology & Corporate Programmes</u>	
005 Corporate Change - Project Management	Mar-13
<u>Executive Director Corporate Services</u>	
<i>Head of Benefits</i>	
006 Welfare Reforms - DHP	Mar-13
007 Local Council Tax reduction Scheme	Mar-13

<u>Solicitor & Monitoring Officer</u>		
008	IER & Elections	Mar-13
<u>Director of Finance</u>		
	<i>Head of Revenues</i>	
009	Payment Cards	Mar-13
<u>Director of Assets and Environment</u>		
	<i>Director of Assets and Environment</i>	
010	Legal Fees - Appeal under Licensing Act 2003	-
011	Air Quality Management in Tamworth	Mar-13
012	Staffing Regrade	-
<u>Director for Communities, Planning and Partnerships</u>		
013	Community Safety Projects	Mar-13
014	Police & Crime Commissioner Grant	-
015	Inward Investment	-
016	Economic Development Shared Service	-
017	Nutrition & Healthy Eating Programmes	-
018	BRFC PBR Monies	-
019	IEWM Multagency Locality Commissioning	-
020	Planning Advisory Service Grant	-
021	Sportivate	-
022	Health Funds	-
023	Golf Course Future Options Appraisal	-
024	Castle HLF	Mar-14
025	Castle Staffs Hoard	-
026	Public Participation	-

027	DCLG - Town Centre Grant	Mar-14
<u>Director of Housing and Health</u>		
028	Workplace Walking Challenge	-
029	Tamworth Homelessness Education Programme	-
030	Walmer Homes Healthy People	-
031	Asset Management Planning HRA	Oct-13
032	Morrisons Pensions HRA	Aug-12
033	Morrisons 2010/11 HRA	Aug-12
034	Service Charge Consultancy	-
035	Health Improvement	Mar-13
036	Healthy Tamworth	Mar-13
037	Life Check	Mar-13
038	Smoking Cessation	Mar-13
039	Regeneration Project (HRA)	-
	sub-total	
<u>Creation of and Changes to Retained Funds</u>		
<u>Director of Finance</u>		
040	Business Rates Collection	na
041	Assets of Community Value	na
<u>Director Technology & Corporate Programmes</u>		
042	DEFRA INSPIRE Regulations Compliance	na
<u>Director of Assets and Environment</u>		
043	Public Car Park Maintenance	na

044	Civil Parking Enforcement	na
045	Cemeteries	na
046	Maintenance of A5 Balancing Ponds & Wartercourses	na
047	Turnbury Trees	na
048	Town Centre Markets	na
<i>Director for Communities, Planning and Partnerships</i>		
049	Legal Fees	na
050	Local Development Framework	na
051	Temporary Staffing Contract	na
052	Regeneration Budget	na
053	VR Savings - Temporary Staff	na
054	Castle Structural Repairs	na
055	Locality Working	na
056	Support for Town Centres	na
<i>Director of Housing and Health</i>		
057	Homelessness Prevention	na
058	Homelessness Repossession Prevention	na
059	Sheltered Housing General - Maintenance & Security Upgrade	na
	sub-total	
	TOTAL	

APPENDI

Funds and Provisions

Balance @ 1st April 2013 £	Projected Balance on Existing Reserve @ 31st March 2014 £	Proposed Transfers to/(from) Reserve @ 31st March 2014 £	Projected Balance @ 31st March 2014 £	Proposed Use by Date	Maximum Fund Level (Retained Funds) £
-	-	10,000	10,000	Mar-15	na
6,800	3,800	-	3,800	Mar-15	na
8,000	8,000	-	8,000	Mar-15	na
10,000	10,000	-	10,000	Mar-15	na
35,700	14,780	16,630	31,410	Mar-15	na
8,410	8,410	21,600	30,010	Mar-15	na
10,380	10,380	-	10,380	Mar-15	na

29,400	17,630	27,450	45,080	Mar-15	na
16,000	8,000	-	8,000	Mar-15	na
-	-	8,000	8,000	Mar-15	na
10,000	4,000	1,500	5,500	Mar-15	na
-	-	9,000	9,000	Mar-15	na
22,302	22,302	-	22,302	Mar-15	na
-	-	5,000	5,000	Mar-15	na
-	-	8,090	8,090	Mar-15	na
-	-	3,300	3,300	Sep-14	na
-	-	10,082	10,082	Mar-15	na
-	-	15,090	15,090	May-14	na
-	-	3,860	3,860	Sep-14	na
-	-	4,000	4,000	Mar-15	na
-	-	5,550	5,550	Mar-15	na
-	-	3,500	3,500	Mar-15	na
-	-	23,690	23,690	Mar-15	na
3,200	3,200	-	3,200	Mar-15	na
-	-	4,000	4,000	Mar-15	na
-	-	9,470	9,470	Dec-14	na

5,000	2,500	-	2,500	Mar-15	na
-	-	875	875	Jul-14	na
-	-	9,000	9,000	Mar-15	na
-	-	2,447	2,447	Mar-15	na
40,000	40,000	-	40,000	Mar-15	na
51,000	51,000	-	51,000	Jun-14	na
15,000	15,000	-	15,000	Jun-14	na
-	-	20,000	20,000	Oct-14	na
9,130	7,887	-	7,887	Mar-15	na
15,000	15,000	-	15,000	Mar-15	na
9,700	9,700	-	9,700	Mar-15	na
15,000	15,000	-	15,000	Mar-15	na
-	-	51,894	51,894	Mar-15	na
320,022	266,589	274,028	540,617		0
-	-	110,380	110,380	na	110,380
4,873	4,873	7,855	12,728	na	21,000
-	-	7,130	7,130	na	7,130
15,466	15,466	7,000	22,466	na	30,000

50,000	50,000	(20,000)	30,000	na	50,000
221,921	51,921	50,000	101,921	na	300,000
59,294	59,294	100,000	159,294	na	500,000
18,222	18,222	-	18,222	na	18,222
17,031	17,031	7,500	24,531	na	40,000
4,600	4,600	3,000	7,600	na	7,600
161,804	86,912	26,000	112,912	na	120,000
-	-	8,500	8,500	na	10,000
-	-	40,000	40,000	na	40,000
25,670	25,670	35,230	60,900	na	70,000
27,086	27,086	4,500	31,586	na	35,000
151,960	106,860	34,500	141,360	na	149,000
18,919	18,919	5,690	24,609	na	25,000
297,812	297,812	102,000	399,812	na	400,000
87,120	77,120	10,000	87,120	na	90,000
8,500	8,500	23,100	31,600	na	80,000
1,170,278	870,286	562,385	1,432,671		2,103,332
1,490,300	1,136,875	836,413	1,973,288		2,103,332

X A

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RESERVE BUSINESS CASE - FUNDS TO BE CARRIED FORWARD INTO 2014/15**040**Directorate Service Area Title for Reserve Reserve Amount Requested **Reason for Creation/Retention of Reserve**

New Burdens grant is due to the Council for 2013-14 in respect of Small Business Rate Relief - however, c. 50% of which will be payable to the Greater Birmingham & Solihull LEP as part of the levy calculation. The remaining 50% is required to be established in a retained fund to mitigate the impact on the budget from fluctuations in business rates receivable (due to the increased risk / reliance on business rates received and the direct impact on the Council's budgets).

Corporate Priority

To aspire & prosper in Tamworth - to create the physical and technological infrastructure necessary to support the achievement of this primary outcome.

Reserve Funded From	Cost Centre Code	Value
Corporate Finance Government Grant Income	GC0501	£110,380

Type of Reserve (Temporary / Retained) If Retained Fund - Maximum Level of Fund Temporary Reserve - Date it will be Fully Spent Approval for release of reserve to be granted by **RESERVE BUSINESS CASE - FUNDS TO BE CARRIED FORWARD INTO 2014/15****041**Directorate Service Area Title for Reserve Reserve Amount Requested **Reason for Creation/Retention of Reserve**

New Burdens Grant of £4,873 was received in support of the Localism Act - Assets of Community Value, and a retained fund was established at the end of 2012/13. Further government grant of £7,855 has been received this financial year, and is required to be added to the retained fund, to meet any additional costs of implementing the legislation.

Corporate Priority

To aspire & prosper in Tamworth - to create the physical and technological infrastructure

Reserve Funded From	Cost Centre Code	Value
Assets of Community Value Retained Fund	PM1716	£4,873
Corporate Finance Government Grant	GC0501	£7,855

Type of Reserve (Temporary / Retained) If Retained Fund - Maximum Level of Fund Temporary Reserve - Date it will be Fully Spent Approval for release of reserve to be granted by

RESERVE BUSINESS CASE - FUNDS TO BE CARRIED FORWARD INTO 2014/15

042

Directorate *Director of Technology & Corporate Programmes*

Service Area *Director of Technology & Corporate Programmes*

Title for Reserve DEFRA INSPIRE Regulations Compliance

Reserve Amount Requested £7,130

Reason for Creation/Retention of Reserve

DEFRA have recently awarded a grant of £7,130 to IT, under their New Burdens Funding arrangements, for the purposes of meeting the costs associated with compliance with new INSPIRE regulations. There is a three year timeframe for meeting the obligations of these new regulations, and this grant is required to be carried forward and ring-fenced to meet costs associated.

Corporate Priority

To aspire & prosper in Tamworth - to create the physical and technological infrastructure

Reserve Funded From	Cost Centre Code	Value
IT Government Grant Income	GH0201	£7,130

Type of Reserve (Temporary / Retained) Retained Fund

If Retained Fund - Maximum Level of Fund 7,130

Temporary Reserve - Date it will be Fully Spent

Approval for release of reserve to be granted by Director of Technology & Corporate Programmes

RESERVE BUSINESS CASE - FUNDS TO BE CARRIED FORWARD INTO 2014/15

043

Directorate *Director of Assets & Environment*

Service Area *Director of Assets & Environment*

Title for Reserve Public Car Park Maintenance

Reserve Amount Requested £22,466

Reason for Creation/Retention of Reserve

Retained fund allocated for emergency repair work or upgrade to public car parks in Tamworth. Allocation of money for car park upgrades as necessary for the Gateway project and town centre.

Corporate Priority

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

Reserve Funded From	Cost Centre Code	Value
Public Car Park maintenance Retained	PM1287 X0156	£15,466
Car Parks	GP0601 xxxxx	£7,000

Type of Reserve (Temporary / Retained) Retained Fund

If Retained Fund - Maximum Level of Fund £30,000

Temporary Reserve - Date it will be Fully Spent

Approval for release of reserve to be granted by Director of Assets & Environment

RESERVE BUSINESS CASE - FUNDS TO BE CARRIED FORWARD INTO 2014/15**044**Directorate Service Area Title for Reserve Reserve Amount Requested **Reason for Creation/Retention of Reserve**

Following report to Council and under the principles of Civil Parking Enforcement the funding must remain outside of the general fund of Tamworth Borough Council. The underspend or surplus at the end of 2013/14 must there fore be retained on an on going annual basis. Future surpluses will be shared in accordance with decisions on the current County Review of CPE and be agreed by Cabinet. Current retained funding is to be reduced from current level of £50,000 to £30,000

Corporate Priority

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

Reserve Funded From	Cost Centre Code	Value
Civil Parking	PM1622 X0156	£30,000

Type of Reserve (Temporary / Retained) If Retained Fund - Maximum Level of Fund Temporary Reserve - Date it will be Fully Spent Approval for release of reserve to be granted by **RESERVE BUSINESS CASE - FUNDS TO BE CARRIED FORWARD INTO 2014/15****045**Directorate Service Area Title for Reserve Reserve Amount Requested **Reason for Creation/Retention of Reserve**

All surpluses retained for future use for the memorial testing programme and for the extension to Wigginton Road cemetery

Corporate Priority

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

Reserve Funded From	Cost Centre Code	Value
GW1601	all account codes	£50,000

Type of Reserve (Temporary / Retained) If Retained Fund - Maximum Level of Fund Temporary Reserve - Date it will be Fully Spent Approval for release of reserve to be granted by

RESERVE BUSINESS CASE - FUNDS TO BE CARRIED FORWARD INTO 2014/15

046

Directorate *Director of Assets & Environment*Service Area *Director of Assets & Environment*

Title for Reserve Maintenance of A5 Balancing Ponds & Watercourses

Reserve Amount Requested £100,000

Reason for Creation/Retention of Reserve

When the A5 bypass was constructed, a network of 8 balancing ponds and reedbeds were also constructed alongside it to take excess water from the surface of the road and prevent this water being discharged as either groundwater or surface water, and also to reduce the effects of certain pollutants from the carriageway. Over time these balancing ponds which flow from Kettlebrook through to Tamworth centre become 'silted' up and have to be cleansed. A recent survey of the ponds has highlighted the fact that the original commuted sum set aside to maintain these ponds is insufficient and further funding is required in order to support the proposed 10 year maintenance plan. Therefore it is proposed that the surplus revenue from the Highway Maintenance budget be retained to assist in the delivery of this cleansing and maintenance programme.

Corporate Priority

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

Reserve Funded From	Cost Centre Code	Value
GW3001	<i>all account codes</i>	£100,000

Type of Reserve (Temporary / Retained) Retained Fund

If Retained Fund - Maximum Level of Fund 500,000

Temporary Reserve - Date it will be Fully Spent

Approval for release of reserve to be granted by *Director of Assets & Environment*

RESERVE BUSINESS CASE - FUNDS TO BE CARRIED FORWARD INTO 2014/15

047

Directorate *Director of Assets & Environment*Service Area *Director of Assets & Environment*

Title for Reserve Turnbury Trees

Reserve Amount Requested £18,222

Reason for Creation/Retention of Reserve

For future removal and replanting of trees in Turnbury, over the following years. As agreed by the original Cabinet report.

Corporate Priority

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

Reserve Funded From	Cost Centre Code	Value
PM1288	<i>X0156</i>	£18,222

Type of Reserve (Temporary / Retained) Retained Fund

If Retained Fund - Maximum Level of Fund £18,222

Temporary Reserve - Date it will be Fully Spent

Approval for release of reserve to be granted by *Director of Assets & Environment*

RESERVE BUSINESS CASE - FUNDS TO BE CARRIED FORWARD INTO 2014/15

048

Directorate *Director of Assets & Environment*Service Area *Director of Assets & Environment*Title for Reserve *Town Centre Markets*Reserve Amount Requested *£24,531*

Reason for Creation/Retention of Reserve

Cabinet agreed in 2011 to retain the contribution made to the Council by LSD Promotions Ltd each year for the rights to operated the town centre market for use for initiatives to support and enhance the town centre. This fund is to be retained to support on going initiatives and events such as Love Your Local Market. It will be retained also to be used for initiatives arising from the Gateways Project and Cultural Quarter.

Corporate Priority

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

Reserve Funded From

	Cost Centre Code	Value
Town Centre market retained fund	PM1691 X0156	£17,031
Markets Revenue account	GP0701 xxxxx	£7,500

Type of Reserve (Temporary / Retained) *Retained Fund*If Retained Fund - Maximum Level of Fund *£40,000*

Temporary Reserve - Date it will be Fully Spent

Approval for release of reserve to be granted by *Director of Assets & Environment*

RESERVE BUSINESS CASE - FUNDS TO BE CARRIED FORWARD INTO 2014/15

049

Directorate *Director of Communities, Planning & Partnerships*Service Area *Community Services*Title for Reserve *Legal Fees*Reserve Amount Requested *£3,000*

Reason for Creation/Retention of Reserve

Legal fees for ASB prosecutions can cost from £1000 to £8000 plus per case. It is requested that £3000 be added to the existing retained fund of £4600 on PM1695. This will increase the fund to £7600 which will enable the ASB team greater flexibility and capacity when determining how an ASB perpetrator should be dealt with. New ASB legislation is being introduced Summer 2014 where the increased use of legal interventions may be apparent. It is not intended to increase the size of this reserve in subsequent years.

Corporate Priority

To be healthier and safer in Tamworth

Reserve Funded From

	Cost Centre Code	Value
Community Safety	GY160132040	£3,000

Type of Reserve (Temporary / Retained) *Retained Fund*If Retained Fund - Maximum Level of Fund *£7,600*

Temporary Reserve - Date it will be Fully Spent

Approval for release of reserve to be granted by *Director of Communities, Planning & Partnerships*

RESERVE BUSINESS CASE - FUNDS TO BE CARRIED FORWARD INTO 2014/15**050**Directorate *Director of Communities, Planning & Partnerships*Service Area *Community Services*Title for Reserve *LDF (PM1650X0156)*Reserve Amount Requested *Balance of GS0403 Est £26,000***Reason for Creation/Retention of Reserve**

The LDF budget was established to finance the production of the Local Plan and subsequent LDF Documents.

The timetable for the Local Plan slipped in 2012/13 due to the recommendation from the Planning Inspectorate to withdraw the Local Plan. The entire budget is required to support the Local Plan; particularly the examination process which is to commence in 2014/15. In addition to the actual costs of the examination process, the budget will be required for the existing evidence base to be refreshed in parts. It is requested that the balance of the 2013/14 revenue budget be added to the current retained fund of £86,912.

Corporate Priority*To Aspire and Prosper in Tamworth*

Reserve Funded From	Cost Centre Code	Value
Local Development Framework	GS040330403	Balance Est £26,000

Type of Reserve (Temporary / Retained) *Retained Fund*If Retained Fund - Maximum Level of Fund *£120,000*

Temporary Reserve - Date it will be Fully Spent

Approval for release of reserve to be granted by *Director of Communities, Planning & Partnerships***RESERVE BUSINESS CASE - FUNDS TO BE CARRIED FORWARD INTO 2014/15****051**Directorate *Director of Communities, Planning & Partnerships*Service Area *Community Services*Title for Reserve *Temporary Contract - Temp. Regeneration Officer*Reserve Amount Requested *£8,500***Reason for Creation/Retention of Reserve**

A temporary post was created and filled in summer 13/14 for a period of 3 years. The budget to fund this post runs from 13/14 to 15/16. the postholder contract will finish summer 16. therefore the 'underspend' from this year needs to be retained to cover the cost in 16/17.

Corporate Priority*To Aspire and Prosper in Tamworth' - the delivery of projects to regenerate the town*

Reserve Funded From	Cost Centre Code	Value
Head of Strategic Planning - Salaries	GS0400 00101	£8,500

Type of Reserve (Temporary / Retained) *Retained Fund*If Retained Fund - Maximum Level of Fund *£10,000*

Temporary Reserve - Date it will be Fully Spent

Approval for release of reserve to be granted by *Director of Communities, Planning & Partnerships*

RESERVE BUSINESS CASE - FUNDS TO BE CARRIED FORWARD INTO 2014/15**052**Directorate *Director of Communities, Planning & Partnerships*Service Area *Community Services*Title for Reserve *Regeneration Budget*Reserve Amount Requested *£40,000***Reason for Creation/Retention of Reserve**

This is the balance of the budget established to procure specialist knowledge and skills (for example on feasibility work, legal) on regeneration and development projects.

Corporate Priority

To Aspire and Prosper in Tamworth' - the delivery of projects to regenerate the town

Reserve Funded From	Cost Centre Code	Value
	<i>GS0400 32050</i>	<i>£40,000</i>

Type of Reserve (Temporary / Retained) *Retained Fund*If Retained Fund - Maximum Level of Fund *£40,000*

Temporary Reserve - Date it will be Fully Spent

Approval for release of reserve to be granted by *Director of Communities, Planning & Partnerships***RESERVE BUSINESS CASE - FUNDS TO BE CARRIED FORWARD INTO 2014/15****053**Directorate *Director of Communities, Planning & Partnerships*Service Area *Community Services*Title for Reserve *VR Savings - Temp Staff*Reserve Amount Requested *£60,900***Reason for Creation/Retention of Reserve**

When the business cases for VR were considered they were accepted on the basis that a proportion of the saving would be retained by the service to enable a 'war chest' to be established over 2-3 years for buying in additional resource if required due to increases in numbers of applications or significant large applications such as Anker valley, or for buying in additional resource to assist with other aspects of the service such as legal costs. Some has been used over the last 3 years on casual members of staff and now a temporary member of staff support the local plans team. The coming year is expected to be busy with large applications, the submission of the local plan and CIL and therefore additional staff may be required to support.

Corporate Priority

To Aspire and Prosper in Tamworth' - the successful adoption of a local plan will guide investment. An efficient development management system leads to confidence and enables development to happen.

Reserve Funded From	Cost Centre Code	Value
Existing Reserve	<i>PM1677</i>	<i>£9,770</i>
Existing Reserve	<i>PM1706</i>	<i>£15,900</i>
Development Control	<i>GS020300162</i>	<i>£10,930</i>
Development Control	<i>GS020300101</i>	<i>£5,000</i>
Development Plan Local & Strategic	<i>GS04040 0170</i>	<i>£12,300</i>
Conservation Grants	<i>GS040100101</i>	<i>£2,000</i>
Development Plan Local & Strategic	<i>GS040400101</i>	<i>£5,000</i>

Type of Reserve (Temporary / Retained) *Retained Fund*If Retained Fund - Maximum Level of Fund *£70,000*

Temporary Reserve - Date it will be Fully Spent

Approval for release of reserve to be granted by *Director of Communities, Planning & Partnerships*

RESERVE BUSINESS CASE - FUNDS TO BE CARRIED FORWARD INTO 2014/15

054

Directorate *Director of Communities, Planning & Partnerships*

Service Area *Director of Communities, Planning & Partnerships*

Title for Reserve **Castle Structural Repairs PM1283X0156**

Reserve Amount Requested **£4,500 approx or balance**

Reason for Creation/Retention of Reserve

Ongoing maintenance programme or emergency repairs resulting from Castle condition Survey and/or funding to allow for the care of the building complimenting and enhancing the central building repairs fund. It is requested that this amount is added to the existing retained fund.

Corporate Priority

Priority 1-Aspire and Prosper:create the physical and technological infrastructure necessary

Reserve Funded From	Cost Centre Code	Value
Castle Structural Repairs (PM 1283)	GX1501 10001	£4,500

Type of Reserve (Temporary / Retained) **Retained Fund**

If Retained Fund - Maximum Level of Fund **35,000**

Temporary Reserve - Date it will be Fully Spent **N/A**

Approval for release of reserve to be granted by

RESERVE BUSINESS CASE - FUNDS TO BE CARRIED FORWARD INTO 2014/15

055

Directorate *Corporate Director - Community Services*

Service Area *DD Communities, Planning & Partnerships*

Title for Reserve **Locality Working PM1587X0156**

Reserve Amount Requested **£141,360**

Reason for Creation/Retention of Reserve

To support the Locality Working initiative, LPSA Reward funds have been attracted for a limited time to support activity across four neighbourhoods of Tamworth. Through prudent use of this budget it has been possible to establish 4 community hubs and commence partnership activity over the last 12 months. LPSA grant will no longer be provided after this year and therefore the budget reserve will be utilised in the coming year to continue and further develop this key area of work for TBC and our partners. This reserve will be used to cover all overhead costs associated with four outreach hubs and the project activity that will take place to further enhance multi-agency working within disadvantaged neighbourhoods. The figure is felt to be an accurate approximation of the balance of this cost centre to be reserved. **It is requested that the balances on 2013/14 revenue budgets be added to the existing retained fund PM1587X0156 of £106,860**

Corporate Priority

Reserve Funded From	Cost Centre Code	Value
Locality Working Glascoate	GS1006 all	£22,000 or balance
Locality Working Stonydelph	GS1007 all	£2,500 or balance
Locality Working Belgrave	GS1008 all	£6,000 or balance
Locality Working Amington	GS1009 all	£4,000 or balance

Type of Reserve (Temporary / Retained) **Retained Fund**

If Retained Fund - Maximum Level of Fund **£149,000**

Temporary Reserve - Date it will be Fully Spent

Approval for release of reserve to be granted by **DD Communities, Planning & Partnerships**

RESERVE BUSINESS CASE - FUNDS TO BE CARRIED FORWARD INTO 2014/15**056**Directorate *Director of Communities, Planning & Partnerships*Service Area *Community Services*Title for Reserve *Support For Town Centres PM1603*Reserve Amount Requested *£5,690***Reason for Creation/Retention of Reserve**

This was a contribution made by SCC for bus branding. It is requested that this be added to the existing retained fund Support For Town Centres PM1603X0156

Corporate Priority*Aspire and Prosper***Reserve Funded From**

Cost Centre Code

Value

Tourism & Town Centre	GY0202	£5,690
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Type of Reserve (Temporary / Retained) *Retained Fund*If Retained Fund - Maximum Level of Fund *£25,000*

Temporary Reserve - Date it will be Fully Spent

Approval for release of reserve to be granted by *Director of Communities, Planning & Partnerships***RESERVE BUSINESS CASE - FUNDS TO BE CARRIED FORWARD INTO 2014/15****057**Directorate *Director of Housing & Health*Service Area *Director of Housing & Health*Title for Reserve *Homelessness Prevention Grant Funding*Reserve Amount Requested *£102,000***Reason for Creation/Retention of Reserve**

DCLG Homelessness Prevention Grant Funding is made available to the Council to support homelessness prevention activity in the Borough. The DCLG Grant is not ring fenced but has been specifically allocated for the purposes of preventing homelessness. It is anticipated that this funding will support delivery of the refreshed Homelessness prevention Strategy and further develop the approach to homelessness which is based on prevention that will enable the Council to achieve significant financial savings. Plans to allocate these retained funds to specific projects and initiatives will be formulated and finalised within the forthcoming financial year. Reserve to made within existing retained fund PM1606 X0156.

Corporate Priority*To be healthier and safer in Tamworth***Reserve Funded From**

Cost Centre Code

Value

Homelessness Prevention Grant Funding	GS0406 35167	£102,000
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Type of Reserve (Temporary / Retained) *Retained Fund*If Retained Fund - Maximum Level of Fund *£400,000*

Temporary Reserve - Date it will be Fully Spent

Approval for release of reserve to be granted by *Director of Housing & Health*

RESERVE BUSINESS CASE - FUNDS TO BE CARRIED FORWARD INTO 2014/15**058**Directorate Director of Housing & HealthService Area Director of Housing & HealthTitle for Reserve Repossession Prevention FundingReserve Amount Requested £10,000**Reason for Creation/Retention of Reserve**

Funding not utilised to support residents facing repossession / potential homelessness due to alternatives being applied or residents not meeting scheme criteria. Funding to be reserved as ongoing demand for assistance from residents, ending of government Mortgage Rescue Scheme + intention to apply in more targeted manner to maximise effectiveness of resources. To be reserved within existing retained fund PM1623 X0156.

Corporate Priority

To be healthier and safer in Tamworth

Reserve Funded From	Cost Centre Code	Value
RPF funding	GR0601 35240	£870
	GR0601 82518	£9,130

Type of Reserve (Temporary / Retained) Retained FundIf Retained Fund - Maximum Level of Fund £90,000

Temporary Reserve - Date it will be Fully Spent

Approval for release of reserve to be granted by Director of Housing & Health**RESERVE BUSINESS CASE - FUNDS TO BE CARRIED FORWARD INTO 2014/15****059**Directorate Director of Housing & HealthService Area Director of Housing & HealthTitle for Reserve Sheltered Housing General - Maintenance & Security UpgradeReserve Amount Requested £23,100**Reason for Creation/Retention of Reserve**

This income/underspend is required to meet the costs of maintaining and replacing lifeline equipment in Tamworth Borough Councils sheltered housing properties, which is a requirement of the current contract Landlord Services has with Staffordshire County Council Supporting People. Underspends/additional income on HR2710 to be transferred to the existing retained fund HM0864 X0156 (Maintenance & Security Upgrade).

Corporate Priority

Strategic Priority Two: 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.

Reserve Funded From	Cost Centre Code	Value
Sheltered Housing General	HR2710 10025	£5,000
Sheltered Housing General	HR2710 83234	£8,600
Sheltered Housing General	HR2710 83452	£5,500
Sheltered Housing General	HR2710 46010	£4,000

Type of Reserve (Temporary / Retained) Retained FundIf Retained Fund - Maximum Level of Fund £80,000

Temporary Reserve - Date it will be Fully Spent

Approval for release of reserve to be granted by Director of Housing & Health

EXISTING CAPIAL FUNDS, RETAINED FUNDS, TEMPORARY RESERVES, PROVISIONS AND OTHER RESERVES FUNDS

TEMPORARY RESERVES, RETAINED FUNDS AND PROVISIONS				
Reserve	Balance 01/04/2013	Released / Received to Date	Estimated Balance @ 31/03/2014	Reasons for Retention / Use
	£	£	£	
Future Capital Expenditure				
Major Repairs Reserve	(1,112,656)	1,112,653	(3)	The fund is statutorily ring fenced to finance capital works on council housing, the balance being included in future capital resource projections.
Housing Capital Reserve	(3,231,625)	776,890	(2,454,735)	To finance capital works on council housing, the balance being included in future capital resource projections.
Capital Fund	(1,151,177)	478,395	(672,782)	To finance general capital works, the balance being included in future capital resource projections.
Total	(5,495,458)	2,367,938	(3,127,520)	
Retained Funds				
Hsg Property Insurance Excess	(165,380)	(29,765)	(195,145)	The level of excess held on the property policy has been increased to £10k this has provided significant savings in premium costs but the cover for future payments will need to be financed from internal funds. The savings achieved in the current year are to be transferred to a retained fund to cover potential costs. The Property policy carries a stop loss amount of £150k which represents our maximum exposure before external funds are available.
Housing Condition Survey	(41,000)	-	(41,000)	In line with the Housing retention strategy this budget will best serve if it is added to future years budgets to allow a full stock condition survey to be completed.
Imps Orchard-Funding Home & Tt	(81,540)	-	(81,540)	Request for retention funding for the following projects over the next two years. 1. Continue the funding to support the upgrade of the existing Housing Management IT Orchard, to the new updated version of Orchard housing. This was not completed in 2012 due to other projects took priority, (Gas and Repairs contracts, CAS and new processes for Arrears and Voids and Allocations. 2. Enhancements to Finding a Home web site after Choice Base Lettings impact assessment and government reforms to the Housing Allocations policies. This was partly completed, 3 Corporate Projects Electronic Document Management System (EDRM). Housing are still waiting for this project to be signed off corporately by members 4 CRM and agile/home working. Housing need to completed item 3 and waiting on ICT for the new Technology format before Housing start this project. 5. Development of Orchard tenant portal. This is to support Housing and Health in the developing a 30 year HRA business plan. Required use of the budget will be for, Consultancy Support, Training, Application Software Request to re-designate as Retained Fund.
Maintenance & Security Upgrade	(8,500)	-	(8,500)	The outsourcing of the call handling for the sheltered housing service results in income being able to be diverted from the grant funding to the maintenance and security upgrade programme. The council retain the obligation for upgrading the hard wired systems and this budget is required to continue with the planned programme to meet BT21 and SP requirements
Home Loss & Disturbnce Pay Hra	(66,000)	45,000	(21,000)	Cabinet approved the re-designation of 39 two bed room flats to one bedroom in November 2012 that included to cease reletting these properties to families. Of the 39 flats 16 are occupied by families which require rehousing and statutory entitlement to £4,700 home loss payment together with £1,200 disturbance payment. It was acknowledged it will take approximately 18 months to rehouse all of these families. To date one family has been rehoused. Cabinet approved to use £30,000 from the contingency budget to part meet the Council's commitment of compensation for the remaining families affected. This reserve is required to ensure the Council can meet its statutory obligations when these families come to move. Proposed to write back to balances
Castle Accession Fund	(18,296)	-	(18,296)	To enable acquisition of specimens for the museum. Maintained through the transfer of underspends at the year end from the revenue budget plus the reserve attracts interest annually. Member approval required.
Insurance-Third Party Excess	(400,258)	8,985	(391,273)	Maintained through insurance budgets in order to finance claims below the excess level on current policies. Enquiries are currently underway into using this reserve to 'self fund' some insurance risks, which could result in savings on insurance premiums.
Grants To Local Organisation	(4,702)	-	(4,702)	To provide financial support to local organisations/groups. Member approval required. Additional Information: Made in accordance with S137 LG Act 1972 - although requirement to hold fund is not statutory.
4 Future Memorial Insp/Maint	(221,921)	170,000	(51,921)	Funding for ongoing inspection, testing & maintenance of memorials, to be made through the transfer of annual budget surpluses from bunal fees and charges (as reported to Cabinet on 15th November 2005).
5 Castle Structure Repairs	(27,086)	-	(27,086)	This budget is required for ongoing maintenance required at the Castle
Lifecheck/Pct Fund	(21,797)	-	(21,797)	External funding provided by DOH for delivery of Sustainable Community Strategy & LAA. TBC is the accountable body on behalf of the LSP.
Lpsa Reward	(103,140)	64,000	(39,140)	External funding provided as LPSA grant for delivery of Sustainable Community Strategy & LAA. TBC is the accountable body on behalf of the LSP
Car Parks Maintenance	(15,466)	-	(15,466)	Retained fund allocated for emergency repair work or upgrade to public car parks in Tamworth. Allocation of money for car park upgrades as necessary for the Gateway project and town centre.

TEMPORARY RESERVES, RETAINED FUNDS AND PROVISIONS				
Reserve	Balance 01/04/2013	Released / Received to Date	Estimated Balance @ 31/03/2014	Reasons for Retention / Use
Tree Maintenance Turnbury	(18,222)	-	(18,222)	To provide funding for further felling, removal and replanting of trees at the rear of properties in Turnbury as agreed by Cabinet in March 2007.
Return On Investment	(12,865)	-	(12,865)	To support projects with a 'return on investment' arising from the work-stream reviews and for other unforeseen costs arising during the budget process. Proposed to write back to balances.
Corporate Finance Support	(15,000)	-	(15,000)	A retained fund is required to meet potential costs of staff overtime/external support associated with year end closedown/final accounts and producing Statement of Accounts to increasing levels of complexity, plus possible additional costs associated with the implementation of IFRS.
Lspa Locality Working Reserve	(151,960)	45,100	(106,860)	To support the Locality Working initiative, LPSA Reward funds have been attracted for a limited time to support activity across four neighbourhoods of Tamworth. Through prudent use of this budget it has been possible to establish 4 community hubs and commence partnership activity over the last 12 months. LPSA grant will no longer be provided after this year and therefore the budget reserve will be utilised in the coming year to continue and further develop this key area of work for TBC and our partners. This reserve will be used to cover all overhead costs associated with four outreach hubs and the project activity that will take place to further enhance multi-agency working within disadvantaged neighbourhoods. The figure is felt to be an accurate approximation of the balance of this cost centre to be reserved.
Support For Town Centres	(18,919)	-	(18,919)	This will enable the Council and the Place Steering Group to support the commitment made to GDA for the branding work and to allocate funds to the Place Plan as appropriate. There is no time limit to the funds which were part of an external grant for town centre improvements.
Homelessness Prevention	(297,812)	-	(297,812)	DCLG Homelessness Grant is made available to the Council to support Homelessness Prevention activity in the Borough. The DCLG Homelessness Grant is not ring fenced but has been specifically allocated for the purposes of preventing homelessness. It is anticipated that this funding will support the delivery of the refreshed Homelessness Strategy and further develop the approach to homelessness which is based on prevention that will enable the Council to achieve significant financial savings. Plans to allocate these retained funds to specific projects and initiatives will be formulated and finalised within the forthcoming financial year.
Vat(Fleming&Car Parking)Claims	(15,000)	-	(15,000)	Retained from the VAT monies received to meet a future potential requirement to repay HMRC. In addition, there is an ongoing claim regarding VAT on current and past car parking income - potential costs associated with supporting the progression of this claim are in the region of £10k. Proposed to write back to balances.
Civil Parking Enforcement	(50,000)	-	(50,000)	Following report to Council and under the principles of Civil Parking Enforcement the funding must remain outside of the General Fund of Tamworth Borough Council. Any underspend or surplus at the end of each year must be retained on an ongoing annual basis. Future surpluses will be shared in accordance with the model for CPE agreed by Cabinet. Proposed to write back £20,000 to balances.
Homelessness Prev Grant Funding	(87,120)	10,000	(77,120)	DCLG Homelessness Grant is made available to the Council to support homelessness prevention activity in the Borough. The DCLG Grant is not ring fenced but has been specifically allocated to the Council for the purposes of preventing homelessness. It is anticipated this retained funding will support the delivery and of the refreshed Homelessness Strategy and further develop the approach to homelessness which is based in prevention that will enable the Council to achieve significant financial savings. Plans to allocate these retained funds to specific projects and initiatives will be put in place over the coming financial year.
Lpsa2 Grant Asb	(123,438)	18,887	(104,551)	External grant funding of £159,088 was received in 2010 through the LPSA2 reward grant which is ring fenced for tackling anti social behaviour. Cabinet has previously approved that £119,088 be held as a retained and that £40K of this grant to be used fund an ASB Victim Champion for 2 years commencing April 2011. This fund is not time limited.
Dwp Recession Busting Grant	(62,592)	22,758	(39,834)	This reserve was established last year following the receipt of DWP grant funding awarded to local authorities to increase and sustain resources to enable the timely processing of HB/CTB claims, vastly inflated because of the recession that started in 2008. These funds are required to be retained to pay for casual staff cover and overtime payments to enable the service to cope with the increased number of claims and the impact of the staff redundancies which have taken place. A retained fund is requested so that these funds identified are available for future years as required.
Inward Investment	(9,000)	-	(9,000)	A temporary reserve of £13.5K was created due to uncertainties around the partnership structures that might be set up through the new LEPs to deliver inward investment and general business place marketing activity. During the current financial year, there has been some discussion around the potential for closer working with Marketing Birmingham and other partners in the Greater Birmingham and Solihull LEP, although no firm proposals have yet been forthcoming. It is therefore proposed to retain the £9K unspent former InStaffs budget to build a 'war chest fund' to enable Tamworth Borough Council to fully shape and contribute to any joint initiatives on inward investment and place marketing for business that may emerge from further discussions within the Greater Birmingham and Solihull LEP, thereby securing maximum benefits to Tamworth.
Gf Property Insurance Excess	(6,811)	-	(6,811)	The level of excess held on the property policy has been increased to £10k this has provided significant savings in premium costs but the cover for future payments will need to be financed from internal funds. The savings achieved in the current year are to be transferred to a retained fund to cover potential costs. The Property policy carries a stop loss amount of £150k which represents our maximum exposure before external funds are available.
Gf Motor Insurance Excess	(5,201)	(5,000)	(10,201)	The level of excess held on the Motor policy has been increased to £500 this has helped to minimise the effect of a poor claims history on levels of the external premiums paid for motor cover. The cover for future payments within the increased excess will need to be financed from internal funds. Part of the General fund insurance savings achieved from the re-tender are to be transferred to a retained fund to cover the potential costs.

TEMPORARY RESERVES, RETAINED FUNDS AND PROVISIONS				
Reserve	Balance 01/04/2013	Released / Received to Date	Estimated Balance @ 31/03/2014	Reasons for Retention / Use
Academy Efficiency Software	(11,377)	5,793	(5,584)	The Benefits and Revenues teams have signed up to the Efficiency Version of Academy. This project was subject to some delay, meaning that it was not available until late in 2011. The monies have been procured from within the Benefits budgets, from DWP grant monies given to combat the recession and improve processing times. A reserve was requested as this will pay for the Efficiency Version for 2011/2012/2013 and 2014.
Spend To Save (Grant Funded)	(1,466)	-	(1,466)	Funding received via homelessness grant from CLG for the purpose of preventing and relieving homelessness. Budget line agreed for the purpose of running a Spend to Save scheme.
Local Development Framework	(161,804)	74,892	(86,912)	The LDF budget was established to finance the production of the Local Plan and subsequent LDF Documents. The timetable for the Local Plan slipped in 2012/13 due to the recommendation from the Planning Inspectorate to withdraw the Local Plan. The entire budget is required to support the Local Plan; particularly the examination process which is to commence in 2014/15. In addition to the actual costs of the examination process, the budget will be required for the existing evidence base to be refreshed in parts. It is requested that the balance of the 2013/14 revenue budget be added to the current retained fund of £86,912.
Town Centre Markets	(17,031)	-	(17,031)	The decision to award the tender for the operation of the town centre market to LSD Promotions Ltd from 1 April 2011, was agreed by Cabinet on 12 January 2011. It was further agreed that the £10,000 income received from LSD, payable to the Council to operate under the Charter should be retained and used for future specific town centre improvement projects. In light of the Mary Portas review and other major strategic projects, expenditure of this money has not yet been identified.
Legal Fees	(4,600)	-	(4,600)	Legal fees for ASB prosecutions can cost from £1000 to £8000+ per case. This reserve will enable to ASB team greater flexibility and capacity when determining how an ASB perpetrator should be dealt with.
Assets Of Community Value	(4,873)	-	(4,873)	New Burdens Grant of £4,873 has been received in support of the Localism Act - Assets of Community Value. This is required to be retained to meet any additional costs of implementing the legislation.
Maint. Of A5 Balancing Ponds	(59,294)	-	(59,294)	When the A5 bypass was constructed, a network of 8 balancing ponds and reedbeds were also constructed alongside it to take excess water from the surface of the road and prevent this water being discharged as either groundwater or surface water, and also to reduce the effects of certain pollutants from the carriageway. Over time these balancing ponds which flow from Kettlebrook through to Tamworth centre become 'silted' up and have to be cleansed. A recent survey of the ponds has highlighted the fact that the original commuted sum set aside to maintain these ponds is insufficient and further funding is required in order to support the proposed 10 year maintenance plan. Therefore it is proposed that the surplus revenue from the Highway Maintenance budget be retained to assist in the delivery of this cleansing and maintenance programme.
Cil	(32,580)	-	(32,580)	Budget was created for the development of the Community infrastructure Levy. Whilst some work has taken place progress has not been as quick as hoped for due to delays to the Local Plan process. Further evidence base collection and then the cost of a public examination will need to be paid for over the next 18 months. Hence the creation of a retained fund.
Community Cohesion	(28,800)	-	(28,800)	This budget is made up of external DCLG funding to support development of community cohesion. It is therefore proposed that this funding be reserved and utilised in future years to support ongoing activity to continue to address issues raised within locality working.
Rate Refunds	(62,732)	-	(62,732)	Established by Cabinet 4th April 2007 - retained for potential NNDR creditor refunds.
Tamworth Bond Scheme Pvt Rent	(19,181)	-	(19,181)	Ring fenced -Provision for guarantee of Bonds
Total	(2,452,764)	430,650	(2,022,114)	
Temporary Reserves				
Morrison's 2010/11	(15,000)	-	(15,000)	Request carry forward of reserve funds for the following:- Resolving over charges and funding required to settle disputed items once formally agreed
Morrison's 2009/10	(51,000)	-	(51,000)	Request carry forward of reserve funds for the following:- Dispute with value of Tamnonstandard works and over charges still not resolved and funding required to settle claim now independent adjudication has taken place
Community Events	(4,600)	-	(4,600)	Money gifted from Morrison for the 'Wish Upon a Star' initiative aimed at encouraging and promoting local community activity for tenants of Tamworth Borough. This money will be used for community events across Tamworth Borough 2013/14 to coincide with the environmental works and wider consultation and involvement initiatives. Proposed write back to balances.
Asset Management Strategy Hra	(40,000)	-	(40,000)	Ridge have been appointed to support the Council in the delivery of a robust Asset Management Strategy. The plan will be reported to Cabinet in 2014/15 and will inform further strategic updates to the HRA Business Plan from 2015 onwards.
Arts Grants Reserve	(683)	-	(683)	Used to allocate grants to individuals/groups for specific projects. Maintained through the transfer of underspends at the year end from the revenue budget. Member approval required. Additional Information: Made in accordance with S137 LG Act 1972 - although requirement to hold fund is not statutory.
Castle Hlf	(3,200)	-	(3,200)	HLF contingency reserve for the on-going HLF project due for completion in September 2014, and for the support of current Castle projects including the Staffordshire Hoard redevelopment.

TEMPORARY RESERVES, RETAINED FUNDS AND PROVISIONS				
Reserve	Balance 01/04/2013	Released / Received to Date	Estimated Balance @ 31/03/2014	Reasons for Retention / Use
Internet	(6,800)	3,000	(3,800)	The balance remaining on the existing Internet/Website reserve is requested to be retained as it is required to fund external coding of the Castle webpage, one outstanding reskin and development of the intranet during 2014/15.
Smoking Cessation	(15,000)	-	(15,000)	These are resources committed by Staffordshire Public Health to the Council for the purpose of Smoking Cessation Activities. These resources will be committed to support the Healthy Tamworth programme as this relates to this area of work.
Community Safety Budgets	(22,302)	-	(22,302)	The community safety team is moving from the police station to floor 4 Marmion House by September 2014. There will be costs incurred as a result of the move and this fund will be utilised to meet these costs and it is requested that the existing temporary reserve be carried forward into 2014/15. The fund will also be utilised as a reserve for community safety projects agreed by the Partnership to deliver outcomes in strategic priority two and the Community Safety priorities.
Icelandic Int/Imp 2010/11	(473,726)	-	(473,726)	Awaiting accounting treatment of Icelandic situation from CIPFA (LAPP notification)
Town Hall Improvements	(8,000)	-	(8,000)	This reserve was created at the end 2012-13 to fund cosmetic improvements at the Town Hall, to assist in its promotion as a venue for external groups/weddings, etc. It is requested to be retained, in order to fund these improvements in 2014-15, no other budget being available.
Training & Development - Transforming Tamworth/Edrms	(10,000)	-	(10,000)	This reserve was created to allow a pool of funding for HR documentation to be backscanned once the Corporate EDRMS product was operational. Additional funding was required as this could not be resourced within the current staffing structure and had not been originally scoped as part of the corporate project. The implementation of the system has now commenced and it is planned that HR back scanning will be commencing in June.
Electoral Process-Local Elects	(7,000)	-	(7,000)	This reserve was established at the end 2012-13 for an original amount of £27k, to fund costs of local elections in May 2012, whereby no Government or County contribution would be received. There is a local by-election on 2nd May 2013 which needs to be funded therefore this remaining amount is required to be retained to meet these costs in 2013-14. Proposed write back to balances.
Corporate Change Mgmt Project	(35,700)	20,920	(14,780)	£14,780 is remaining in the Corporate Change Project Management reserve, and is requested to be retained to provide on-going funding for project management. An additional underspend as a result of a vacant post (member of staff on secondment) is also requested to be added to this reserve, to provide additional resources as the workload associated with the Corporate Change Programme and requirement to provide dedicated project management will continue.
Lifecheck	(9,700)	-	(9,700)	These are resources committed via the Health Service for as part of 'Spearhead' funding. They are therefore effectively ring fenced. It is intended for these resources to be re-purposed to support activities in support of the Healthy Tamworth programme.
Neighbourhood Services	(2,840)	-	(2,840)	Additional amount in reserve from 2011/12 PM 1673 not drawn down. To be retained to support new littering campaign in 2013. Proposed write back to balances.
Vr Saving - Casual Post	(13,770)	4,000	(9,770)	When the business cases for VR were considered they were accepted on the basis that a proportion of the saving would be retained to enable a 'war chest' to be established over 2-3 years for buying in additional resource if required due to the increase in number of applications or significant large applications such as Anker Valley, or for the buying in of additional resource to assist with other aspects of the service. The VR backfill costs and reserves carried over from last year when coupled with payments for temporary staff and consultants fees represents an important fund for ensuring that professional advice is available to support the determination of planning applications. There is a high expectation that during 2013/14 that there will be a number of very contentious applications that will need to be determined. In the absence of an adopted Local Plan will place additional burdens on the Development Control team who are likely to have to deal with speculative proposals and appeals that may arise from the team. To be transferred to Retained Fund.
Healthy Tamworth	(15,000)	-	(15,000)	These funds were identified by TBC to support the delivery of the Healthy Tamworth project. This project is now sufficiently developed for these resources to now be used. It is currently intended to make use of these resources for a 'small grants programme' via the Commissioning hub to support HT activities.
Welfare Reforms - Dhp	(8,410)	-	(8,410)	This reserve relates to Government Grant income which has been received to assist with the impact of welfare reforms and the benefit changes effective from April 2013, including administration and staffing impacts. An amount of £8,410 established to provide additional funding for discretionary housing payments (DHPs) is remaining in reserve, and unspent amounts from further government grants which have been received throughout the year are also requested to be retained. At January 2014, almost 350 DHP claims had been received, which have to be individually assessed. It is anticipated that in excess of 500 claims will be received in 2014/15. Also, the roll out of Universal Credit is significantly delayed. This money should be used to extend the temporary contractual hours in place until June 2014 for some Benefits Advisors, as this resource is still required until Tamworth's claims have been migrated to Universal Credit. This is not anticipated until at least 2016/17, at the earliest.
Local Council Tax Reduction Scheme	(10,380)	-	(10,380)	New Burdens grant totalling £84k was received during 2012-13 to assist the Council in designing, consulting on and implementing our local council tax reduction scheme, to come into effect from 1st April 2013, in line with the Government's welfare reforms. The amount of £10,380 is remaining, however, this is required to be retained to fund ongoing review/potential redesign & further consultation on our scheme in 2014-15.

TEMPORARY RESERVES, RETAINED FUNDS AND PROVISIONS				
Reserve	Balance 01/04/2013	Released / Received to Date	Estimated Balance @ 31/03/2014	Reasons for Retention / Use
Individual Voter Registration	(29,400)	11,770	(17,630)	A reserve was established at the end of 2012/13 from one off budgets established for computer equipment and software licences to meet the requirements of Individual Electoral Registration. Part of this reserve has been released, however, it is clear that additional budgets to meet Government requirements, such as additional printing, scanning and postage costs, plus staffing implications, are necessary. Government grants to assist with the costs of implementing IER have been received during the year, and amounts unspent by the year end are also required to be added to this reserve. A further underspend on the Election Staff budget of £20k identified this year is also requested to be included in this reserve, to meet potential further costs of IER and its impact on elections.
Payment Cards	(16,000)	8,000	(8,000)	This amount is remaining on a reserve established at the end of the previous financial year, set up in light of the anticipated increase in demand for payment cards as a result of the welfare reform changes and increase in the number of council tax payers following the introduction of the localised council tax benefit scheme from 1st April 2013. As expected, costs associated with the usage of payment cards have increased significantly during 2013/14, and this amount is requested to carry forward to the new financial year to assist with meeting additional on-going costs.
Tamworth Air Quality Management	(10,000)	6,000	(4,000)	£10K granted by Cabinet for consultancy advice on declaration of Air Quality Management Area in Tamworth due to exceedence of air quality levels. £4.5K spent, however, statutory consultation period overlaps FY 2013/14 and FY2014/15, therefore it necessary to request funding to complete project. Money to be spent on advice from retained consultant, Staffordshire Highways: consultation exercise.
Local Plan - Temp Staff	(15,900)	-	(15,900)	The Temporary Staff budget can be used to increase resources in the Development Plan team in producing a revised Local Plan. The Planning Inspectorate has recommended the Local Plan to be withdrawn, therefore the evidence base will need refreshing. The temporary staff budget can be used to bring staff in on a short term contract to complete a specific piece of work required. This would allow the work to be done quicker and reduce the overall time scale of submitting the Local Plan for examination. To be transferred to Retained fund.
Dclg - Town Centre	(5,000)	2,500	(2,500)	It is requested that the existing reserve PM1709X0151 be carried forward into 2014/15. This was grant received for specific town centre use.
Grantfinder Licence	(3,170)	-	(3,170)	Increase in cost of licence for Grantfinder which is a shared licence with Staffordshire County Council. Potential increase is from £3812 to £7821 as our contribution to the consortium. Proposed writeback to balances.
Healthy Improvement	(9,130)	1,243	(7,887)	These are resources committed by partners to the delivery of the Lets Work Together project. They are therefore not currently available for any other purpose. Expenditure on this project is anticipated during 2014/2015 financial year.
Total	(841,711)	57,433	(784,278)	
Commuted Sums Reserves				
Commuted Sum Open Space S.9c	(684,475)	24,110	(660,365)	} A separate report has been provided for S106's being held. S106 monies to be reviewed for balances being held and use thereof. This also links to the new policy for S106 requests that John Gunn is leading on which will pick up on how } much money developers will be asked for, purpose of spend, length of spend. The use of aged balances currently held } will be considered in relation to Open Space holding and impact to service delivery which has never previously been } considered.
Recreational Facilities	(128,627)	(66,365)	(194,991)	
Sec 106 Agreement C.S. C'Par	(88,557)	(1,500)	(90,057)	
Sec 106 SuperN Fee Highways	(424,594)	-	(424,594)	
Sec 106 C.S.- Highways	(187,313)	(50,250)	(237,563)	
Total	(1,513,565)	(94,004)	(1,607,570)	
Repairs and Renewal Reserve				
Plant And Equipment	(258,580)	258,580	-	The fund was retained to finance the future planned replacement of equipment and vehicles. As other sources have been identified to fund such items, it has been written back to revenue to assist in the financing of the 2013/14 Revenue budget.
	(258,580)	258,580	-	
Provisions (excl'd Bad Debts)				
Land Charges Legal Action	(110,000)	-	(110,000)	This reserve was established at the end 2012/13 as a result of ongoing legal action by a number of search companies challenging the fees charged for 'environmental information.' Pending revised guidance from the Government, and awaiting the outcome of ongoing court proceedings, in line with many other Councils we are continuing to charge for certain information. Latest indications are that, based on claims made, our liability, should the courts find in the search companies' favour, would be £108k (plus interest). This reserve is therefore required to be retained pending the outcome of legal action, and it is also requested that income received above budget this financial year be added to the reserve.

TEMPORARY RESERVES, RETAINED FUNDS AND PROVISIONS				
Reserve	Balance 01/04/2013	Released / Received to Date	Estimated Balance @ 31/03/2014	Reasons for Retention / Use
Insurance Provision	(32,749)	-	(32,749)	<i>This provision has been established as a result of the decision to trigger the 'Scheme of Arrangement' (SOA) with regard to Municipal Mutual Insurance (MMI), at a meeting of the Board of Directors on 13th November 2012. Under this SOA, the Council is liable to pay a levy up to the value of claims paid since 1993 (£252k – excluding the first £50k of claims paid). The scheme administrators estimate that a levy of 15% is payable as at 31st March 2013, and therefore an amount of £38k has been accrued in 2012/13. The provision of £33k is to cover the potential additional levy of up to 28%.</i>
Total	(142,749)	-	(142,749)	
Other Reserves				
Building Repairs Fund	(390,784)	210,000	(180,784)	<i>Balance remaining within Building Repairs fund</i>
Transformation Reserve	-	(230,000)	(230,000)	<i>Council approved the set up of a Transformation Reserve (of £300k & up to £500k) on 25/2/14 per the following recommendation: the creation of a new Transformation Reserve (revenue) of £300k (up to a maximum of £500k) to support the 'Planning for a Sustainable Future' strategy, financed from the current earmarked capital reserve.</i>
Total	(390,784)	(20,000)	(410,784)	
Totals	(11,095,612)	3,000,597	(8,095,015)	
Note 1 - Subject to year end transfers / adjustments in line with approved Policy				
Note 2 - Does not include value of reserves available at 1st April 2013 which have been fully released to revenue within the financial year				

Proposals for Write-Back of Unspent/Redundant Funds to Balances

Responsibility	Purpose	Type of Reserve/Provision	Created	Original Reserve Value	Current Reserve Value	Proposed for Write-Back
				£	£	£
Executive Director Corporate Services	Electoral Process/Local Elections (GF)	Temporary	31/03/12	7,000	7,000	7,000
Director of Housing & Health	Neighbourhood Services (GF)	Temporary	31/03/12	6,840	2,840	2,840
Director of Housing & Health	Community Events (HRA)	Temporary	31/03/12	4,600	4,600	4,600
Director of Housing & Health	Home Loss & Disturbance Payments (HRA)	Retained	31/03/13	70,000	21,000	21,000
Director of Communities, Planning & Partnerships	Grantfinder Licence (GF)	Temporary	31/03/13	3,170	3,170	3,170
Director of Finance	Return on Investment (GF)	Retained	23/03/11	793,973	12,865	12,865
Director of Finance	Vat (Fleming&Car Parking) Claims (GF)	Retained	31/03/10	30,000	15,000	15,000
Director of Assests & Environment	Civil Parking Enforcement (GF)	Retained	31/03/10	120,000	50,000	20,000
	Grand Total					86,475

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3 April 2014

REPORT OF THE PORTFOLIO HOLDER OPERATIONS AND ASSETS**MANDATORY AND DISCRETIONARY RATE RELIEF POLICY****PURPOSE**

To seek Cabinet approval of the proposed Mandatory and Discretionary Rate Relief Policy with effect from 1 April 2014.

RECOMMENDATIONS

That Cabinet approves the Mandatory and Discretionary Rate Relief Policy which will come into effect from 1 April 2014.

EXECUTIVE SUMMARY

There has been a need following recent revisions to rating legislation and the Business Rate Retention scheme to review the Councils approach to both mandatory and discretionary rate relief awards to Business Ratepayers ('ratepayers'). The current framework, which has served the Council well, expired as at 31 March 2014.

The proposed framework continues the key principles of the previous policy in the support of local non-profit organisations. The key changes are:

- Applications should now be submitted on an annual basis (previously every 3 years).
- Incorporation of Section 47 of the Local Government Finance Act 1988 allows the Council to grant Discretionary Rate Relief in any circumstances where it feels fit having regard to the effect on the Council Tax payers of its area.
- The granting, varying, reviewing and revocation of Discretionary Relief is the responsibility of the S151 Officer, in conjunction with the Portfolio Holder for Operations and Assets, who in turn delegates this to the Head of Revenues (previously approved by Cabinet).

There will be an annual update to Cabinet on the amount of Discretionary Rate Relief granted - included in the Business Rates Income Forecast report.

RESOURCE IMPLICATIONS

The cost of all Business Rate reliefs are shared between the Council, the County Council, the Fire and Rescue Authority and Central Government in line with the respective retained shares:

50% Central Government

40% Borough Council

9% County Council

1% Fire & Rescue Authority

The Council's 40% share will apply to all reliefs awarded relating to rate liabilities from 1st April 2013 onwards and for any backdated reliefs awarded from 1st April 2013 in respect of earlier liabilities.

The cost of providing Discretionary Relief to existing claimants, in accordance with this policy, following the introduction of the new Business Rates Regime is expected to be within the limits of the current budget – as detailed within the annual Business Rates Income Forecast report. Any additional relief granted will have a direct impact on income levels and will need to be contained within the net budgeted business rates income level or from the Council's own discretionary relief budget of £17,120 (for the Council's 40% share).

Cabinet approval would be required for any major changes to discretionary relief expenditure in excess of the budget allocation or with a material impact the collection fund – together with identification of the funding source.

LEGAL/RISK IMPLICATIONS BACKGROUND

Not applicable

SUSTAINABILITY IMPLICATIONS

The granting of relief will ensure continued stability of funding for the organisations concerned.

BACKGROUND INFORMATION

Each application for rate relief will be considered on its individual merits but in making a decision on the award the decision maker will give due consideration to the requirements of this Policy.

In determining an award of rate relief consideration shall be given to the interests of the Borough's Council Taxpayers in making an award. Awards shall only be made where the benefits to the Borough's Council Taxpayers are considered to outweigh any detriment to those interests including, but not limited to, the financial impact of the award.

All applicants are required to complete the Council's rate relief application form. Such information and evidence as the Council requires must be provided to support an application and in the event that the requested information and evidence is not provided the application may be refused.

In submitting an application the ratepayer must demonstrate with verifiable supporting evidence the benefits to the Borough's Council Taxpayers that will accrue from making an award.

REPORT AUTHOR

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LIST OF BACKGROUND PAPERS

Business Rates Income Forecast report, Cabinet 23 January 2014
Local Government Finance Act 1988, Local Government & Rating Act 1997 Non Domestic Rating (Discretionary Relief) Regulations, Local Government Act 2003,
Localism Act 2011

APPENDICES

Appendix A - Mandatory & Discretionary Rate Relief Policy

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**Policy for the granting of Mandatory
and Discretionary Non-Domestic Rate
Relief**

Version Control

<i>Version</i>	<i>Version date</i>	<i>Revised by</i>	<i>Description</i>
1	14 th Feb 2014	MB	Policy

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1.0 Purpose of the Policy

- 1.1 The purpose of this policy is to determine the level of relief to be granted to certain defined ratepayers within the Council's area.
- 1.2 The Local Government Finance Act 1988 and subsequent legislation requires the Council to grant mandatory relief for premises occupied by Charities and similar organisations that own or occupy them wholly or mainly for charitable purposes. Likewise certain premises situated within a rural settlement area will be eligible for mandatory relief. Powers have also been granted under the Localism Act 2011, which allow for the granting of discretionary rate relief to any premises where the Council feels the granting of such relief would be of benefit to the local community.
- 1.3 Further guidance has also been received from Central Government in respect of the granting of relief for:
- Unoccupied new structures (from 1st October 2013);
 - Retail relief (£1000) (from 1st April 2014); and
 - Retail reoccupation relief (from 1st April 2014).
- 1.4 Whilst the Council is obliged to grant relief to premises, which fall within the mandatory category, the Council also has powers to grant discretionary relief to ratepayers subject to certain criteria being met. In the case of new reliefs, guidance has been issued by Central Government outlining actions expected to be taken by local authorities.
- 1.5 Full details of the legislative requirements for both mandatory and discretionary relief are given within the following sections of this report.
- 1.6 This document also outlines the following areas:
- Details of the criteria for receiving Discretionary Relief for all relevant areas;
 - The Council's policy for granting of all types of Discretionary Relief;
 - Guidance on granting and administering the relief;
 - European Union requirements including provisions for State Aid; and
 - The Scheme of Delegation.
- 1.7 This policy covers all aspects of discretionary rate relief (subject to changes in legislation). Where organisations apply for relief they will be granted (or not granted) relief in line with the following policy.

2.0 Mandatory Relief - Legislative Background

Charity Relief

- 2.1 The powers relating to the granting of mandatory¹ and discretionary relief are given to the Council under the Local Government Finance Act 1988². Charities and Trustees for Charities are only liable to pay one fifth of the Non Domestic Rates that would otherwise be payable where property is occupied and used wholly or mainly for charitable purposes. This amounts to mandatory relief of 80%. For the purposes of the Act a charity is an organisation or trust established for charitable purposes, whether or not it is registered with the Charity Commission. The provision has recently been extended under the Local Government Act 2003 (effective from 1st April 2004) to registered Community Amateur Sports Clubs (CASCs).
- 2.2 The Council has discretion to grant relief of up to a further 20% for these cases under the discretionary provisions.

Rural Rate Relief

- 2.3 From 1st April 1998, under powers originally granted to the Council under the Local Government and Rating Act 1997³, certain types of business in rural settlements, with a population below 3000 may qualify for mandatory rate relief of 50 per cent. Businesses that qualify for this relief are the sole general store and the sole post office in the village, provided it has a Rateable Value of up to £8500; any food shop with a Rateable Value of up to £8500; and the sole pub and the sole petrol station in the village provided it has a Rateable Value of up to £12500.
- 2.4 The Council has discretion to grant up to a further 50% relief of the remaining rates on such property.
- 2.5 In addition to this the Council may decide to give up to 100 per cent relief to any other business (not in receipt of mandatory relief) in such a rural settlement, with a Rateable Value of up to £16,500, if it is satisfied that the business is of benefit to the community and having regard to the interests of its Council Taxpayers.
- 2.6 The Council has no rural settlements within its area.

¹ S43 & S45 Local Government Finance Act 1988

² S47 & S48 Local Government Finance Act 1988

³ LGFA 1988, s.47, as amended by Sch. 1 to the Local Government and Rating Act 1997

3.0 Discretionary Relief – Legislative Background

Introduction

- 3.1 The original purpose of discretionary relief was to provide assistance where the property does not qualify for mandatory relief, or to ‘top’ up cases where ratepayers already receive mandatory relief.
- 3.2 Over recent years and particularly since 2011, the discretionary relief provisions have been amended to allow authorities the flexibility to provide assistance to businesses and organisations. Recent announcements by Central Government have also allowed for relief:
- to be targeted to certain business ratepayers;
 - to encourage building of business premises even though the developer may not be able to sell or let the premises immediately;
 - to alleviate the effects of the recession; and
 - to encourage the use of retail premises which have been unoccupied for a period of time.
- 3.3 The range of bodies, which are eligible for discretionary rate relief, is wide and not all of the criteria laid down by the legislation will be applicable in each case.
- 3.4 Unlike mandatory relief, ratepayers are obliged to make a written application to the Council.
- 3.5 The Council is obliged to consider carefully every application on its merits, taking into account the contribution that the organisation makes to the amenities of the area. There is no statutory appeal process against any decision made by the Council although as with any decision of a public authority, decisions can be reviewed by Judicial Review.
- 3.6 Granting of the relief falls broadly into the following categories:
- a. Discretionary Relief – Charities who already receive mandatory relief.
 - b. Discretionary Relief – Premises occupied by organisations not established or conducted for profit whose main objects are charitable or are otherwise philanthropic or religious or concerned with education, social welfare, science, literature or the fine arts;
 - c. Discretionary Relief – Premises occupied by organisations not established or conducted for profit and wholly or mainly used for purposes recreation;
 - d. Discretionary Relief – Rural Rate relief - premises that already receive mandatory relief (not applicable to the Council);
 - e. Discretionary Relief – Rural Rate relief - premises not receiving mandatory relief but of benefit to the local community and less than £16,500 RV.(not applicable to the Council);
 - f. Discretionary Relief – Granted under the Localism Act 2011 provisions
 - g. Discretionary Relief – Unoccupied New Structures (available from 1st October 2013);
 - h. Discretionary Relief - Retail relief (available from 1st April 2014);
 - i. Discretionary Relief - Reoccupation Relief (available from 1st April 2014).
- 3.7 The decision to grant or not to grant relief is a matter purely for the Council although the

general principles are a matter of concern to Central Government and in the case of e., f., and g. above, Central Government has provided specific guidance and finance.

4.0 Effect on the Council's Finances

4.1 The granting of discretionary relief will, in all circumstances, involve a cost to the Council. Since the change to the funding for Non Domestic Rating in April 2013, the effect of the relief is complex.

4.2 Any amounts granted prior to 1st April 2013 and continuing since that date will be included in the Council's baseline within the Business Rates Retention Scheme. Any amounts granted for similar cases after 1st April 2013, the costs of the relief will be borne in accordance with the Business Rates Retention Scheme share namely 50% borne by Central Government and 40% by the Council. The remaining cost is borne by the major Precepting authorities.

4.3 The new areas for relief namely;

- a. Discretionary Relief – Unoccupied New Structures (available from 1st October 2013);
- b. Discretionary Relief - Retail relief (available from 1st April 2014);
- c. Discretionary Relief - Reoccupation Relief (available from 1st April 2014).

are to be financed wholly by Central Government by direct grant under Section 31 of the Local Government Act 2003. A summary of the financial situation is given below.

	Relief Type	Granted after 1 st April 2013
	Charity Relief	
a.	Discretionary relief granted to Mandatory Relief recipients	40% borne by the Council
b.	Non profit Making Organisations	40% borne by the Council
c.	Sports Clubs and societies	40% borne by the Council
	Rural Rate Relief	
d.	Discretionary relief granted to Mandatory Relief recipients	40% borne by the Council
e.	Other premises within a rural settlement under £16500 RV	40% borne by the Council
	Localism	
f.	Discretionary Relief granted to ratepayers generally and not covered by any other section	40% borne by the Council
	Unoccupied New Structures	
g.	Granted after 1 st October 2013	Funded in full by Central Government under S31 Local Government Act 2003
	Retail Relief	
h.	Granted after 1 st April 2014	Funded in full by Central Government under S31 Local Government Act 2003
	Re-occupation Relief	
i.	Granted after 1 st April 2014	Funded in full by Central Government under S31 Local Government Act 2003

5.0 Charity Relief – Mandatory Relief recipients

General Explanation

- 5.1 S43 of the Local Government Finance Act 1988 allows mandatory relief (80%) to be granted on premises if the ratepayer is a charity or trustees for a charity and the premises are wholly or mainly used for charitable purposes. No charge is made in respect of unoccupied premises where it appears that *when next in use* it will be used wholly or mainly for those purposes.
- 5.2 The legislation has been amended by the Local Government Act 2003 (effective from 1st April 2004) to include registered⁴ Community Amateur Sports Clubs (CASC). These organisations can now receive the mandatory (80%) relief.

Charity registration

- 5.3 Charities are defined within the legislation as being an institution⁵ or other organisation established for charitable purposes only or by persons administering a trust established for charitable purposes only.
- 5.4 The question as to whether an organisation is a charity may be resolved in the majority of cases by reference to the register of charities maintained by the Charity Commissioners under s.4 of the Charities Act 1960. Entry in the register is conclusive evidence. By definition, under the Non Domestic Rating legislation, there is no actual need for an organisation to be a registered charity to receive the relief and this has been supported by litigation⁶, however in all cases the organisation must fall within the following categories:
- trusts for the relief of poverty;
 - trusts for the advancement of religion;
 - trusts for the advancement of education; and
 - trusts for other purposes beneficial to the community, but not falling under any of the preceding heads.
- 5.5 Certain organisations are exempted from registration generally and are not required to make formal application to the Charity Commissioners these are:
- the Church Commissioners and any institution administered by them;
 - any registered society within the meaning of the Friendly Societies Acts of 1896 to 1974 ;
 - units of the Boy Scouts Association or the Girl Guides Association; and
 - voluntary schools within the meaning of the Education Acts of 1944 to 1980
- 5.6 The Council would consider charitable organisations, registered or not, for mandatory relief.

⁴ Registered with HMRC as a CASC

⁵ S67(10) Local Government Finance Act 1988

⁶ Income Tax Special Commissioners v Pemsell (1891)

Use of Premises – wholly or mainly used

- 5.7 Irrespective of whether an organisation is registered as a charity or not, the premises must be wholly or mainly used for charitable purposes. This is essential if any relief (either mandatory or discretionary) is to be granted. In most cases this can be readily seen by inspection but on occasions the Council has had to question the actual use to which the premises are to be put.
- 5.8 Guidance from the Department of Communities and Local Government (DCLG) has stated that in the case of ‘mainly’, at least 51% must be used for charitable purposes whether of that charity or of that and other charities
- 5.9 The following part of this section gives details on typical uses where relief may be given plus additional criteria that have to be satisfied. The list is not exhaustive but gives clear guidance on premises for which mandatory relief can be granted *and therefore* premises which could be equally considered for discretionary rate relief.

Offices, administration and similar premises

- 5.10 Premises used for administration of the Charity including:
- Offices
 - Meeting Rooms
 - Conference Rooms

Charity shops

- 5.11 Charity shops are required to meet additional legislative criteria if they are to receive mandatory relief. Section 64(10) of the Local Government Finance Act 1988 provides that a property is to be treated as being wholly or mainly used for charitable purposes at any time if, at the time, it is wholly or mainly used for the sale of goods donated to a charity and the proceeds of the sale of the goods (after any deduction of expenses) are applied for the purposes of the charity.
- 5.12 In order to ascertain whether an organisation meets these requirements, inspections may be made by staff when an application is received

Charity Relief – Mandatory Relief recipients, the Council’s Policy

- 5.13 Organisations already in receipt of mandatory relief such as;
- Charity Offices
 - Community Centres, Village Halls
 - Cultural Organisations
 - General Welfare Groups
 - Scouts, Guides, Youth Clubs,
- currently receive an additional 20% discretionary relief (currently Classified by the Council as Group A recipients)⁷
- 5.14 Any Community Amateur Sports Clubs (CASC) that apply are currently granted either 5%

⁷ Discretionary rate relief application and guidelines for qualifying organisations 2011 onwards – Cabinet 16th March 2011.
Tamworth Borough Council – Policy for granting Mandatory and Discretionary Rate Relief 9

or 10% discretionary relief (currently Classified by the Council as Group B (i) recipients)⁸

- 5.15 Charity shops or educational establishments that receive mandatory relief, current receive no additional assistance through the discretionary relief scheme (currently Classified by the Council as Group C recipients)⁹
- 5.16 A decision to award discretionary relief and how much relief is given is only applicable to the financial year for which the application is made
- 5.17 A fresh application for discretionary relief will be necessary for each financial year.

⁸ Discretionary rate relief application and guidelines for qualifying organisations 2011 onwards – Cabinet 16th March 2011.

6.0 Discretionary Relief – Non Profit Making Organisations including Recreation

General explanation

Non-Profit

- 6.1 The legislation¹⁰ allows the Council to grant discretionary relief where the property is not an *excepted* one and all or part of it is occupied for the purposes of one or more institutions or other organisations none of which is established or conducted for profit and each of whose main objects are charitable or are otherwise philanthropic or religious or concerned with education, social welfare, science, literature or the fine arts.
- 6.2 Relief cannot be granted to any premises occupied by the Council, or any town, parish council or major Precepting Authority (*excepted premises*).
- 6.3 A number of issues arise from the term 'not established or conducted for profit'. This requires the Council to make enquiries as to the overall purpose of the organisation although if surpluses and such amounts are directed towards the furtherance or achievement of the objects of the organisation then it does not necessarily mean that the organisation was established or conducted for profit.¹¹

Recreation Clubs

- 6.4 Ideally all recreation clubs should be encouraged to apply for CASC status, which would automatically entitle them to 80% relief.
- 6.5 Recreation Clubs can also apply to the Charity Commissioners for registration as a Charity (thereby falling under the mandatory provisions for 80% relief) where they meet the following conditions:
- a. The promotion of community participation in healthy recreation and by the provision of facilities for the playing of particular sports; and
 - b. The advancement of the physical education of young people not undergoing formal education.
- 6.6 Where sports clubs do not meet the CASC requirement, and are not registered charities, discretionary relief can be granted (0-100%) where the property is not an *excepted* one, it is wholly or mainly used for purposes of recreation and all or part of it is occupied for the purpose of a club, society or other organisation not established or conducted for profit.

Definition of Recreation

- 6.7 Recreation is clearly defined by the Sports Council as any of the following¹²

¹⁰ S47 Local Government Finance Act 1988

¹¹ National Deposit Friendly Society v Skegness Urban District Council (1958)¹ and Guinness Trust (London Fund) v West Ham County Borough Council (1959)

¹² Definition last reviewed by Sport England in 2002

Aikido	Croquet	Kabaddi	Real Tennis	Tang Soo Do
American Football	Crossbow	Karate	Roller Hockey	Tenpin
Angling	Curling	Kendo	Roller Skating	Bowling
Archery	Cycling	Korfball	Rounders	Trampolineing
Arm Wrestling	Disability Sport	Lacrosse	Rowing	Triathlon
Association Football	Dragon Boat Racing	Lawn Tennis	Rugby League	Tug of War
Athletics	Equestrian	Life Saving	Rugby Union	Unihoc
Australian Rules Football	Fencing	Luge	Sailing	Volleyball
Badminton	Fives	Modern Pentathlon	Sand/Land Yachting	Water Skiing
Ballooning	Flying	Motor Cycling	Shinty	Weightlifting
Baseball	Gaelic Football	Motor Sports	Shooting	Wrestling
Basketball	Gliding	Mountaineering	Skateboarding	Yoga
Baton Twirling	Golf	Movement, Dance, Exercise & Fitness	Skiing	
Biathlon	Gymnastics	Netball	Snowboarding	
Bicycle Polo	Handball	Orienteering	Softball	
Billiards and Snooker	Hang/Para Gliding	Parachuting	Sombo Wrestling	
Bobsleigh	Highland Games	Petanque	Squash	
Boccia	Hockey	Polo	Skater/Street Hockey	
Bowls	Horse Racing	Pony Trekking	Sub-Aqua	
Boxing	Hovering	Pool	Surf Life Saving	
Camogie	Hurling	Quoits	Surfing	
Canoeing	Ice Hockey	Racketball	Swimming & Diving	
Caving	Ice Skating	Rackets	Table Tennis	
Chinese Martial Arts	Jet Skiing	Raquetball	Taekwondo	
Cricket	Ju Jitsu	Rambling		
	Judo			

Access to clubs

- 6.8 Guidance issued by the DCLG also requires the Council to consider access to clubs within the community before granting discretionary relief.
- 6.9 Membership should be open to all sections of the community. There may be legitimate restrictions placed on membership which relate for example to ability in sport or to the achievement of a standard in the field covered by the organisation or where the capacity of the facility is limited, but in general membership should not be exclusive or restrictive.
- 6.10 Membership rates should not be set at such a high level as to exclude the general community. However, membership fees may be payable at different rates that distinguish the different classes of membership such as juniors, adults, students, pensioners, players, non-players, employed and unemployed. In general, the club or organisation must be prepared to show that the criteria by which it considers applications for membership are consistent with the principle of open access.
- 6.11 The Council also asks the following question to help establish the level of access 'Does the organisation actively encourage membership from particular groups in the community e.g. young people, women, older age groups, persons with disability, ethnic minorities' etc?' – Where an organisation encourages such membership, the Council looks more sympathetically at their application. Likewise where facilities are made available to people other than members e.g. schools, casual public sessions etc. the

Council will generally grant relief.

Provision of facilities

- 6.12 Clubs which provide training or education are encouraged as are those who provide schemes for particular groups to develop their skills e.g. young people, the disabled, retired people.
- 6.13 A number of organisations run a bar. The mere existence of a bar should not in itself be a reason for not granting relief. However the Council focuses on the main purpose of the organisation. The Council is encouraged to examine the balance between playing and non-playing members. Likewise the level of bar profits is considered to be a gauge of how much relief should be given and the need for assistance.
- 6.14 Within this area the Council also considers whether the facilities provided relieve the Council of the need to do so, or enhance and supplement those that it does provide.

Discretionary Relief - Non-Profit Organisations including Recreation – the Council's Policy

- 6.15 Applications will be considered from non-profit making organisations, which can demonstrate the following:
- a. That the activities of the organisation are consistent with the Council's core values and priorities;
 - b. That they are non-profit making associations, groups, clubs which are accessible to all potential users, possess a representative management group and are clearly accountable to users, beneficiaries and members (e.g. evidence of constitution, GM, membership and/or participation are required);
 - c. That the membership comprises mainly residents of Tamworth or that activities are of direct benefit to residents of Tamworth;
- 6.16 When making decisions on the applicability of awarding discretionary rate relief the Council takes into consideration the ability of the applicant to:
- generate funds from it's activities (e.g. bar trading); and
 - utilise its current assets to obtain funds/funding; and
- 6.17 Currently these organisations fall within Group B (ii) of the Council's policy and receive either 25% or 50% depending on individual circumstances.
- 6.18 A decision to award discretionary relief and how much relief is given is only applicable to the financial year for which the application is made.
- 6.19 A fresh application for discretionary relief will be necessary for each financial year.

7.0 Discretionary Relief – Localism Act 2011

General explanation

- 7.1 Section 69 of the Localism Act 2011 amended Section 47 of the Local Government Finance Act 1988. These provisions allow all Councils to grant discretionary relief in **any** circumstances where it feels fit having regards to the effect on the Council Tax payers of its area.
- 7.2 The provisions are designed to give authorities flexibility in granting relief where it is felt that to do so would be of benefit generally to the area and be reasonable given the financial effect to Council Tax payers.

Discretionary Relief – Localism – the Council’s Policy

- 7.3 Applications will be considered from any ratepayer who wishes to apply however, where a ratepayer is suffering hardship or severe difficulties in paying their rates liability then relief can be granted under the existing provisions as laid down by Section 49 of the Local Government Finance Act 1988. There will be no requirement to grant relief in such cases under the Council’s discretionary relief policy.
- 7.4 Any ratepayer applying for discretionary rate relief under these provisions and who does not meet the criteria for existing relief (charities, non profit making organisations or rural premises) must meet **all** of the following criteria and the amount of relief granted will be dependant on the following key factors:
- a. The ratepayer **must not** be entitled to mandatory rate relief (Charity or Rural Rate Relief);
 - b. The ratepayer **must not** be an organisation that could receive relief as a non profit making organisation or as a sports club or similar;
 - c. The ratepayer **must** occupy the premises (no discretionary rate relief will be granted for unoccupied premises);
 - d. The premises and organisation **must** be of *significant* benefit to residents of the Council;
 - e. The premises and organisation **must** relieve the Council of providing similar facilities;
 - f. The ratepayer **must**;
 - a. Provide facilities to certain priority groups such as elderly, disabled, minority groups, disadvantaged groups; **or**
 - b. Provide *significant* employment or employment opportunities to residents of the Borough; **or**
 - c. Provide the residents of the area with such services, opportunities or facilities that cannot be obtained locally or are not provided locally by another organisation;
 - g. The ratepayer **must** demonstrate that assistance (provided by the discretionary rate relief) will be for a *short time only* **and** that any business / operation is financially viable in the medium and long term; **and**
 - h. The ratepayer **must** show that the activities of the organisation are consistent with the Council's core values and priorities.
- 7.5 Where a ratepayer can demonstrate that **all** of the above criteria are met, relief will be

considered for a period of one year.

- 7.6 A formal application from the ratepayer will be required in each case and any relief will be granted in line with State Aid requirements.

8.0 Discretionary Relief – Unoccupied New Structures

General explanation

- 8.1 Central Government announced in December 2012 that, it would exempt all newly built unoccupied commercial property completed between 1st October 2013 and 30th September 2016 from empty property rates for the first 18 months, up to the state aids limits.
- 8.2 As this is a temporary measure, the Government are not changing the rules on when a property becomes liable for empty property rates (which would be charged at 100%). Instead they are providing the exemption by reimbursing local authorities that use their discretionary relief powers (under section 47 of the Local Government Finance Act 1988) to grant relief in prescribed circumstances.
- 8.3 It will be for the Council to decide to grant relief under section 47 but Central Government will fully reimburse local authorities for the local share of the discretionary relief (using a grant under s31 of the Local Government Act 2003) based on outturn of relief granted in the circumstances specified. Through this mechanism, central government will guarantee to reimburse local within the rates retention system.
- 8.4 In order to receive the relief, the premises will be all unoccupied non-domestic properties that are **wholly or mainly** comprised of qualifying **new structures**.
- ‘Structures’ means:
- a) foundations ;and/or
 - b) permanent walls; and/ or
 - c) permanent roofs.
- The definition of ‘new’ means;
- a. Completed less that 18 months previously; and
 - b. Completed after 1st October 2013 and before 30th September 2016.
- 8.5 New structures are to be considered completed when the building or part of the building of which they form part is ready for occupation for the purpose it was constructed unless a completion notice has been served in respect of such a building or part of a building – in which case it would be the date specified in that notice.
- 8.6 The relief runs with the property rather than the owner so subsequent owners may also qualify.
- 8.7 In all cases the relief will be subject to State Aid requirements as mentioned later in this policy.
- 8.8 In all cases, an inspection of the premises shall be made by an officer of the Council, prior to granting any relief

Discretionary Relief – Unoccupied New Structures – the Council’s Policy.

- 8.9 The relief is designed to provide an incentive to owners, developers etc. to build new non-domestic premises without the fear of facing unoccupied property rate charges. Central Government is also prepared to finance the relief through the Business Rates Retention scheme. In view of this the Council will grant the relief in accordance with Central Government guidance for all qualifying new structures.
- 8.10 An application from the ratepayer will be required in each case and any relief will be granted in line with State Aid requirements.
- 8.11 This exemption is available for unoccupied new structures that were completed between 1st October 2013 and 30th September 2016 and will be granted for a period of 18 months to include existing empty property exempt periods.

9.0 Discretionary Relief – Retail Relief

General explanation

9.1 The Government announced in the Autumn Statement in December 2013 that it would allow for a relief of up to £1000 to all **occupied** retail properties with a rateable value of £50,000 or less in each of the years 2014/15 and 2015/16.

9.2 As this is a temporary measure only, the Government is not changing the legislation around the reliefs available to properties. Instead local authorities will use their discretionary relief powers, introduced by the Localism Act (under section 47 of the Local Government Finance Act 1988, as amended) to grant relief. It will be for individual authorities to adopt a local scheme and decide in each individual case when to grant relief under section 47.

9.3 Central government will fully reimburse local authorities for the local share of the discretionary relief (using a grant under section 31 of the Local Government Act 2003).

9.4 The Government expects local government to grant relief to qualifying ratepayers.

9.5 Properties that will benefit from the relief will be occupied properties with a rateable value of £50,000 or less that are **wholly or mainly** being used as:

- Shops;
- Restaurants;
- Cafes; and
- Drinking establishments

9.6 This policy will follow Government guidance that considers shops, restaurants, cafes and drinking establishments to mean:

i. Properties that are being used for the sale of goods to visiting members of the public:

- Shops (such as: florist, bakers, butchers, grocers, greengrocers, jewellers, stationers, off licence, chemists, newsagents, hardware stores, supermarkets, etc.)
- Charity shops
- Opticians
- Post offices
- Furnishing shops/ display rooms (such as: carpet shops, double glazing, garage doors)
- Car/ caravan show rooms
- Second hand car lots
- Markets
- Petrol stations
- Garden centres
- Art galleries (where art is for sale/hire)

ii. Properties that are being used for the provision of the following services to visiting members of the public:

- Hair and beauty services (such as: hair dressers, nail bars, beauty salons, tanning

- shops, etc)
- Shoe repairs/ key cutting
- Travel agents
- Ticket offices e.g. for theatre
- Dry cleaners
- Launderettes
- PC/ TV/ domestic appliance repair
- Funeral directors
- Photo processing
- DVD/ video rentals
- Tool hire
- Car hire

iii. Properties that are being used for the sale of food and/ or drink to visiting members of the public:

- Restaurants
- Takeaways
- Sandwich shops
- Coffee shops
- Pubs
- Bars

9.7 To qualify for the relief the property should be wholly or mainly being used as a shop, restaurant, cafe or drinking establishment. In a similar way to other reliefs (such as charity relief), this is a test on use rather than occupation. Therefore, properties which are occupied but not wholly or mainly used for the qualifying purpose will not qualify for the relief.

9.8 The list set out above is not intended to be exhaustive as it would be impossible to list the many and varied retail uses that exist. There will also be mixed uses. However, it will be used as a guide as to the types of uses that government considers for this purpose to be retail. Properties not listed above which are broadly similar in nature to those above will be considered for the relief. Conversely, properties that are not broadly similar in nature to those listed above would not be eligible for the relief.

9.9 The list below sets out the types of uses that government does not consider to be retail use for the purpose of this relief. Again, it is for local authorities to determine for themselves whether particular properties are broadly similar in nature to those below and, if so, to consider them not eligible for the relief under their local scheme.

i. Properties that are being used for the provision of the following services to visiting members of the public:

- Financial services (e.g. banks, building societies, cash points, bureau de change, payday lenders, betting shops, pawn brokers)
- Other services (e.g. estate agents, letting agents, employment agencies)
- Medical services (e.g. vets, dentists, doctors, osteopaths, chiropractors)
- Professional services (e.g. solicitors, accountants, insurance agents/ financial advisers, tutors)
- Post office sorting office

ii. Properties that are not reasonably accessible to visiting members of the public

- 9.10 Central Government guidance gives a range of premises that may benefit from the relief and the Council will use this when deciding entitlement. It is acknowledged that this is guidance and each application will be looked at on its own merits.
- 9.11 The total amount of relief available for each eligible property for each of the years under this scheme is up to £1000. The amounts will not vary with rateable value and there is no taper. There is no relief available under this scheme for properties with a rateable value of more than £50,000. The eligibility for the relief and the relief itself will be assessed and calculated on a daily basis for each day of occupation. It will be granted after the application of any other relief, which may be applicable and also be granted for all properties meeting the criteria.
- 9.12 Any amounts granted will be subject to State Aid requirements.

Discretionary Relief – Retail Relief – the Council’s Policy.

- 9.13 The relief is designed primarily to assist businesses during the recession. Central Government is prepared to finance the relief through the Business Rates Retention scheme. In view of this the Council will grant the relief in accordance with Central Government guidance for all qualifying premises.
- 9.14 An application from the ratepayer will be required in each case.
- 9.15 This relief will only be available during the financial years 2014/15 and 2015/16

10.0 Discretionary Relief – Reoccupation Relief

General explanation

- 10.1 Central Government intends to introduce a 50% discount from non-domestic rates for new occupations of previously empty retail premises. The discount will last for 18 months and be available from 1st April 2014 until 31st March 2016.
- 10.2 **Guidance has yet to be issued by Central Government**
It is expected that there will be no restrictions based on the type or size of business, which takes on the property.
It is anticipated that previously empty retail premises will need to have been unoccupied for at least twelve months and would include premises, which were used for:
- a. The sale of goods to visiting members of the public; and/or
 - b. The provision of services to visiting members of the public.
- This will be updated as soon as the Government publishes guidance**
- 10.3 As this is a temporary measure only, the Government is not changing the legislation around the reliefs available to properties. Instead local authorities will use their discretionary relief powers, introduced by the Localism Act (under section 47 of the Local Government Finance Act 1988, as amended) to grant relief. It will be for individual authorities to adopt a local scheme and decide in each individual case when to grant relief under section 47.
- 10.4 Central Government will fully reimburse local authorities for the local share of the discretionary relief (using a grant under section 31 of the Local Government Act 2003).
- 10.5 The Government expects Local Government to grant relief to qualifying ratepayers.
- 10.6 Any amounts granted will be subject to State Aid requirements.

Discretionary Relief – Retail Relief – the Council’s Policy.

- 10.7 The relief is designed primarily to assist businesses during the recession and particularly in this case, to encourage the re-occupation of vacant retail premises. Central Government is prepared to finance the relief through the Business Rates Retention scheme. In view of this the Council will grant the relief in accordance with Central Government guidance for all qualifying premises.
- 10.8 An application from the ratepayer will be required in each case.
- 10.9 This relief will be available for a maximum of 18 months between 1st April 2014 and 31st March 2016 and will not be allowable for any period after 31st March 2016.

11.0 Discretionary Relief – EU State Aid requirements

- 11.1 European Union competition rules generally prohibit Government subsidies to businesses. Relief from taxes, including non-domestic rates, can constitute state aid. The Council must bear this in mind when granting discretionary rate relief.
- 11.2 Rate relief for charities and non-profit making bodies is not generally considered to be state aid, because the recipients are not in market competition with other businesses. However, where other bodies receive relief and are engaged in commercial activities or if they are displacing an economic operator or if they have a commercial partner, rate relief could constitute state aid.
- 11.3 Relief will be State Aid compliant where it is provided in accordance with the De Minimis Regulations (1407/2013)¹³. The De Minimis Regulations allow an undertaking to receive up to €200,000 of De Minimis aid in a three year period (consisting of the current financial year and the two previous financial years).
- 11.4 Where the relief to any one business is greater than the De Minimis level then permission will need to be obtained from the European Commission. In such cases the matter will be referred to the DCLG for advice and then referred back to the Council for consideration. It will be for the ratepayer to provide confirmation as to whether the State Aid provisions apply to them.
- 11.5 In all cases, when making an application, ratepayers will be required to provide the Council with sufficient information to determine whether these provisions are applicable in their case.

¹³ <http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=OJ:L:2013:352:0001:0008:EN:PDF>

12.0 Administration of Discretionary Relief

12.1 The following section outlines the procedures followed by officers in granting, amending or cancelling discretionary relief. This is essentially laid down by legislation¹⁴

Applications and Evidence

12.2 Discretionary rate relief must be applied for in writing by the ratepayer. Application forms are produced within the Council and issued to all ratepayers requesting the relief.

12.3 Organisations are required to provide a completed application form plus any such evidence, documents, accounts, financial statements etc. necessary to allow the Council to make a decision. Where insufficient information is provided, despite reminders, then no relief will be granted.

Granting of relief

12.4 In all cases, the Council will notify the ratepayer of decisions made.

12.5 Where an application is successful, then the following is notified to them in writing:

- The amount of relief granted and the date from which it has been granted;
- If relief has been granted for a specified period, the date on which it will end;
- The new chargeable amount;
- The details of any planned review dates and the notice that will be given in advance of a change to the level of relief granted; and
- A requirement that the applicant should notify the Council of any change in circumstances that may affect entitlement to relief.

12.6 Where relief is not granted then the following information is provided, again in writing:

- An explanation of the decision within the context of the Council's statutory duty; and
- An explanation of the appeal rights (see below).

12.7 Relief is to be granted from the beginning of the financial year in which the decision is made. Since 1997 decisions can be made up to 6 months after the end of the financial year for which the application was made. Where the relief is only available for a limited period as defined by Central Government then it will only be granted for that period.

12.8 A decision to award discretionary relief and how much relief is given is only applicable to the financial year for which the application is made.

12.9 A fresh application for discretionary relief will be necessary for each financial year.

¹⁴ The Non-Domestic Rating (Discretionary Relief) Regulations 1989

Variation of a decision

- 12.10 Variations in any decision will be notified to ratepayers as soon as practicable and will take effect as follows:
- Where the amount is to be increased due to a change in rate charge – from the date of the increase in rate charge;
 - Where the amount is to increase for any other reason (other than a general termination of relief under Central Government guidelines)– takes effect at the expiry of a financial year, and so that at least one year’s notice is given;
 - Where the amount is to be reduced due to a reduction in the rate charge – from the date of the decrease in rate charge;
 - Where the amount is to be reduced for any other reason (other than a general termination of relief under Central Government guidelines) – takes effect at the expiry of a financial year, and so that at least one year’s notice is given
- 12.11 A decision may be revoked at any time and the change will take effect at the expiry of a financial year (other than a general termination of relief under Central Government guidelines).

13.0 Scheme of Delegation

Granting, Varying, Reviewing and Revocation of Relief

- 13.1 Under powers given to the Council by section 223 of the Local Government Act 1992, all permissions for the granting, varying, reviewing and revocation of discretionary relief given under the Local Government Finance Act 1988, the Local Government and Rating Act 1997, the Local Government Act 2003 and the Localism Act 2011 be delegated to the Head of Revenues.
- 13.2 The method of administration shall be that laid down within this policy document. The level of the discretionary relief shall be calculated in accordance with guidance given within this policy and determined by the Head of Revenues.
- 13.3 The policy for granting relief will be reviewed where there is a substantial change to the legislation or funding rules. At such time a revised policy will be brought before the relevant committee of the Council.
- 13.4 The amount of funding to be provided by the Council in respect of discretionary relief granted shall be determined by the S151 Officer and approved by Council in the normal budgeting process.

Appeals

- 13.5 Where the Council receives an appeal from the ratepayer regarding the granting, non-granting or amount of any discretionary relief, in line with DCLG guidelines, the case will initially be reviewed by the Head of Revenues in conjunction with the s151 Officer. Where a decision is revised then the ratepayer shall be informed likewise if the original decision is upheld.

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3 APRIL 2014

REPORT OF THE PORTFOLIO HOLDER FOR OPERATIONS AND ASSETS**FEES AND CHARGES POLICY****EXEMPT INFORMATION**

None

PURPOSE

To seek approval from Cabinet to adopt the Fees and Charges Policy at **Appendix 1** as part of the Council's Financial Regulations.

RECOMMENDATIONS

That Cabinet:

1. approves the attached Fees and Charges Policy for adoption within the Council's Financial regulations
2. requests Heads of Service to review the basis of the Fees and Charges within their service area as part of the Sustainability Strategy Service Review process and identify whether service provision is subsidised, part subsidised or full cost recovery and consider opportunities to revise fees and charges as appropriate

EXECUTIVE SUMMARY

Financial regulations state that the setting and reviewing of fees, charges and other income sources must be authorised in accordance with the detail set out in the Constitution and the Scheme of Delegation, under the General Delegations of Powers and Duties to Authorised Officers, which states:

In consultation with the Executive Director Corporate Services and where necessary the Portfolio Holder, to set, unless the charge requires Cabinet approval, rent, fees, charges and other income levels unless any changes:-

- Exceed inflation by more than 3% and/or
- Involve a change in policy; or
- Potentially have significant political implications.

Financial regulations are due to be updated as part of the current Constitution and Scheme of Delegation review - in order to further embed the Council's commitment to be more commercial in its approach to business.

One of the agreed outcomes from the Income Generation project within the Corporate Change Programme workstream was the development of a Tamworth Fees and Charges Policy. The project team obtained a number of fees and charges policies from other local councils and these were used to inform the development of the policy for Tamworth.

The application of the policy will allow Cabinet to have a full understanding of all current fees and charges, the basis on which the fee and charge is set and therefore any potential for revision to support delivery of the Council's policy commitments.

This can then be used, as part of the annual Medium Term Financial Planning process, to

inform future budget setting strategies and development of additional income generating services. It should also assist in clearly identifying those services where a subsidy is provided and the cost to the taxpayer for such subsidies.

The attached policy includes a spreadsheet which sets out the current position on fees and charges across the Council as of 2013/14. It is proposed that this work is further developed by service areas using the Sustainability Strategy Service Review process to evaluate the status of each fee and charge to identify if it is set at full cost recovery, part subsidised or subsidised. This information will then be used to evaluate the options to adjust the fee and charge within the framework of the Policy and in consultation with Cabinet as appropriate and the spreadsheet will be updated to reflect the 2014/15 fees. This provides a baseline and the spreadsheet can be updated on an annual basis as part of the budget / service planning process to ensure that all fees and charges are reviewed and available for Cabinet consideration.

RESOURCE IMPLICATIONS

As this process is part of normal service planning / budgeting requirements and also integrated into the Service Review process this should not result in any significant additional burden on officer time.

LEGAL/RISK IMPLICATIONS BACKGROUND

The policy supports the requirement to set certain fees and charges in line with statutory regulations i.e. planning application fees.

SUSTAINABILITY IMPLICATIONS

This policy should ensure that there is a robust and considered approach to setting of fees and charges to underpin the Council's policy requirements.

BACKGROUND INFORMATION

None

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Ext 569

LIST OF BACKGROUND PAPERS

None

APPENDICES

Appendix 1 – Fees and Charges Policy



Corporate

Fees and Charges Policy

Document Hierarchy: Tier 2 Policy

Document Status: [Draft]

Document Ref: [Ref]

Originator: Karen Adderley

Updated: [Name]

Owner: Stefan Garner

]

Version: 01.01.01

Date: 030/01/14

Approved by []

Classification: UNCLASSIFIED

Document Location

This document is held by Tamworth Borough Council, and the document owner is Stefan Garner, Director of Finance.

Printed documents may be obsolete, an electronic copy will be available on Tamworth Borough Councils Intranet. Please check for current version before using.

Revision History

Revision Date	Version Control	Summary of changes
30/01/14	1.01.01	Document Creation

Approvals

Name	Title	Approved
CMT	Group Approval	
Cabinet		

Document Review Plans

This document is subject to a scheduled annual review. Updates shall be made in accordance with business requirements and changes and will be with agreement with the document owner.

Distribution

The document will be available on the Intranet and access by authorised users.

Security Classification

This document is classified as UNCLASSIFIED.

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Appendix 1- Guidance for New Fees and Charges

Appendix 2 - List of current fees and charges applied as of 1 April 2013

1 INTRODUCTION

The purpose of this document is to provide a clear statement of the Council's corporate approach to fee and charge setting. It will ensure that we adopt a consistent and fair approach to fees and charges across the council and that they are used to deliver the Council's overall objectives.

We will keep this policy under review and amend as necessary each year as part of the Council's budget making processes.

2. General Principles

The Council's fees and charges will be set in accordance with the following general principles:

2.1 Free Services

The Council will continue to provide many services which are free at the point of use. These will continue to be funded from other sources including from Council Tax receipts.

2.2 Statutory Requirements

In some cases the Council is required by law to make a charge and the level of charge is determined not by the Council but by others – typically by central government. An example of this is planning application fees.

2.3 Full Cost Recovery

Where it is considered necessary to make a charge, and the charge is not prescribed by others, the normal presumption will be that the charge is set at a level which fully recovers the Council's own costs in providing that service.

2.4 Subsidised Services

The Council will sometimes choose not to seek full cost recovery if the resultant charges would discourage behaviour which the Council is keen to promote or would encourage undesirable behaviour. The Council will not set charges for bulky waste collection which have the effect of encouraging fly tipping and additional costs to the Council in clean-up operations.

2.5 Subsidised Services – Concessions

When a charge is considered appropriate, the Council will not seek full cost recovery if the resultant charges would be beyond the means of people who are likely to be reliant on the service and lack sufficient means to pay.

Concessionary rates will be applied. We will work to ensure that eligibility criteria and discounts are consistently applied across service areas.

2.6 Deterrent Charges

In a very limited number of cases the Council will set charges at levels which are intended not to raise income but to deter the repeated and irresponsible use of a free or subsidised service.

2.7 Surplus Generation - Commercial

In a limited number of cases and if entitled to in law the Council will seek to generate income from fees and charges which exceeds the cost of providing the services. The purpose of doing this will be to generate a surplus which will then be used for a specific purpose.

3. General Policy

3.1 Council Policies and Priorities

Specific decisions and charging policies should support delivery of the Council's Corporate Plan. Charging decisions will take account of the corporate priorities and have regard for the potential impact on other service areas.

3.2 Basis of charging decisions

The council will charge for all services where it is appropriate and cost-effective to do so, unless there are contrary policies, legal or contractual reasons.

When discretionary charges are set, the general aim shall be to cover the cost of the service or, where legally possible, the council may charge on a commercial basis. Charges will reflect the full cost of provision, unless covered by subsidies and concessions designed to meet priorities or there are contrary policies or legal reasons.

3.3 Charging Policy

Within the service and financial planning process, each fee or charge should be identified to one of the categories in the following table and appropriate charging policy adopted in establishing and reviewing rates. In all cases, proper consideration should be given to the wider equalities implications which may be involved affecting full accessibility of all groups to Council services.

Full commercial	The Council seeks to maximise revenue within an overall objective of generating as large a surplus (or a minimum loss) from this service.
Full commercial with discounts	As above, but with discounted concessions being given to enable disadvantaged groups to access the service.

[Fees & Charges Policy] (TIER 2)

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Fair charging	The Council seeks to maximise income but subject to a defined policy constraint. This could include a commitment made to potential customers on an appropriate fee structure. Alternatively, a full commercial rate may not be determinable or the council may be a monopoly supplier of services.
Cost recovery	The Council wishes to make the service generally available, but does not wish to allocate its own resources to the service.
Cost recovery with discounts	As above, but the council is prepared to subsidise the service to ensure disadvantaged groups have access to the service.
Subsidised	Council policy is to make the service widely accessible, but believe users of the service should make some contribution from their own resources. Could also be due to the adverse impact a cost recovery or commercial charging policy would have on other council services.
Nominal	The Council wishes the service to be fully available, but sets charges to discourage frivolous usage.
Free	Council policy is to make the service fully available.
Statutory Charges	Set in line with legal obligations.

In applying the appropriate charging policy, the issues which may need to be considered in setting the level of fee and charge for any service include the following:

Full Commercial	<ul style="list-style-type: none"> • Are the charges high enough for the service to be profitable? If not, consider whether the service should be provided. • Are competitors charging similar prices? • Does the council offer any premium in terms of service levels that customers would be prepared to pay more for? • How would changes in pricing structures affect demand for the service and potentially its profitability? • How does the proposed fee structure fit in with the long-term business plan for the service?
Fair Charging	<ul style="list-style-type: none"> • How do the charges compare to other

	<p>providers of similar services?</p> <ul style="list-style-type: none"> • Has the loss of income from not charging on a commercial basis been evaluated? • Is the policy constraint justifying this charging policy still valid?
Cost Recovery	<ul style="list-style-type: none"> • Do charges recover the full costs, including overheads, capital charges and recharges? • Is it possible to charge on a full commercial basis and if so has the loss of income from not charging on a full commercial basis been evaluated? • Are Members aware of the effect on demand for this service from this charging policy? • What would be the effect of changing the policy to a different one e.g. subsidised?
Subsidised	<ul style="list-style-type: none"> • Has the cost of the subsidy been evaluated? • What has been the impact on demand and on service levels from adopting this approach? • Does this approach fit in with the requirements of other funding streams? • Is this approach legally required? • Is there a problem of frivolous use of the service?
Nominal	
Free	
Statutory	<ul style="list-style-type: none"> • Are charges in line with statutory requirements? • Are they set at the maximum permitted levels?

4. Subsidies and Concessions:

It might be appropriate to consider subsidising some services, particularly if this helps to achieve corporate priorities.

The main reasons for charging less than full cost are set out below:

- There is a sound financial and policy justification for the council tax payers subsidising this service
- The desire to encourage particular sections of the community to use specific services
- Charging full cost discourages uptake, which may have a detrimental impact on the council's finances in the long run

- Use of service is sensitive to a change in price – an increase in charges reduces demand and income.
- The Council incurs higher costs than other providers
- When considering using a subsidy, the following should be taken into account:
- That it supports a corporate priority or policy
- The cost of the subsidy can be estimated and accommodated within the Council's budget
- That the proposal is the most effective approach available to deliver the policy objective

5. Surplus Income

Income derived from charging will be used to offset the costs of providing the service being charged for, including support service costs. . Proposals for re-investing any additional income raised from charging in the expansion and development of a particular service will need to be considered as part of the budget process and used for service improvement.

6. Efficient Administration

Arrangements for charging and collecting fees should be efficient, practical and simple to understand by users. The reason behind any significant changes to charges should be communicated to residents and service users. The impact of charging decisions on service users and local residents will need to be taken into account.

7. New Fees and Charges

Proposals for new fees and charges must be considered within the financial planning process, or, where necessary, as an in-year change authorised in accordance with the detail set out in the Constitution and the Scheme of Delegation.

Proposals for new fees and charges **must** be analysed using the guidance set out in appendix 1. This guidance is to be used as the authorisation process for the setting of fees and charges and **must** be authorised by an authorised officer in accordance with the Constitution and Scheme of Delegation.

The effects of any new charge on service usage and income generated will be monitored regularly over the first 12 months.

8. Reviewing Fees and Charges

Directors **must** consider charging policies and current levels of charge each year as part of the service and financial planning process. The presumption is that the value of fees and charges will be maintained in real terms over time and reviewed annually, as a minimum, with necessary adjustments.

[Fees & Charges Policy] (TIER 2)

If there are any significant changes in the course of a year, such as in cost, market forces or service levels, which materially affect current charges and revenues, then that charge should be reviewed and any change approved as part of the budget process or authorised in accordance with the detail set out in the Constitution and the Scheme of Delegation.

9. Collection of Fees and Charges

Cabinet on 25 April 2007 approved a new Corporate Credit Policy. Directors must ensure appropriate local guidance is in place and employees must follow the Policy and the local guidance.

Wherever it is reasonable to do so, charges will be collected either in advance or at the point of service delivery. Where charges are to be collected after service delivery has commenced, invoices will be issued promptly and as necessary appropriate recovery procedures followed. As per financial guidance invoices should only be raised for more than £100 where possible and in line with the corporate credit policy.

10. Recording of Fees and Charges

Each service will maintain a schedule of fees and charges levied. This schedule will include those charges where there are external procedures for determining and reviewing rates of charge.

The Council's fees and charges are set prior to each financial year. They must be publicised on the Council's website.

Reasonable notice should be given to service users before any decisions to amend or introduce new fees and charges are implemented. Reasonable notice is defined as one calendar month.

Appendix 1 - Guidance for New Fees and Charges

Appendix 2 – List of current fees and charges applied as of 1 April 2013

March 2013

Appendix 1

GUIDANCE FOR NEW FEES AND CHARGES

Charging Policy
The charging policy objectives must be stated here, together with why this policy (Full Commercial or Fair Charging etc.) has been adopted. The intended aims of the charges should also be clearly thought out and explained. Any legal issues should be identified.

Comparative Information
Include here details of comparative information collected from other authorities or competitors etc.

Financial	
Level of charge	Recommended level of charge.
Start date	Proposed implementation date for new level of charge
Budgeted income	Level of income to be generated from the new charge.
Surplus / deficit as a percentage of cost	The total cost of supplying the service (including recharges and other overheads) should be calculated and deducted from the income generated. This surplus or deficit should then be compared to the total cost as a percentage. Calculating total cost may require the use of judgement and reasonable assumptions. This is acceptable, so long as a clear audit trail of those assumptions is maintained.
Surplus / deficit per usage	The difference between income generated and the total cost of providing that service, divided by the expected number of users of that service.

Impact Assessment
Any proposals must identify likely impact on the service's users including; who currently benefits from the service, the effects on them of any changes and who will benefit from new exemptions and discounts together with how demand and usage is expected to change. Equality issues must specifically be considered and reported.

Impact on Other Areas
The likely consequences in terms of reduced or increased demand for other council

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services must be identified here as well as any extra costs to other services. Equality issues must specifically be considered and reported.

Method of Collection

Proposals for new charges must identify what collection methods will be used. If this is a change in current arrangements it will need to identify the following:

- What the likely impact is on the rate and costs of collection;
- What account has been taken of how long low income users can pay; and
- How cost effective will the new methods be?

Alternatives

Explain here the other measures that have been considered instead of, or as well as, the proposed charge (cost cutting, reducing charges, sponsorship etc.).

Consultation

Include here the extent of consultation conducted, which will be dependent upon the impact of fee and/or charge, and the results of that consultation.

Authorised signatory

Date

End of Document

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Directorate	Service Area	Name of Service	Fee Type	Statutory / Non-Statutory	Approval Process	Budget Code	VAT Category	Fee	Fee Community	Fee Charity
Assets & Env	Env Health	Animal Welfare	Kennelling Costs per Day (for each day the dog is kennelled overnight an addition of £8.35)	NS	Council	GW0705 46010	1	£ 8.35		
Assets & Env	Env Health	Animal Welfare	Fine set by Central Government	S	Council	GW0705 46010	1	£ 25.00		
Assets & Env	Env Health	Animal Welfare	Administration	NS	Council	GW0705 46010	1	£ 20.44		
Assets & Env	Env Health	Animal Welfare	Transport of Dog back to Borough	NS	Council	GW0705 46010	1	£ 47.86		
Assets & Env	Env Health	Animal Welfare	Microchipping	NS	Council	GW0705 46010	1	£ 13.31		
Assets & Env	Env Health	Drainage	Drainage Enforcement - S35 LGMPA or S59 Building Act - EHO	NS	Council	GW0501 82323	6	£ 39.47		
Assets & Env	Env Health	Drainage	Drainage Enforcement - S35 LGMPA or S59 Building Act - TA	NS	Council	GW0501 82323	6	£ 25.91		
Assets & Env	Env Health	Drainage	Drainage Enforcement - S35 LGMPA or S59 Building Act - Admin	NS	Council	GW0501 82323	6	£ 17.74		
Assets & Env	Env Health	Drainage	Note - charge determined on Officer's Hourly Rates		Council	GW0501 82323				
Assets & Env	Env Health	Environmental Information Act (deemed to include)	Research / Admin per hour (pre-payment)	NS	Council	GW0504 83250	1	£ 78.63		
Assets & Env	Env Health	Environmental Information Act (deemed to include)	Additional Charge for Invoicing	NS	Council	GW0504 83250	1	£ 21.59		
Assets & Env	Env Health	Environmental Information Act (deemed to include)	Photocopying of Documents (per side)	NS	Council	GW0504 83250	1	£ 0.82		
Assets & Env	Env Health	Environmental Protection Act 1990 Part 1	Copies of Information - Register Extracts (pre-payment)	NS	Council	GW0504 83250	1	£ 34.11		
Assets & Env	Env Health	Environmental Protection Act 1990 Part 2	Copy of List of Applicants	NS	Council	GW0504 83250	1	£ 27.34		
Assets & Env	Env Health	Environmental Protection Act 1990 Part 3	Copy of an Application (per process)	NS	Council	GW0504 83250	1	£ 27.34		
Assets & Env	Env Health	Environmental Protection Act 1990 Part 4	Additional Charge for Invoicing	NS	Council	GW0504 83250	1	£ 20.00		
Assets & Env	Env Health	Environmental Protection Act 1990 Part 5	Photocopying of Documents (per side)	NS	Council	GW0504 83250	1	£ 0.82		
Assets & Env	Env Health	Food Safety Act	Copy of Single Entry	NS	Council	GW0701 83226	1	£ 18.13		
Assets & Env	Env Health	Food Safety Act	Copy of Category	NS	Council	GW0701 83226	1	£ 75.95		
Assets & Env	Env Health	Food Safety Act	Copy of Category - Plus per Entry	NS	Council	GW0701 83226	1	£ 1.34		
Assets & Env	Env Health	Food Safety Act	Copy of Register	NS	Council	GW0701 83226	1	£ 214.73		
Assets & Env	Env Health	Food Safety Act	Copy of Register - Plus per Entry	NS	Council	GW0701 83226	1	£ 1.34		
Assets & Env	Env Health	Food Safety Act	Additional Charge for Invoicing	NS	Council	GW0701 83226	1	£ 21.59		
Assets & Env	Env Health	Health & Safety	Accident Investigation - Disclosure Information	NS	Council	GW0702 83226	6	79.98+VAT		
Assets & Env	Env Health	Health & Safety	Accident Investigation - Factual Reports (including copies of photographs)	NS	Council	GW0702 83226	6	153.30+VAT		
Assets & Env	Env Health	Licensing Registrations - General	Acupuncture, Tattooing, Ear Piercing, Electrolysis	NS	Council	GW0204 83214	1	£ 120.05		
Assets & Env	Env Health	Licensing Registrations - General	Animal Boarding Establishments	NS	Council	GW0203 83237	1	£ 120.05		
Assets & Env	Env Health	Licensing Registrations - General	Dangerous Wild Animals	NS	Council	GW0203 83226	1	£ 268.53		
Assets & Env	Env Health	Licensing Registrations - General	Dog Breeding Establishments	NS	Council	GW0203 83211	1	£ 120.05		
Assets & Env	Env Health	Licensing Registrations - General	Game Dealers	NS	Council	GW0204 83208	1	£ 13.42		
Assets & Env	Env Health	Licensing Registrations - General	Pet Animal Dealers up to 250sq m	NS	Council	GW0203 83215	1	£ 165.09		
Assets & Env	Env Health	Licensing Registrations - General	Pet Animal Dealers 251 to 500sq m	NS	Council	GW0203 83215	1	£ 225.05		

Directorate	Service Area	Name of Service	Fee Type	Statutory / Non-Statutory	Approval Process	Budget Code	VAT Category	Fee	Fee Community	Fee Charity
Assets & Env	Env Health	Licensing Registrations - General	Pet Animal Dealers 501 to 1000sq m	NS	Council	GW0203 83215	1	£ 288.82		
Assets & Env	Env Health	Licensing Registrations - General	Pet Animal Dealers over 1000sq m	NS	Council	GW0203 83215	1	£ 360.16		
Assets & Env	Env Health	Licensing Registrations - General	Riding Establishments	NS	Council	GW0203 83217	1	£ 268.53		
Assets & Env	Env Health	Licensing Registrations - General	Sex Establishments - New Application	NS	Council	GW0204 83219	1	£ 3,072.43		
Assets & Env	Env Health	Licensing Registrations - General	Sex Establishments - Renewal or Transfer	NS	Council	GW0204 83219	1	£ 1,484.60		
Assets & Env	Env Health	Licensing Registrations - General	Sex Establishments - Variation	NS	Council	GW0204 83219	1	£ 207.58		
Assets & Env	Env Health	Licensing Gambling Act	Small Casino - New Application	S	Council	GW0204 83455	1	£ 5,860.00		
Assets & Env	Env Health	Licensing Gambling Act	Small Casino - Variation	S	Council	GW0204 83455	1	£ 2,850.00		
Assets & Env	Env Health	Licensing Gambling Act	Small Casino - Transfer	S	Council	GW0204 83455	1	£ 1,400.00		
Assets & Env	Env Health	Licensing Gambling Act	Small Casino - Reinstatement	S	Council	GW0204 83455	1	£ 1,100.00		
Assets & Env	Env Health	Licensing Gambling Act	Small Casino - Provisional Statement	S	Council	GW0204 83455	1	£ 5,860.00		
Assets & Env	Env Health	Licensing Gambling Act	Small Casino - Provisional Statement Holders	S	Council	GW0204 83455	1	£ 2,340.00		
Assets & Env	Env Health	Licensing Gambling Act	Small Casino - Copy of Licence	S	Council	GW0204 83455	1	£ 25.00		
Assets & Env	Env Health	Licensing Gambling Act	Small Casino - Notification of Change	S	Council	GW0204 83455	1	£ 50.00		
Assets & Env	Env Health	Licensing Gambling Act	Small Casino - Annual Fee	S	Council	GW0204 83454	1	£ 2,770.00		
Assets & Env	Env Health	Licensing Gambling Act	Large Casino - New Application	S	Council	GW0204 83455	1	£ 7,080.00		
Assets & Env	Env Health	Licensing Gambling Act	Large Casino - Variation	S	Council	GW0204 83455	1	£ 3,030.00		
Assets & Env	Env Health	Licensing Gambling Act	Large Casino - Transfer	S	Council	GW0204 83455	1	£ 1,900.00		
Assets & Env	Env Health	Licensing Gambling Act	Large Casino - Reinstatement	S	Council	GW0204 83455	1	£ 1,100.00		
Assets & Env	Env Health	Licensing Gambling Act	Large Casino - Provisional Statement	S	Council	GW0204 83455	1	£ 7,080.00		
Assets & Env	Env Health	Licensing Gambling Act	Large Casino - Provisional Statement Holders	S	Council	GW0204 83455	1	£ 3,500.00		
Assets & Env	Env Health	Licensing Gambling Act	Large Casino - Copy of Licence	S	Council	GW0204 83455	1	£ 25.00		
Assets & Env	Env Health	Licensing Gambling Act	Large Casino - Notification of Change	S	Council	GW0204 83455	1	£ 50.00		
Assets & Env	Env Health	Licensing Gambling Act	Large Casino - Annual Fee	S	Council	GW0204 83454	1	£ 4,250.00		
Assets & Env	Env Health	Licensing Gambling Act	Regional Casino - New Application	S	Council	GW0204 83455	1	£ 10,260.00		
Assets & Env	Env Health	Licensing Gambling Act	Regional Casino - Variation	S	Council	GW0204 83455	1	£ 3,650.00		
Assets & Env	Env Health	Licensing Gambling Act	Regional Casino - Transfer	S	Council	GW0204 83455	1	£ 3,000.00		
Assets & Env	Env Health	Licensing Gambling Act	Regional Casino - Reinstatement	S	Council	GW0204 83455	1	£ 3,460.00		
Assets & Env	Env Health	Licensing Gambling Act	Regional Casino - Provisional Statement	S	Council	GW0204 83455	1	£ 10,260.00		
Assets & Env	Env Health	Licensing Gambling Act	Regional Casino - Provisional Statement Holders	S	Council	GW0204 83455	1	£ 5,000.00		
Assets & Env	Env Health	Licensing Gambling Act	Regional Casino - Copy of Licence	S	Council	GW0204 83455	1	£ 25.00		
Assets & Env	Env Health	Licensing Gambling Act	Regional Casino - Notification of Change	S	Council	GW0204 83455	1	£ 50.00		

Directorate	Service Area	Name of Service	Fee Type	Statutory / Non-Statutory	Approval Process	Budget Code	VAT Category	Fee	Fee Community	Fee Charity
Assets & Env	Env Health	Licensing Gambling Act	Regional Casino - Annual Fee	S	Council	GW0204 83454	1	£ 5,000.00		
Assets & Env	Env Health	Licensing Gambling Act	Bingo Club - New Application	S	Council	GW0204 83455	1	£ 2,760.00		
Assets & Env	Env Health	Licensing Gambling Act	Bingo Club - Variation	S	Council	GW0204 83455	1	£ 1,390.00		
Assets & Env	Env Health	Licensing Gambling Act	Bingo Club - Transfer	S	Council	GW0204 83455	1	£ 880.00		
Assets & Env	Env Health	Licensing Gambling Act	Bingo Club - Reinstatement	S	Council	GW0204 83455	1	£ 920.00		
Assets & Env	Env Health	Licensing Gambling Act	Bingo Club - Provisional Statement	S	Council	GW0204 83455	1	£ 2,770.00		
Assets & Env	Env Health	Licensing Gambling Act	Bingo Club - Provisional Statement Holders	S	Council	GW0204 83455	1	£ 970.00		
Assets & Env	Env Health	Licensing Gambling Act	Bingo Club - Copy of Licence	S	Council	GW0204 83455	1	£ 25.00		
Assets & Env	Env Health	Licensing Gambling Act	Bingo Club - Notification of Change	S	Council	GW0204 83455	1	£ 50.00		
Assets & Env	Env Health	Licensing Gambling Act	Bingo Club - Annual Fee	S	Council	GW0204 83454	1	£ 880.00		
Assets & Env	Env Health	Licensing Gambling Act	Betting Premises (excluding tracks) - New Application	S	Council	GW0204 83455	1	£ 2,610.00		
Assets & Env	Env Health	Licensing Gambling Act	Betting Premises (excluding tracks) - Variation	S	Council	GW0204 83455	1	£ 1,070.00		
Assets & Env	Env Health	Licensing Gambling Act	Betting Premises (excluding tracks) - Transfer	S	Council	GW0204 83455	1	£ 880.00		
Assets & Env	Env Health	Licensing Gambling Act	Betting Premises (excluding tracks) - Reinstatement	S	Council	GW0204 83455	1	£ 920.00		
Assets & Env	Env Health	Licensing Gambling Act	Betting Premises (excluding tracks) - Provisional Statement	S	Council	GW0204 83455	1	£ 2,610.00		
Assets & Env	Env Health	Licensing Gambling Act	Betting Premises (excluding tracks) - Provisional Statement Holders	S	Council	GW0204 83455	1	£ 970.00		
Assets & Env	Env Health	Licensing Gambling Act	Betting Premises (excluding tracks) - Copy of Licence	S	Council	GW0204 83455	1	£ 25.00		
Assets & Env	Env Health	Licensing Gambling Act	Betting Premises (excluding tracks) - Notification of Change	S	Council	GW0204 83455	1	£ 50.00		
Assets & Env	Env Health	Licensing Gambling Act	Betting Premises (excluding tracks) - Annual Fee	S	Council	GW0204 83454	1	£ 525.00		
Assets & Env	Env Health	Licensing Gambling Act	Betting Premises (tracks) - New Application	S	Council	GW0204 83455	1	£ 2,260.00		
Assets & Env	Env Health	Licensing Gambling Act	Betting Premises (tracks) - Variation	S	Council	GW0204 83455	1	£ 1,070.00		
Assets & Env	Env Health	Licensing Gambling Act	Betting Premises (tracks) - Transfer	S	Council	GW0204 83455	1	£ 730.00		
Assets & Env	Env Health	Licensing Gambling Act	Betting Premises (tracks) - Reinstatement	S	Council	GW0204 83455	1	£ 700.00		
Assets & Env	Env Health	Licensing Gambling Act	Betting Premises (tracks) - Provisional Statement	S	Council	GW0204 83455	1	£ 2,260.00		
Assets & Env	Env Health	Licensing Gambling Act	Betting Premises (tracks) - Provisional Statement Holders	S	Council	GW0204 83455	1	£ 900.00		
Assets & Env	Env Health	Licensing Gambling Act	Betting Premises (tracks) - Copy of Licence	S	Council	GW0204 83455	1	£ 25.00		
Assets & Env	Env Health	Licensing Gambling Act	Betting Premises (tracks) - Notification of Change	S	Council	GW0204 83455	1	£ 50.00		
Assets & Env	Env Health	Licensing Gambling Act	Betting Premises (tracks) - Annual Fee	S	Council	GW0204 83454	1	£ 945.00		
Assets & Env	Env Health	Licensing Gambling Act	Family Entertainment Centre - New Application	S	Council	GW0204 83455	1	£ 1,480.00		
Assets & Env	Env Health	Licensing Gambling Act	Family Entertainment Centre - Variation	S	Council	GW0204 83455	1	£ 880.00		
Assets & Env	Env Health	Licensing Gambling Act	Family Entertainment Centre - Transfer	S	Council	GW0204 83455	1	£ 730.00		
Assets & Env	Env Health	Licensing Gambling Act	Family Entertainment Centre - Reinstatement	S	Council	GW0204 83455	1	£ 700.00		

Directorate	Service Area	Name of Service	Fee Type	Statutory / Non-Statutory	Approval Process	Budget Code	VAT Category	Fee	Fee Community	Fee Charity
Assets & Env	Env Health	Licensing Gambling Act	Family Entertainment Centre - Provisional Statement	S	Council	GW0204 83455	1	£ 1,480.00		
Assets & Env	Env Health	Licensing Gambling Act	Family Entertainment Centre - Provisional Statement Holders	S	Council	GW0204 83455	1	£ 710.00		
Assets & Env	Env Health	Licensing Gambling Act	Family Entertainment Centre - Copy of Licence	S	Council	GW0204 83455	1	£ 25.00		
Assets & Env	Env Health	Licensing Gambling Act	Family Entertainment Centre - Notification of Change	S	Council	GW0204 83455	1	£ 50.00		
Assets & Env	Env Health	Licensing Gambling Act	Family Entertainment Centre - Annual Fee	S	Council	GW0204 83454	1	£ 610.00		
Assets & Env	Env Health	Licensing Gambling Act	Adult Gaming Centre - New Application	S	Council	GW0204 83455	1	£ 1,480.00		
Assets & Env	Env Health	Licensing Gambling Act	Adult Gaming Centre - Variation	S	Council	GW0204 83455	1	£ 880.00		
Assets & Env	Env Health	Licensing Gambling Act	Adult Gaming Centre - Transfer	S	Council	GW0204 83455	1	£ 880.00		
Assets & Env	Env Health	Licensing Gambling Act	Adult Gaming Centre - Reinstatement	S	Council	GW0204 83455	1	£ 920.00		
Assets & Env	Env Health	Licensing Gambling Act	Adult Gaming Centre - Provisional Statement	S	Council	GW0204 83455	1	£ 1,480.00		
Assets & Env	Env Health	Licensing Gambling Act	Adult Gaming Centre - Provisional Statement Holders	S	Council	GW0204 83455	1	£ 890.00		
Assets & Env	Env Health	Licensing Gambling Act	Adult Gaming Centre - Copy of Licence	S	Council	GW0204 83455	1	£ 25.00		
Assets & Env	Env Health	Licensing Gambling Act	Adult Gaming Centre - Notification of Change	S	Council	GW0204 83455	1	£ 25.00		
Assets & Env	Env Health	Licensing Gambling Act	Adult Gaming Centre - Annual Fee	S	Council	GW0204 83454	1	£ 945.00		
Assets & Env	Env Health	Licensing Gambling Act	Temporary Use Notice	S	Council	GW0204 83455	1	£ 375.00		
Assets & Env	Env Health	Licensing Gambling Act	Replacement Copy	S	Council	GW0204 83455	1	£ 25.00		
Assets & Env	Env Health	Licensing Gambling Act	Notification of a maximum of 2 Gaming Machines	S	Council	GW0204 83455	1	£ 50.00		
Assets & Env	Env Health	Licensing Gambling Act	Licensed Premises Gaming Machine Permit - New	S	Council	GW0204 83455	1	£ 150.00		
Assets & Env	Env Health	Licensing Gambling Act	Licensed Premises Gaming Machine Permit - Variation	S	Council	GW0204 83455	1	£ 100.00		
Assets & Env	Env Health	Licensing Gambling Act	Licensed Premises Gaming Machine Permit - Transfer	S	Council	GW0204 83455	1	£ 25.00		
Assets & Env	Env Health	Licensing Gambling Act	Licensed Premises Gaming Machine Permit - Annual Fee	S	Council	GW0204 83454	1	£ 50.00		
Assets & Env	Env Health	Licensing Gambling Act	Club Gaming Permit - New	S	Council	GW0204 83455	1	£ 200.00		
Assets & Env	Env Health	Licensing Gambling Act	Club Gaming Permit - New - Fast Track	S	Council	GW0204 83455	1	£ 100.00		
Assets & Env	Env Health	Licensing Gambling Act	Club Gaming Permit - New - Existing Part 2 or 3 Operator	S	Council	GW0204 83455	1	£ 100.00		
Assets & Env	Env Health	Licensing Gambling Act	Club Gaming Permit - Renewal	S	Council	GW0204 83455	1	£ 200.00		
Assets & Env	Env Health	Licensing Gambling Act	Club Gaming Permit - Renewal - Fast Track	S	Council	GW0204 83455	1	£ 100.00		
Assets & Env	Env Health	Licensing Gambling Act	Club Gaming Permit - Annual Fee	S	Council	GW0204 83454	1	£ 50.00		
Assets & Env	Env Health	Licensing Gambling Act	Club Machine Permit - New	S	Council	GW0204 83455	1	£ 200.00		
Assets & Env	Env Health	Licensing Gambling Act	Club Machine Permit - New - Fast Track	S	Council	GW0204 83455	1	£ 100.00		
Assets & Env	Env Health	Licensing Gambling Act	Club Machine Permit - Renewal	S	Council	GW0204 83455	1	£ 200.00		
Assets & Env	Env Health	Licensing Gambling Act	Club Machine Permit - Renewal - Fast Track	S	Council	GW0204 83455	1	£ 100.00		
Assets & Env	Env Health	Licensing Gambling Act	Club Machine Permit - Annual Fee	S	Council	GW0204 83454	1	£ 50.00		

Directorate	Service Area	Name of Service	Fee Type	Statutory / Non-Statutory	Approval Process	Budget Code	VAT Category	Fee	Fee Community	Fee Charity
Assets & Env	Env Health	Licensing Gambling Act	Small Society Lottery - New	S	Council	GW0204 83206	1	£ 40.00		
Assets & Env	Env Health	Licensing Gambling Act	Small Society Lottery - Renewal	S	Council	GW0204 83206	1	£ 20.00		
Assets & Env	Env Health	Licensing - Licensing Act 2003	Personal Licence - New & Renewal	S	Council	GW0205 83450	1	£ 37.00		
Assets & Env	Env Health	Licensing - Licensing Act 2004	Personal Licence - Theft or Loss	S	Council	GW0205 83450	1	£ 10.50		
Assets & Env	Env Health	Licensing - Licensing Act 2005	Personal Licence - Notification of Change of Name / Address	S	Council	GW0205 83450	1	£ 10.50		
Assets & Env	Env Health	Licensing - Licensing Act 2006	Temporary Event Notice (for each event)	S	Council	GW0205 83450	1	£ 21.00		
Assets & Env	Env Health	Licensing - Licensing Act 2007	Temporary Event Notice - Theft or Loss	S	Council	GW0205 83450	1	£ 10.50		
Assets & Env	Env Health	Licensing - Licensing Act 2008	Premises Licence or Club Premises Certificates - New or Variation - Rateable Value upto £4,300 (Cat A)	S	Council	GW0205 83450	1	£ 100.00		
Assets & Env	Env Health	Licensing - Licensing Act 2009	Premises Licence or Club Premises Certificate - New or Variation - Rateable Value £4301 to £33000 Cat B	S	Council	GW0205 83450	1	£ 190.00		
Assets & Env	Env Health	Licensing - Licensing Act 2010	Premises Licence or Club Premises Certificate - New or Variation - Rateable Value £33001 to £87000 Cat C	S	Council	GW0205 83450	1	£ 315.00		
Assets & Env	Env Health	Licensing - Licensing Act 2011	Premises Licence or Club Premises Certificate - New or Variation - Rateable Value £87001 to £125000 Cat D (subject to multiplier x 2 = £900 if primarily supply of alcohol)	S	Council	GW0205 83450	1	£ 450.00		
Assets & Env	Env Health	Licensing - Licensing Act 2012	Premises Licence or Club Premises Certificate - New or Variation - Rateable Value £125001 and above Cat E (subject to multiplier x 3 = £1050 if primarily supply of alcohol)	S	Council	GW0205 83450	1	£ 635.00		
Assets & Env	Env Health	Licensing - Licensing Act 2013	Premises Licence or Club Premises Certificate - Annual Fee - Rateable Value upto £4,300 (Cat A)	S	Council	GW0205 83218	1	£ 70.00		
Assets & Env	Env Health	Licensing - Licensing Act 2014	Premises Licence or Club Premises Certificate - Annual Fee - Rateable Value £4301 to £33000 Cat B	S	Council	GW0205 83218	1	£ 180.00		
Assets & Env	Env Health	Licensing - Licensing Act 2015	Premises Licence or Club Premises Certificate - Annual Fee - Rateable Value £33001 to £87000 Cat C	S	Council	GW0205 83218	1	£ 295.00		
Assets & Env	Env Health	Licensing - Licensing Act 2016	Premises Licence or Club Premises Certificate - Annual Fee - Rateable Value £87001 to £125000 Cat D (subject to multiplier x 2 = £900 if primarily supply of alcohol)	S	Council	GW0205 83218	1	£ 320.00		
Assets & Env	Env Health	Licensing - Licensing Act 2017	Premises Licence or Club Premises Certificate - Annual Fee - Rateable Value £125001 and above Cat E (subject to multiplier x 3 = £1050 if primarily supply of alcohol)	S	Council	GW0205 83218	1	£ 350.00		
Assets & Env	Env Health	Licensing - Licensing Act 2018	Premises Licence - Minor Variation	S	Council	GW0205 83450	1	£ 89.00		
Assets & Env	Env Health	Licensing - Licensing Act 2019	Premises Licence - Transfer	S	Council	GW0205 83450	1	£ 23.00		
Assets & Env	Env Health	Licensing - Licensing Act 2020	Premises Licence - Vary Licence to Specify Designated Premises Supervisor	S	Council	GW0205 83450	1	£ 23.00		
Assets & Env	Env Health	Licensing - Licensing Act 2021	Premises Licence - Disapply Designated Premises Supervisor - Existing Community Premises Licence	S	Council	GW0205 83450	1	£ 23.00		
Assets & Env	Env Health	Licensing - Licensing Act 2022	Premises Licence - Disapply Designated Premises Supervisor - New or Variation Community Premises Licence (included in new or variation application fee)	S	Council	GW0205 83450	1	£ -		
Assets & Env	Env Health	Licensing - Licensing Act 2023	Premises Licence - Provisional Statement (where premises being built)	S	Council	GW0205 83450	1	£ 315.00		
Assets & Env	Env Health	Licensing - Licensing Act 2024	Premises Licence or Club Premises Certificate - Change of Name / Address of Holder of Licence	S	Council	GW0205 83450	1	£ 10.50		
Assets & Env	Env Health	Licensing - Licensing Act 2025	Premises Licence or Club Premises Certificates - Loss or Theft of Licence	S	Council	GW0205 83450	1	£ 10.50		
Assets & Env	Env Health	Licensing - Licensing Act 2026	Premises Licence or Club Premises Certificates - Notification of Interest in Licensing matters (eg - freeholder)	S	Council	GW0205 83450	1	£ 21.00		
Assets & Env	Env Health	Licensing - Licensing Act 2027	Copies of Information contained in register (per A 4 side)	NS	Council	GW0205 83450	1	£ 0.80		
Assets & Env	Env Health	Pollution - LAPPC	Application Fee - Standard Process (includes solvent emission activities)	S	Council	GW0504 83250	1	£ 1,579.00		
Assets & Env	Env Health	Pollution - LAPPC	Application Fee - Additional fee for Operating without a Permit	S	Council	GW0504 83250	1	£ 1,137.00		
Assets & Env	Env Health	Pollution - LAPPC	Application Fee - PVRI, SWOBs and Dry Cleaners	S	Council	GW0504 83250	1	£ 148.00		
Assets & Env	Env Health	Pollution - LAPPC	Application Fee - PVR I & II Combined	S	Council	GW0504 83250	1	£ 246.00		
Assets & Env	Env Health	Pollution - LAPPC	Application Fee - Vehicle Refinishers (VRs) & Other Reduced Fee Activities	S	Council	GW0504 83250	1	£ 346.00		

Directorate	Service Area	Name of Service	Fee Type	Statutory / Non-Statutory	Approval Process	Budget Code	VAT Category	Fee	Fee Community	Fee Charity
Assets & Env	Env Health	Pollution - LAPPC	Application Fee - Reduced Fee Activity: Additional Fee for Operating Without a Permit	S	Council	GW0504 83250	1	£ 68.00		
Assets & Env	Env Health	Pollution - LAPPC	Application Fee - Mobile Screening & Crushing Plant	S	Council	GW0504 83250	1	£ 1,579.00		
Assets & Env	Env Health	Pollution - LAPPC	Application Fee - For the 3rd to 7th Applications	S	Council	GW0504 83250	1	£ 943.00		
Assets & Env	Env Health	Pollution - LAPPC	Application Fee - For the 8th & Subsequent Applications	S	Council	GW0504 83250	1	£ 477.00		
Assets & Env	Env Health	Pollution - LAPPC	Application Fee - Where an application for any of the above is for a combined Part B & Waste Application, add an extra £297 to the above amounts	S	Council	GW0504 83250	1			
Assets & Env	Env Health	Pollution - LAPPC	Annual Subsistence Charge - Standard Process Low	S	Council	GW0504 83250	1	£739 (+£99)*		
Assets & Env	Env Health	Pollution - LAPPC	Annual Subsistence Charge - Standard Process Medium	S	Council	GW0504 83250	1	1111 (+£149)*		
Assets & Env	Env Health	Pollution - LAPPC	Annual Subsistence Charge - Standard Process High	S	Council	GW0504 83250	1	1672 (+£198)*		
Assets & Env	Env Health	Pollution - LAPPC	Annual Subsistence Charge - PVRI, SWOBs & Dry Cleaners - Low	S	Council	GW0504 83250	1	£ 76.00		
Assets & Env	Env Health	Pollution - LAPPC	Annual Subsistence Charge - PVRI, SWOBs & Dry Cleaners - Med	S	Council	GW0504 83250	1	£ 151.00		
Assets & Env	Env Health	Pollution - LAPPC	Annual Subsistence Charge - PVRI, SWOBs & Dry Cleaners - High	S	Council	GW0504 83250	1	£ 227.00		
Assets & Env	Env Health	Pollution - LAPPC	Annual Subsistence Charge - PVR I & II Combined - Low	S	Council	GW0504 83250	1	£ 108.00		
Assets & Env	Env Health	Pollution - LAPPC	Annual Subsistence Charge - PVR I & II Combined - Med	S	Council	GW0504 83250	1	£ 216.00		
Assets & Env	Env Health	Pollution - LAPPC	Annual Subsistence Charge - PVR I & II Combined - High	S	Council	GW0504 83250	1	£ 326.00		
Assets & Env	Env Health	Pollution - LAPPC	Annual Subsistence Charge - Vehicle Refinishers & Other Reduced Fees - Low	S	Council	GW0504 83250	1	£ 218.00		
Assets & Env	Env Health	Pollution - LAPPC	Annual Subsistence Charge - Vehicle Refinishers & Other Reduced Fees - Med	S	Council	GW0504 83250	1	£ 349.00		
Assets & Env	Env Health	Pollution - LAPPC	Annual Subsistence Charge - Vehicle Refinishers & Other Reduced Fees - High	S	Council	GW0504 83250	1	£ 524.00		
Assets & Env	Env Health	Pollution - LAPPC	Annual Subsistence Charge - Mobile Screening & Crushing Plant for 1st & 2nd Permits - Low**	S	Council	GW0504 83250	1	£ 618.00		
Assets & Env	Env Health	Pollution - LAPPC	Annual Subsistence Charge - Mobile Screening & Crushing Plant for 1st & 2nd Permits - Med**	S	Council	GW0504 83250	1	£ 989.00		
Assets & Env	Env Health	Pollution - LAPPC	Annual Subsistence Charge - Mobile Screening & Crushing Plant for 1st & 2nd Permits - High**	S	Council	GW0504 83250	1	£ 1,484.00		
Assets & Env	Env Health	Pollution - LAPPC	Annual Subsistence Charge - For the 3rd to 7th Permits - Low	S	Council	GW0504 83250	1	£ 368.00		
Assets & Env	Env Health	Pollution - LAPPC	Annual Subsistence Charge - For the 3rd to 7th Permits - Med	S	Council	GW0504 83250	1	£ 590.00		
Assets & Env	Env Health	Pollution - LAPPC	Annual Subsistence Charge - For the 3rd to 7th Permits - High	S	Council	GW0504 83250	1	£ 884.00		
Assets & Env	Env Health	Pollution - LAPPC	Annual Subsistence Charge - For the 8th & Subsequent Permits - Low	S	Council	GW0504 83250	1	£ 189.00		
Assets & Env	Env Health	Pollution - LAPPC	Annual Subsistence Charge - For the 8th & Subsequent Permits - Med	S	Council	GW0504 83250	1	£ 302.00		
Assets & Env	Env Health	Pollution - LAPPC	Annual Subsistence Charge - For the 8th & Subsequent Permits - High	S	Council	GW0504 83250	1	£ 453.00		
Assets & Env	Env Health	Pollution - LAPPC	Annual Subsistence Charge - Late Payment Fee	S	Council	GW0504 83250	1	£ 50.00		
Assets & Env	Env Health	Pollution - LAPPC	*the additional amounts above in brackets must be charged where a permit is for a combined Part B and Waste Installation	S	Council	GW0504 83250	1			
Assets & Env	Env Health	Pollution - LAPPC	Where a Part B Installation is subject to reporting under the E-PRTR Regulation, add an extra £99 to the above amounts	S	Council	GW0504 83250	1			
Assets & Env	Env Health	Pollution - LAPPC	Transfer & Surrender - Standard Process Transfer	S	Council	GW0504 83250	1	£ 162.00		
Assets & Env	Env Health	Pollution - LAPPC	Transfer & Surrender - Standard Process Partial Transfer	S	Council	GW0504 83250	1	£ 476.00		
Assets & Env	Env Health	Pollution - LAPPC	Transfer & Surrender - New Operator at Low Risk Reduced Fee Activity	S	Council	GW0504 83250	1	£ 75.00		

Directorate	Service Area	Name of Service	Fee Type	Statutory / Non-Statutory	Approval Process	Budget Code	VAT Category	Fee	Fee Community	Fee Charity
Assets & Env	Env Health	Pollution - LAPPC	Transfer & Surrender - Surrender - All Part B Activities	S	Council	GW0504 83250	1	£ -		
Assets & Env	Env Health	Pollution - LAPPC	Transfer & Surrender - Reduced Fee Activities - Transfer	S	Council	GW0504 83250	1	£ -		
Assets & Env	Env Health	Pollution - LAPPC	Transfer & Surrender - Reduced Fee Activities - Partial Transfer	S	Council	GW0504 83250	1	£ 45.00		
Assets & Env	Env Health	Pollution - LAPPC	Temporary Transfer for Mobiles - 1st Transfer	S	Council	GW0504 83250	1	£ 51.00		
Assets & Env	Env Health	Pollution - LAPPC	Temporary Transfer for Mobiles - Repeat Transfer	S	Council	GW0504 83250	1	£ 10.00		
Assets & Env	Env Health	Pollution - LAPPC	Temporary Transfer for Mobiles - Repeat following Enforcement or Warning	S	Council	GW0504 83250	1	£ 51.00		
Assets & Env	Env Health	Pollution - LAPPC	Substantial Change - Standard Process	S	Council	GW0504 83250	1	£ 1,005.00		
Assets & Env	Env Health	Pollution - LAPPC	Substantial Change - Standard Process where the Substantial Change results in a new PPC Activity	S	Council	GW0504 83250	1	£ 1,579.00		
Assets & Env	Env Health	Pollution - LAPPC	Substantial Change - Reduced Fee Activities	S	Council	GW0504 83250	1	£ 98.00		
Assets & Env	Env Health	Pollution - LAPPC	Mobile Plant Application - 1 or 2 Permits	S	Council	GW0504 83250	1	£ 1,579.00		
Assets & Env	Env Health	Pollution - LAPPC	Mobile Plant Application - 3 to 7 Permits	S	Council	GW0504 83250	1	£ 943.00		
Assets & Env	Env Health	Pollution - LAPPC	Mobile Plant Application - 8 & Over Permits	S	Council	GW0504 83250	1	£ 477.00		
Assets & Env	Env Health	Pollution - LAPPC	Mobile Plant Subsistence Fee - Low - 1 or 2 Permits	S	Council	GW0504 83250	1	£ 618.00		
Assets & Env	Env Health	Pollution - LAPPC	Mobile Plant Subsistence Fee - Med - 1 or 2 Permits	S	Council	GW0504 83250	1	£ 989.00		
Assets & Env	Env Health	Pollution - LAPPC	Mobile Plant Subsistence Fee - High - 1 or 2 Permits	S	Council	GW0504 83250	1	£ 1,484.00		
Assets & Env	Env Health	Pollution - LAPPC	Mobile Plant Subsistence Fee - Low - 3 or 7 Permits	S	Council	GW0504 83250	1	£ 368.00		
Assets & Env	Env Health	Pollution - LAPPC	Mobile Plant Subsistence Fee - Med - 3 or 7 Permits	S	Council	GW0504 83250	1	£ 590.00		
Assets & Env	Env Health	Pollution - LAPPC	Mobile Plant Subsistence Fee - High - 3 or 7 Permits	S	Council	GW0504 83250	1	£ 884.00		
Assets & Env	Env Health	Pollution - LAPPC	Mobile Plant Subsistence Fee - Low - 8 & Over Permits	S	Council	GW0504 83250	1	£ 189.00		
Assets & Env	Env Health	Pollution - LAPPC	Mobile Plant Subsistence Fee - Med - 8 & Over Permits	S	Council	GW0504 83250	1	£ 302.00		
Assets & Env	Env Health	Pollution - LAPPC	Mobile Plant Subsistence Fee - Med - 8 & Over Permits	S	Council	GW0504 83250	1	£ 453.00		
Assets & Env	Env Health	Pollution - IPPC	charge in the table below includes the additional £99 charge to cover LA extra costs in dealing with reporting under the EPRTTR Regulation		Council	GW0504 83250	1			
Assets & Env	Env Health	Pollution - IPPC	LA Element - Application	S	Council	GW0504 83250	1	£ 3,218.00		
Assets & Env	Env Health	Pollution - IPPC	LA Element - Additional Fee for Operating without a Permit	S	Council	GW0504 83250	1	£ 1,137.00		
Assets & Env	Env Health	Pollution - IPPC	LA Element - Annual Subsistence - Low	S	Council	GW0504 83250	1	£ 1,384.00		
Assets & Env	Env Health	Pollution - IPPC	LA Element - Annual Subsistence - Medium	S	Council	GW0504 83250	1	£ 1,541.00		
Assets & Env	Env Health	Pollution - IPPC	LA Element - Annual Subsistence - High	S	Council	GW0504 83250	1	£ 2,233.00		
Assets & Env	Env Health	Pollution - IPPC	LA Element - Late Payment Fee	S	Council	GW0504 83250	1	£ 50.00		
Assets & Env	Env Health	Pollution - IPPC	LA Element - Substantial Variation	S	Council	GW0504 83250	1	£ 1,309.00		
Assets & Env	Env Health	Pollution - IPPC	LA Element - Transfer	S	Council	GW0504 83250	1	£ 225.00		
Assets & Env	Env Health	Pollution - IPPC	LA Element - Partial Transfer	S	Council	GW0504 83250	1	£ 668.00		
Assets & Env	Env Health	Pollution - IPPC	LA Element - Surrender	S	Council	GW0504 83250	1	£ 668.00		

Directorate	Service Area	Name of Service	Fee Type	Statutory / Non-Statutory	Approval Process	Budget Code	VAT Category	Fee	Fee Community	Fee Charity
Assets & Env	Env Health	Pollution - IPPC	instalments paid on 1st April, 1st July, 1st October and 1st January. Where paid quarterly the total amount payable to the LA will be increased by £36	S	Council	GW0504 83250	1	£ 36.00		
Assets & Env	Env Health	Pollution - IPPC	Key = Reduced Fee Activities are: Service Stations, Vehicle Refinishers, Dry Cleaners, Small Waste Oil Burners under 0.4MW discretion of the LA as part of the consultation process when considering an application (see Chapter 9 of the General Guidance Manual). This will be undertaken and paid for by the LA and the charge that would be payable under the Environment Agency Discharges to Controlled Waters Charges Scheme in relation to the financial year if the discharge or discharges authorised by the		Council	GW0504 83250	1			
Assets & Env	Env Health	Pollution - IPPC			Council	GW0504 83250	1			
Assets & Env	Env Health	Pollution - IPPC				GW0504 83250	1			
Assets & Env	Env Health	Licensing Scrap Metal Dealers	Scrap Metal Dealers - Site Licence - Grant	NS		GW0204 83332	1	£ 429.42		
Assets & Env	Env Health	Licensing Scrap Metal Dealers	Scrap Metal Dealers - Site Licence - Additional Sites	NS	Council	GW0204 83332	1	£ 327.42		
Assets & Env	Env Health	Licensing Scrap Metal Dealers	Scrap Metal Dealers - Site Licence - Renewal	NS	Council	GW0204 83332	1	£ 429.42		
Assets & Env	Env Health	Licensing Scrap Metal Dealers	Scrap Metal Dealers - Site Licence - Variation	NS	Council	GW0204 83332	1	£ 151.47		
Assets & Env	Env Health	Licensing Scrap Metal Dealers	Scrap Metal Dealers - Collectors Licence - Grant	NS	Council	GW0204 83332	1	£ 201.96		
Assets & Env	Env Health	Licensing Scrap Metal Dealers	Scrap Metal Dealers - Collectors Licence - Renewal	NS	Council	GW0204 83332	1	£ 201.96		
Assets & Env	Env Health	Licensing Scrap Metal Dealers	Scrap Metal Dealers - Collectors Licence - Variation	NS	Council	GW0204 83332	1	£ 151.47		
Assets & Env	Env Health	Licensing Scrap Metal Dealers	Scrap Metal Dealers - Replacement or Copy Licence	NS	Council	GW0204 83332	1	£ 10.20		
Assets & Env	Env Health	Licensing Scrap Metal Dealers	Scrap Metal Dealers - Change of Licence Details	NS	Council	GW0204 83332	1	£ 50.49		
Assets & Env	Env Health	Licensing Scrap Metal Dealers	Scrap Metal Dealers - Change of Site Manager	NS	Council	GW0204 83332	1	£ 50.49		
Assets & Env	Env Health	Licensing Scrap Metal Dealers	Scrap Metal Dealers - Change of Site	NS	Council	GW0204 83332	1	£ 151.47		
Assets & Env	Env Health	Licensing Scrap Metal Dealers	Scrap Metal Dealers - Change Collectors to Site Licence	NS	Council	GW0204 83332	1	£ 327.42		
Assets & Env	Env Health	Licensing Scrap Metal Dealers	Scrap Metal Dealers - Change Site to Collectors Licence	NS	Council	GW0204 83332	1	£ 50.49		
Assets & Env	Env Health	Licensing - Taxis & PH	Hackney Carriage Vehicle - Under 4 Years	NS	Council	GW0201 83220	1	£ 289.90		
Assets & Env	Env Health	Licensing - Taxis & PH	Hackney Carriage Vehicle - Over 4 Years	NS	Council	GW0201 83220	1	£ 322.52		
Assets & Env	Env Health	Licensing - Taxis & PH**	Private Hire Vehicle - Under 4 Years	NS	Council	GW0201 83221	1	£ 289.90		
Assets & Env	Env Health	Licensing - Taxis & PH	Private Hire Vehicle - Over 4 Years	NS	Council	GW0201 83221	1	£ 322.52		
Assets & Env	Env Health	Licensing - Taxis & PH	Change of Vehicle	NS	Council	GW0201 83220 or	1	£ 68.55		
Assets & Env	Env Health	Licensing - Taxis & PH	Replacement Plate	NS	Council	GW0201 83220 or	1	£ 19.58		
Assets & Env	Env Health	Licensing - Taxis & PH	Private Hire Replacement Stickers	NS	Council	GW0201 83221	1	£ 4.91		
Assets & Env	Env Health	Licensing - Taxis & PH	Missed MOT (without 24 hours prior notice)	NS	Council	GW0201 83220 or	1	£ 40.93		
Assets & Env	Env Health	Licensing - Taxis & PH	Bounced Cheques	NS	Council	GW0201 83220 or	1	£ 20.44		
Assets & Env	Env Health	Licensing - Taxis & PH	Cancelled Insurance (without notification)	NS	Council	GW0201 83220 or	1	£ 68.23		
Assets & Env	Env Health	Licensing - Taxis & PH	Failure to Return Plates within 7 Days	NS	Council	GW0201 83220 or	1	£ 40.93		
Assets & Env	Env Health	Licensing - Taxis & PH	Private Hire Operator	NS	Council	GW0201 83222	1	£ 138.53		
Assets & Env	Env Health	Licensing - Taxis & PH	Hackney Carriage / Private Hire Drivers Combined Licence - DVLA only	NS	Council	GW0201 83229	1	£ 84.15		
Assets & Env	Env Health	Licensing - Taxis & PH	Hackney Carriage / Private Hire Drivers Combined Licence - DVLA & DBS	NS	Council	GW0201 83229	1	£ 86.51		
Assets & Env	Env Health	Licensing - Taxis & PH	Hackney Carriage / Private Hire Drivers Combined Licence - DVLA & Medical	NS	Council	GW0201 83229	1	£ 112.11		

Directorate	Service Area	Name of Service	Fee Type	Statutory / Non-Statutory	Approval Process	Budget Code	VAT Category	Fee	Fee Community	Fee Charity
Assets & Env	Env Health	Licensing - Taxis & PH	Hackney Carriage / Private Hire Drivers Combined Licence - DVLA, DBS & Medical	NS	Council	GW0201 83229	1	£ 125.17		
Assets & Environment	Cemeteries	Burial Service								
Assets & Environment	Cemeteries	Exclusive rights of burial (50 years) Full Sized Grave now includes EROB for memorial	Fee		New fees from January 1 2014	GW1601 83226		£ 750.00		
Assets & Environment	Cemeteries	Exclusive rights of burial (50 years) Half Sized Grave now includes EROB for memorial	Fee		New fees from January 1 2014	GW1601 83226		£ 600.00		
Assets & Environment	Cemeteries	Burial of a child (up to 16 years inclusive)	No Fee		New fees from January 1 2014	GW1601 83226		Free		
Assets & Environment	Cemeteries	Single depth grave digging fees	Fee		New fees from January 1 2014	GW1601 83226		£ 400.00		
Assets & Environment	Cemeteries	Double depth grave digging fees	Fee		New fees from January 1 2014	GW1601 83226		£ 500.00		
Assets & Environment	Cemeteries	treble depth digging fee - where applicable	Fee		New fees from January 1 2014	GW1601 83226		£ 750.00		
Assets & Environment	Cemeteries	Additional cost for large American style caskets	Fee		New fees from January 1 2014	GW1601 83226		£ 75.00		
Assets & Environment	Cemeteries	Burial of cremated remains	Fee		New fees from January 1 2014	GW1601 83226		£ 150.00		
Assets & Environment	Cemeteries	Scattering of cremated remains (within a grave	Fee		New fees from January 1 2014	GW1601 83226		£ 75.00		
Assets & Environment	Cemeteries	Authority charge for placing a memorial -existing grave owner	Fee		New fees from January 1 2014	GW1601 83226		£ 150.00		
Assets & Environment	Cemeteries	Authority charge for placing a tablet or vase - existing grave owner	Fee		New fees from January 1 2014	GW1601 83226		£ 75.00		
Assets & Environment	Cemeteries	Authority charge for additional inscriptions	Fee		New fees from January 1 2014	GW1601 83226		£ 60.00		
Assets & Environment	Cemeteries	Administration charge for pre purchase	fee		New fees from January 1 2014	GW1601 83226		£ 50.00		
Assets & Environment	Cemeteries	Administration charge transfer of ownership	Fee		New fees from January 1 2014	GW1601 83226		£ 50.00		
Assets & Environment	Cemeteries	Statutory declaration	Fee		New fees from January 1 2014	GW1601 83226		£ 50.00		
Assets & Environment	Cemeteries	Renunciation Charge per additional person	Fee		New fees from January 1 2014	GW1601 83226		£ 10.00		
Assets & Environment	Cemeteries	Memorial Bench plaque space for 5 years - renewable	Fee		New fees from January 1 2014	GW1601 83226		£ 250.00		
Assets & Environment	Cemeteries	Memorial plaque space around memorial tree for 5 years - renewable	Fee		New fees from January 1 2014	GW1601 83226		£ 250.00		
Assets & Environment	Cemeteries	Search fee per grave	Fee		New fees from January 1 2014	GW1601 83226		£ 15.00		
Assets & Environment	Cemeteries	Location Fee per grave	Fee		New fees from January 1 2014	GW1601 83226		£ 15.00		
Assets & Environment	Cemeteries	Certified copy of entry of burial	Fee		New fees from January 1 2014	GW1601 83226		£ 15.00		
Assets & Environment	Cemeteries	Administration charge for Exhumation request (non refundable	Fee		New fees from January 1 2014	GW1601 83226		£ 250.00		
Assets & Environment	Streetscene	Football Pich Hire			will increase on 1/4/14					
Assets & Environment	Streetscene	Anker Valley with Changing Adult	Fee			GX1203 83240		£ 450.00		
Assets & Environment	Streetscene	Anker Valley with Changing U11 & 12	Fee			GX1203 83240		£ 290.00		
Assets & Environment	Streetscene	Anker Valley with Changing Jnr	Fee			GX1203 83240		£ 350.00		
Assets & Environment	Streetscene	Other pitches (With changing) Adult	Fee			GX1203 83240		£ 400.00		
Assets & Environment	Streetscene	Other pitches (With changing) U11 & 12	Fee			GX1203 83240		£ 290.00		
Assets & Environment	Streetscene	Other pitches (With changing) Jnr	Fee			GX1203 83240		£ 290.00		
Assets & Environment	Streetscene	Other Pitches (without changing) Adult	Fee			GX1203 83240		£ 325.00		

Directorate	Service Area	Name of Service	Fee Type	Statutory / Non-Statutory	Approval Process	Budget Code	VAT Category	Fee	Fee Community	Fee Charity
Assets & Environment	Streetscene	Other Pitches (without changing) Jnr	Fee			GX1203 83240		£ 240.00		
Assets & Environment	Streetscene	Friendly in Season Anker Valley with Changing Adult	Fee			GX1203 83240		£ 48.00		
Assets & Environment	Streetscene	Friendly in Season Anker Valley with Changing Junior	Fee			GX1203 83240		£ 30.00		
Assets & Environment	Streetscene	Friendly - Other Pitch (No Changing) Adult	Fee			GX1203 83240		£ 40.00		
Assets & Environment	Streetscene	Friendly - Other Pitch (No Changing) Junior	Fee			GX1203 83240		£ 30.00		
Assets & Environment	Streetscene	Small Sided Pitches	Fee			GX1203 83240		£ 140.00		
Assets & Environment	Neighbourhood Services	Car Park charges 1/2 hour	Fee	Non Statutory	Portfolio Holder	GP0601	6 - Standard Rated	£ 0.70		
Assets & Environment	Neighbourhood Services	Car Park charges Up to 2 hrs	Fee	Non Statutory	Portfolio Holder	GP0601		£ 1.40		
Assets & Environment	Neighbourhood Services	Car Park Charges Up to 3 hrs	Fee	Non Statutory	Portfolio Holder	GP0601		£ 1.90		
Assets & Environment	Neighbourhood Services	Car Park Charges Up to 4 hrs	Fee	Non Statutory	Portfolio Holder	GP0601		£ 2.20		
Assets & Environment	Neighbourhood Services	Car Park Charges Over 4 hours	Fee	Non Statutory	Portfolio Holder	GP0601		£ 4.50		
Assets & Environment	Neighbourhood Services	Car Park Charges Over 4 Hours Spinning School	Fee	Non Statutory	Portfolio Holder	GP0601		£ 5.00		
Assets & Environment	Neighbourhood Services	Car Park Charges Up to 3 hours (Riverdrive and Jolly Sailor)	Fee	Non Statutory	Portfolio Holder	GP0601		£ 1.00		
Assets & Environment	Neighbourhood Services	Car Park Charges All day (Riverdrive and Jolly Sailor)	Fee	Non Statutory	Portfolio Holder	GP0601		£ 1.50		
Assets & Environment	Neighbourhood Services	Long Stay Season Car Park Permits Monthly	Fee	Non Statutory	Portfolio Holder	GP0601		£ 60.00		
Assets & Environment	Neighbourhood Services	Long Stay Season Car Park Permits Quarterly	Fee	Non Statutory	Portfolio Holder	GP0601		£ 175.00		
Assets & Environment	Neighbourhood Services	Long Stay Season Car Park Permits Six Month	Fee	Non Statutory	Portfolio Holder	GP0601		£ 350.00		
Assets & Environment	Neighbourhood Services	Long Stay Season Car Park Permits Annual	Fee	Non Statutory	Portfolio Holder	GP0601		£ 600.00		
Assets & Environment	Neighbourhood Services	Jolly Sailor/Riverdrive Monthly	Fee	Non Statutory	Portfolio Holder	GP0601		£ 20.00		
Assets & Environment	Neighbourhood Services	Jolly Sailor/Riverdrive Six Month	Fee	Non Statutory	Portfolio Holder	GP0601		£ 100.00		
Assets & Environment	Neighbourhood Services	Jolly Sailor/Riverdrive Annual	Fee	Non Statutory	Portfolio Holder	GP0601		£ 170.00		
Assets & Environment	Neighbourhood Services	Town Centre Resident Public Car Park Permit Six Months	Fee	Non Statutory	Portfolio Holder	GP0601		£ 110.00		
Assets & Environment	Neighbourhood Services	Town Centre Resident Public Car Park Permit Annual	Fee	Non Statutory	Portfolio Holder	GP0601		£ 200.00		
Assets & Environment	Neighbourhood Services	Litter/Dog Fouling Fixed Penalty Notice - Payment within 14 days	Max Penalty set by Law	Non Statutory	Portfolio Holder	GP1001		£ 50.00		
Assets & Environment	Neighbourhood Services	Litter/Dog Fouling Fines - Fixed Penalty Notice after 14 days	Max Penalty set by Law	Non Statutory	Portfolio Holder	GP1001		£ 80.00		
Assets & Environment	Neighbourhood Services	Street Trading Fees per day (town Centre)	Fee	Non Statutory	Under review - to Cabinet	GP1001		£ 25.00 £ 50.00		
Assets & Environment	Neighbourhood Services	Street Café - 1 tables 1 -2 days per week	Annual Licence Fee	Non Statutory	Cabinet	GP1001		£ 75.00		
Assets & Environment	Neighbourhood Services	Street Café - 2 tables 1 -2 days per week	Annual Licence Fee	Non Statutory	Cabinet	GP1001		£ 100.00		
Assets & Environment	Neighbourhood Services	Street Café - 3 tables 1 -2 days per week	Annual Licence Fee	Non Statutory	Cabinet	GP1001		£ 125.00		
Assets & Environment	Neighbourhood Services	Street Café - 4 tables 1 -2 days per week	Annual Licence Fee	Non Statutory	Cabinet	GP1001		£ 150.00		
Assets & Environment	Neighbourhood Services	Street Café - 5 tables 1 -2 days per week	Annual Licence Fee	Non Statutory	Cabinet	GP1001		£ 175.00		
Assets & Environment	Neighbourhood Services	Street Café - 6 tables 1 -2 days per week	Annual Licence Fee	Non Statutory	Cabinet	GP1001				

Directorate	Service Area	Name of Service	Fee Type	Statutory / Non-Statutory	Approval Process	Budget Code	VAT Category	Fee	Fee Community	Fee Charity
Assets & Environment	Neighbourhood Services	Street Café - 7 tables 1 -2 days per week	Annual Licence Fee	Non Statutory	Cabinet	GP1001		£ 200.00		
Assets & Environment	Neighbourhood Services	Street Café - 8 tables 1 -2 days per week	Annual Licence Fee	Non Statutory	Cabinet	GP1001		£ 225.00		
Assets & Environment	Neighbourhood Services	Street Café - 9 tables 1 -2 days per week	Annual Licence Fee	Non Statutory	Cabinet	GP1001		£ 250.00		
Assets & Environment	Neighbourhood Services	Street Café - 1 tables 3-4 days per week	Annual Licence Fee	Non Statutory	Cabinet	GP1001		£ 75.00		
Assets & Environment	Neighbourhood Services	Street Café - 2 tables 3-4 days per week	Annual Licence Fee	Non Statutory	Cabinet	GP1001		£ 100.00		
Assets & Environment	Neighbourhood Services	Street Café - 3 tables 3-4 days per week	Annual Licence Fee	Non Statutory	Cabinet	GP1001		£ 125.00		
Assets & Environment	Neighbourhood Services	Street Café - 4 tables 3-4 days per week	Annual Licence Fee	Non Statutory	Cabinet	GP1001		£ 150.00		
Assets & Environment	Neighbourhood Services	Street Café - 5 tables 3-4 days per week	Annual Licence Fee	Non Statutory	Cabinet	GP1001		£ 175.00		
Assets & Environment	Neighbourhood Services	Street Café - 6 tables 3-4 days per week	Annual Licence Fee	Non Statutory	Cabinet	GP1001		£ 200.00		
Assets & Environment	Neighbourhood Services	Street Café - 7 tables 3-4 days per week	Annual Licence Fee	Non Statutory	Cabinet	GP1001		£ 225.00		
Assets & Environment	Neighbourhood Services	Street Café - 8 tables 3-4 days per week	Annual Licence Fee	Non Statutory	Cabinet	GP1001		£ 250.00		
Assets & Environment	Neighbourhood Services	Street Café - 9 tables 3-4 days per week	Annual Licence Fee	Non Statutory	Cabinet	GP1001		£ 275.00		
Assets & Environment	Neighbourhood Services	Street Café - 1 tables 5-6 days per week	Annual Licence Fee	Non Statutory	Cabinet	GP1001		£ 100.00		
Assets & Environment	Neighbourhood Services	Street Café - 2 tables 5-6 days per week	Annual Licence Fee	Non Statutory	Cabinet	GP1001		£ 125.00		
Assets & Environment	Neighbourhood Services	Street Café - 3 tables 5-6 days per week	Annual Licence Fee	Non Statutory	Cabinet	GP1001		£ 150.00		
Assets & Environment	Neighbourhood Services	Street Café - 4 tables 5-6 days per week	Annual Licence Fee	Non Statutory	Cabinet	GP1001		£ 175.00		
Assets & Environment	Neighbourhood Services	Street Café - 5 tables 5-6 days per week	Annual Licence Fee	Non Statutory	Cabinet	GP1001		£ 200.00		
Assets & Environment	Neighbourhood Services	Street Café - 6 tables 5-6 days per week	Annual Licence Fee	Non Statutory	Cabinet	GP1001		£ 225.00		
Assets & Environment	Neighbourhood Services	Street Café - 7 tables 5-6 days per week	Annual Licence Fee	Non Statutory	Cabinet	GP1001		£ 250.00		
Assets & Environment	Neighbourhood Services	Street Café - 8 tables 5-6 days per week	Annual Licence Fee	Non Statutory	Cabinet	GP1001		£ 275.00		
Assets & Environment	Neighbourhood Services	Street Café - 9 tables 5-6 days per week	Annual Licence Fee	Non Statutory	Cabinet	GP1001		£ 300.00		
Assets & Environment	Neighbourhood Services	Street Café - 1 tables 7days per week	Annual Licence Fee	Non Statutory	Cabinet	GP1001		£ 125.00		
Assets & Environment	Neighbourhood Services	Street Café - 2 tables 7days per week	Annual Licence Fee	Non Statutory	Cabinet	GP1001		£ 150.00		
Assets & Environment	Neighbourhood Services	Street Café - 3 tables 7days per week	Annual Licence Fee	Non Statutory	Cabinet	GP1001		£ 175.00		
Assets & Environment	Neighbourhood Services	Street Café - 4 tables 7days per week	Annual Licence Fee	Non Statutory	Cabinet	GP1001		£ 200.00		
Assets & Environment	Neighbourhood Services	Street Café - 5 tables 7days per week	Annual Licence Fee	Non Statutory	Cabinet	GP1001		£ 225.00		
Assets & Environment	Neighbourhood Services	Street Café - 6 tables 7days per week	Annual Licence Fee	Non Statutory	Cabinet	GP1001		£ 250.00		
Assets & Environment	Neighbourhood Services	Street Café - 7 tables 7days per week	Annual Licence Fee	Non Statutory	Cabinet	GP1001		£ 275.00		
Assets & Environment	Neighbourhood Services	Street Café - 8 tables 7days per week	Annual Licence Fee	Non Statutory	Cabinet	GP1001		£ 300.00		
Assets & Environment	Neighbourhood Services	Street Café - 9 tables 7days per week	Annual Licence Fee	Non Statutory	Cabinet	GP1001		£ 325.00		
Assets & Environment	Neighbourhood Services	CCTV - Subject Access Disclosure	Annual Licence Fee	Non Statutory	Cabinet	GP1001		£ 10.00		
Assets & Environment	Property Services	Commercial Lettings	Rent	Non Statutory	Director	GP0206/GP0207	6 - Standard Rated	n Market rates		

Directorate	Service Area	Name of Service	Fee Type	Statutory / Non-Statutory	Approval Process	Budget Code	VAT Category	Fee	Fee Community	Fee Charity
Assets & Environment	Property Services	3rd Sector Lettings PDC/Carnegie	Rent	Non Statutory	Director	GP0309	6 - Standard Rated	lic agreements		
Assets & Environment	Property Services	3rd Sector Lettings Other Property	Rent	Non Statutory	Director	GP0206/GP0207	6 - Standard Rated	n Market rates		
Assets & Environment	Property Services	Key for database	** Not using simplified permits (above)							
Benefits	Benefits	Overpayment recovery	court fees	statutory	Head of Service	GT0201	2 - Exempt	varied		
Communities, Planning & Partnerships	Strategic Planning & Regen	Priority Service for any of the above services (1 day)	Fee	Non Statutory	Head of Service	GS831890203		£ 10.00		
Communities, Planning & Partnerships	Strategic Planning & Regen	Photocopying 1st page	Fee	Non Statutory	Head of Service	GS020383189		£ 1.00		
Communities, Planning & Partnerships	Strategic Planning & Regen	Photocopying each subsequent page	Fee	Non Statutory	Head of Service	GS020383189		£ 0.10		
Communities, Planning & Partnerships	Strategic Planning & Regen	Strategic Housing Land Availability Assessment	Fee	Non Statutory	Head of Service			£ 50.00		
Communities, Planning & Partnerships	Strategic Planning & Regen	Employment Land Assessment	Fee	Non Statutory	Head of Service			£ 50.00		
Communities, Planning & Partnerships	Strategic Planning & Regen	Emerging Local Plan 2011-2026	Fee	Non Statutory	Head of Service			£ 50.00		
Communities, Planning & Partnerships	Strategic Planning & Regen	Supplementary Planning Guidance - per item	Fee	Non Statutory	Head of Service			£ 1.00		
Communities, Planning & Partnerships	Strategic Planning & Regen	Supp Planning Guidance - Total Book	Fee	Non Statutory	Head of Service			£ 36.00		
Communities, Planning & Partnerships	Strategic Planning & Regen	Enforcement Notice	Fee	Non Statutory	Head of Service			£ 10.75		
Communities, Planning & Partnerships	Strategic Planning & Regen	Appeal Decision	Fee	Non Statutory	Head of Service	GS020383189		£ 10.75		
Communities, Planning & Partnerships	Strategic Planning & Regen	Copy of Tree Preservation Orders	Fee	Non Statutory	Head of Service	GS020383189		£ 10.75		
Communities, Planning & Partnerships	Strategic Planning & Regen	TPO Plans	Fee	Non Statutory	Head of Service	GS020383189		£ 5.00		
Communities, Planning & Partnerships	Strategic Planning & Regen	Conservation Area Appraisal	Fee	Non Statutory	Head of Service	GS020383189		£ 10.00		
Communities, Planning & Partnerships	Strategic Planning & Regen	High Hedges Complaints	Fee	Non Statutory	Cabinet			£ 212.00		
Communities, Planning & Partnerships	Strategic Planning & Regen	Planning Application Fees	Fee	Statutory	DCLG	GS020383202	2 - Exempt	Set by DCLG. Varies according to		
Communities, Planning & Partnerships	Strategic Planning & Regen	Building Control Partnership	fee	statutory	shared service agreement					
Corporate Services	Revenues	Council Tax	Court Fees	Statutory	Head of Service	GG0301	2 - Exempt	summons/£35.00 Liab order/Warrant		
Corporate Services	Revenues	Business Rates	Court Fees	Statutory	Head of Service	GG0302	2 - Exempt	summons/£35.00 Liab order/Warrant		
Corporate Services	Democratic Services	Sale of the Electoral		Statutory		GL0303 83130	2 - Exempt			
Corporate services	TIC	room hire - carnegie	Fee	non statutory	Head of service	GY070183142	exempt	£5 an hour		
Corporate services	TIC	room hire - Philip Dix Centre	Fee	non statutory	Head of service	GY070183142	6	£5 an hour		
Corporate services	TIC	room hire town hall chambers 1/2 day	Fee	non statutory	Head of service	GY070183310	exempt	£ 75.00		
Corporate services	TIC	room hire town hall chambers full day	Fee	non statutory	Head of service	GY070183310	exempt	£ 150.00		
Corporate services	TIC	room hire town hall lower room	Fee	non statutory	Head of service	GY070183310	exempt	£10 an hour		
Corporate services	TIC	photo copying A4 b/w	Fee	non statutory	Head of service	GY070183156	6	20p		
Corporate services	TIC	photo copying A4 colour	Fee	non statutory	Head of service	GY070183156	6	40p		
Corporate services	TIC	photo copying A3 b/w	Fee	non statutory	Head of service	GY070183156	6	30p		
Corporate services	TIC	photo copying A3 colour	Fee	non statutory	Head of service	GY070183156	6	50p		

Directorate	Service Area	Name of Service	Fee Type	Statutory / Non-Statutory	Approval Process	Budget Code	VAT Category	Fee	Fee Community	Fee Charity
Corporate services	TIC	laminating A4	Fee	non statutory	Head of service	GY070283154	6	£ 1.00		
Corporate services	TIC	laminating A3	Fee	non statutory	Head of service	GY070283154	6	£ 1.50		
Corporate services	TIC	copy bus timetable	Fee	non statutory	Head of service	GY070283154	6	10p		
Corporate services	TIC	Faxes	Fee	non statutory	Head of service	GY070383154	6	£ 1.50		
Corporate services	TIC	show ticket transfer fee	Fee	non statutory	Head of service	GY070383154	6	£ 1.50		
Corporate services	TIC	credit card charge	Fee	non statutory	Head of service	GY070283298	6	£ 0.03		
Corporate services	TIC	Commission	Fee	non statutory	Head of service	GY070283154	6	£ 0.15		
Corporate services	TIC	postage	Fee	non statutory	Head of service	GY070283154	6	£ 1.50		
Housing and Health	Repairs	Tenants recharges for damage	Fee	Non Statutory	Director	HS6099	6 - Standard Rated	Varied		
Housing and Health	Private Sector Housing	Enforcement notice	Fee	Non Statutory						
Housing and Health	Private Sector Housing	HMO licence	Fee	Non Statutory						
Housing and Health	Private Sector Housing	Work in default	Fee	Non Statutory						
Legal	Local Land Charges	search fee	fees	Non Statutory		GR0701	exempt			
Legal	Legal	Freehold reversion	Legal fees			GC0601	1 - Non-Business			
Legal	Legal	leasehold enquiries	fee			GR0701	1 - Non-Business			
Legal	Legal	notice of transfer/mortgage	fee			GR0701	1 - Non-Business			
Legal	Legal	Certificate of Compliance	fee			GR0701	1 - Non-Business			
Legal	Legal	letter of postponement	fee			GR0701	1 - Non-Business			
Legal	Legal	consent	fee			GR0701	1 - Non-Business			
Legal	Legal	enquiries	fee			GR0701	1 - Non-Business			
Legal	Legal	Photocopying	fee			GR0701	1 - Non-Business			
Legal	Legal	Section 106	fee			GC0601	1 - Non-Business			
Technology & Corporate Programmes	Data Protection	Subject Access Request Fee	Fee	Statutory		GL020183226				
Technology & Corporate Programmes	Data Protection	SAR Fee	Fee	Statutory		GL020183226		Fixed		
Transformation & Corporate Performance	Human Resources	Training								
Transformation & Corporate Performance	Human Resources	Advice		Non Statutory	Head of Service	GL0201				
Communities, Planning & Partnerships	Community Leisure	Assembly Rooms Room Hire	Single Show (includes Stage Lights & FOH Staff & Bar, 1 Tech) 7hrs use	Non Statutory	Cabinet	GX0604 83245	3	£ 680.00	£ 265.00	£ 235.00
Communities, Planning & Partnerships	Community Leisure	Assembly Rooms Room Hire	Additional Show-(includes Stage Lights & FOH Staff & Bar, 1 Tech) 7hrs use	Non Statutory	Cabinet	GX0604 83245	3	£ 600.00	£ 230.00	£ 200.00
Communities, Planning & Partnerships	Community Leisure	Assembly Rooms Room Hire	Matinee & Evening – (includes Stage Lights & FOH Staff & Bar, 1 Tech) up to 14hrs use	Non Statutory	Cabinet	GX0604 83245	3	£ 1,100.00	£ 475.00	£ 415.00
Communities, Planning & Partnerships	Community Leisure	Assembly Rooms Room Hire	Additional Rehearsal/Get in Hours (per hour)	Non Statutory	Cabinet	GX0604 83245	3	£ 60.00	£ 30.00	£ 20.00
Communities, Planning & Partnerships	Community Leisure	Assembly Rooms Room Hire	Additional Show Hours	Non Statutory	Cabinet	GX0604 83245	3	£ 90.00	£ 38.00	£ 34.00
Communities, Planning & Partnerships	Community Leisure	Assembly Rooms Room Hire	Venue Use for Past Midnight	Non Statutory	Cabinet	GX0604 83245	3	£ 100.00	£ 48.00	£ 44.00

Directorate	Service Area	Name of Service	Fee Type	Statutory / Non-Statutory	Approval Process	Budget Code	VAT Category	Fee	Fee Community	Fee Charity
Communities, Planning & Partnerships	Community Leisure	Assembly Rooms Room Hire	Hourly rate for non show events, get in/get out	Non Statutory	Cabinet	GX0604 83245	3	£ 60.00	£ 24.00	£ 20.00
Communities, Planning & Partnerships	Community Leisure	Assembly Rooms Room Hire	Hourly rate for non show events, when public are in (from time letting in public until all public are gone)	Non Statutory	Cabinet	GX0604 83245	3	£ 85.00	£ 38.00	£ 30.00
Communities, Planning & Partnerships	Community Leisure	Assembly Rooms Room Hire	Public Bodies	Non Statutory	Cabinet	GX0604 83245	3	£ 40.00		
Communities, Planning & Partnerships	Community Leisure	Assembly Rooms Room Hire	Group Use Hourly Hire Rate Monday - Friday 9am – 6pm	Non Statutory	Cabinet	GX0604 83245	3	£ 12.50	£ 12.50	
Communities, Planning & Partnerships	Community Leisure	Assembly Rooms Room Hire	Group Use Block Rate Monday - Friday 9am – 6pm (4 Hours)	Non Statutory	Cabinet	GX0604 83245	3	£ 40.00	£ 40.00	
Communities, Planning & Partnerships	Community Leisure	Assembly Rooms Room Hire	Group Use Hourly Hire Rate Monday - Friday 6 -10pm	Non Statutory	Cabinet	GX0604 83245	3	£ 24.00	£ 24.00	
Communities, Planning & Partnerships	Community Leisure	Assembly Rooms Room Hire	Group Use Block Rate Monday - Friday 6-10pm (4 Hours)	Non Statutory	Cabinet	GX0604 83245	3	£ 90.00	£ 90.00	
Communities, Planning & Partnerships	Community Leisure	Assembly Rooms Room Hire	Group Use Hourly Hire Rate Sat & Sun	Non Statutory	Cabinet	GX0604 83245	3	£ 24.00	£ 24.00	
Communities, Planning & Partnerships	Community Leisure	Assembly Rooms Room Hire	Group Use Block Rate Saturday/Sunday (4 hours)	Non Statutory	Cabinet	GX0604 83245	3	£ 90.00	£ 90.00	
Communities, Planning & Partnerships	Community Leisure	Assembly Rooms Room Hire	Conference/Meeting/Presentation inc. Basic Equipment - 8hrs (up to 150 delegates)	Non Statutory	Cabinet	GX0604 83245		£ 260.00	£ 260.00	£ 260.00
Communities, Planning & Partnerships	Community Leisure	Assembly Rooms Room Hire	Conference/Meeting/Presentation inc. Basic Equipment – up to 5hrs (up to 150 delegates)	Non Statutory		GX0604 83245		£ 200.00	£ 200.00	£ 200.00
Communities, Planning & Partnerships	Community Leisure	Assembly Rooms Room Hire	Conference Hourly Rate	Non Statutory		GX0604 83245		£ 45.00	£ 45.00	£ 45.00
Communities, Planning & Partnerships	Community Leisure	Assembly Rooms Room Hire	Private Party 6pm – Midnight	Non Statutory		GX0604 83245		£ 260.00	£ 260.00	£ 260.00
Communities, Planning & Partnerships	Community Leisure	Assembly Rooms Room Hire	Before Midnight After Midnight	Non Statutory		GX0604 83245		£30.00 £85.00	£30.00 £85.00	£30.00 £85.00
Communities, Planning & Partnerships	Community Leisure	Assembly Rooms Room Hire	Room Decoration	Non Statutory	Cabinet	GX0604 83245	6	£ 120.00	£ 120.00	£ 120.00
Communities, Planning & Partnerships	Community Leisure	Assembly Rooms Room Hire	Stewards per person, per hour	Non Statutory	Cabinet	GX0604 83245	6	£ 8.00	£ 8.00	£ 8.00
Communities, Planning & Partnerships	Community Leisure	Assembly Rooms Room Hire	Technician, per person, per hour	Non Statutory		GX0604 83245	6	£ 16.00	£ 16.00	£ 16.00
Communities, Planning & Partnerships	Community Leisure	Assembly Rooms Room Hire	Security, per person, per hour	Non Statutory	Cabinet	GX0604 83245	6	£ 16.00	£ 16.00	£ 16.00

Directorate	Service Area	Name of Service	Fee Type	Statutory / Non-Statutory	Approval Process	Budget Code	VAT Category	Fee	Fee Community	Fee Charity
Communities, Planning & Partnerships	Community Leisure	Assembly Rooms Equipment Hire	Vocal PA per show	Non Statutory	Cabinet	GX0606 83141	6	£ 80.00	£ 36.00	£ 32.00
Communities, Planning & Partnerships	Community Leisure	Assembly Rooms Equipment Hire	Vocal PA per additional show	Non Statutory	Cabinet	GX0606 83141	6	£ 30.00	£ 13.50	£ 12.00
Communities, Planning & Partnerships	Community Leisure	Assembly Rooms Equipment Hire	Full PA per show	Non Statutory	Cabinet	GX0606 83141	6	£ 300.00	£ 135.00	£ 120.00
Communities, Planning & Partnerships	Community Leisure	Assembly Rooms Equipment Hire	Full PA per additional show	Non Statutory	Cabinet	GX0606 83141	6	£ 100.00	£ 45.00	£ 40.00
Communities, Planning & Partnerships	Community Leisure	Assembly Rooms Equipment Hire	Stage Lighting Show & Technician (pointing at stage)	Non Statutory	Cabinet	GX0606 83141	6	included in room hire	included in room hire	included in room hire
Communities, Planning & Partnerships	Community Leisure	Assembly Rooms Equipment Hire	Pre rigging or re-rig for complicated lighting states (additional charge)	Non Statutory	Cabinet	GX0606 83141	6	£ 80.00	£ 36.00	£ 32.00
Communities, Planning & Partnerships	Community Leisure	Assembly Rooms Equipment Hire	Rehearsal Stage lighting & Technician	Non Statutory	Cabinet	GX0606 83141	6	£ 100.00	£ 45.00	£ 40.00
Communities, Planning & Partnerships	Community Leisure	Assembly Rooms Equipment Hire	Moving Lights (per pair)	Non Statutory	Cabinet	GX0606 83141	6	£ 25.00	£ 25.00	£ 25.00
Communities, Planning & Partnerships	Community Leisure	Assembly Rooms Equipment Hire	Follow Spot & Operator (per show)	Non Statutory	Cabinet	GX0606 83141	6	£ 50.00	£ 50.00	£ 50.00
Communities, Planning & Partnerships	Community Leisure	Assembly Rooms Equipment Hire	Follow Spot - providing own operator (subject to venue approval) per show	Non Statutory	Cabinet	GX0606 83141	6	£ 10.00	£ 10.00	£ 10.00
Communities, Planning & Partnerships	Community Leisure	Assembly Rooms Equipment Hire	Grand Piano (Tuned)	Non Statutory	Cabinet	GX0606 83141	6	£ 70.00	£ 70.00	£ 70.00
Communities, Planning & Partnerships	Community Leisure	Assembly Rooms Equipment Hire	Grand Piano (Untuned)	Non Statutory	Cabinet	GX0606 83141	6	£ 20.00	£ 20.00	£ 20.00
Communities, Planning & Partnerships	Community Leisure	Assembly Rooms Equipment Hire	Radio Mic (each) per show	Non Statutory	Cabinet	GX0606 83141	6	£ 7.50	£ 7.50	£ 7.50
Communities, Planning & Partnerships	Community Leisure	Assembly Rooms Equipment Hire	Projector Screen (Standard)	Non Statutory	Cabinet	GX0606 83141	6	£ 10.00	£ 10.00	£ 10.00
Communities, Planning & Partnerships	Community Leisure	Assembly Rooms Equipment Hire	Projector Screen (Large)	Non Statutory	Cabinet	GX0606 83141	6	£ 20.00	£ 20.00	£ 20.00
Communities, Planning & Partnerships	Community Leisure	Assembly Rooms Equipment Hire	Video Projector	Non Statutory	Cabinet	GX0606 83141	6	£ 50.00	£ 50.00	£ 50.00
Communities, Planning & Partnerships	Community Leisure	Assembly Rooms Equipment Hire	Haze or Smoke Machine	Non Statutory	Cabinet	GX0606 83141	6	£ 20.00	£ 20.00	£ 20.00
Communities, Planning & Partnerships	Community Leisure	Assembly Rooms Equipment Hire	Star Cloth	Non Statutory	Cabinet	GX0606 83141	6	£ 40.00	£ 40.00	£ 40.00
Communities, Planning & Partnerships	Community Leisure	Assembly Rooms Marketing	What's on Advert	Non Statutory	Cabinet	GY0202 83292	6	£ 35.00	£ 30.00	£ 30.00
Communities, Planning & Partnerships	Community Leisure	Assembly Rooms Marketing	Ticket Sales commission	Non Statutory	Cabinet	GY0202 83292	6	10%	5%	5%
Communities, Planning & Partnerships	Community Leisure	Assembly Rooms Marketing	Ticket Sales taken away	Non Statutory	Cabinet	GY0202 83292	6	£ 0.20	£ 0.20	£ 0.20
Communities, Planning & Partnerships	Community Leisure	Assembly Rooms Marketing	Merchandise Sold by TAR Website	Non Statutory	Cabinet	GY0202 83292	6	20%	20%	20%
Communities, Planning & Partnerships	Community Leisure	Assembly Rooms Marketing	Merchandise Sold By Company	Non Statutory	Cabinet	GY0202 83292	6	10%	10%	10%
Communities, Planning & Partnerships	Community Leisure	Assembly Rooms Marketing	Merchandise Sold By TAR	Non Statutory	Cabinet	GY0202 83292	6	15%	15%	15%
Communities, Planning & Partnerships	Community Leisure	Assembly Rooms Marketing	Full Page Brochure Feature	Non Statutory	Cabinet	GY0202 83292	6	£ 350.00	£ 350.00	£ 350.00
Communities, Planning & Partnerships	Community Leisure	Assembly Rooms Marketing	Frontage Poster Board		Cabinet	GY0202 83292	6	£ 100.00	£ 100.00	£ 100.00
Communities, Planning & Partnerships	Community Leisure	Assembly Rooms Marketing	Targeted Solo Newsletter		Cabinet	GY0202 83292	6	£ 30.00	£ 30.00	£ 30.00
Communities, Planning & Partnerships	Community Leisure	Assembly Rooms Marketing	Facebook Event		Cabinet	GY0202 83292	6	£ 100.00	£ 100.00	£ 100.00
Communities, Planning & Partnerships	Community Leisure	Assembly Rooms Marketing	Facebook Advert			GY0202 83292	6	£ 100.00	£ 100.00	£ 100.00
Communities, Planning & Partnerships	Community Leisure	Assembly Rooms Marketing	Overprinting			GY0202 83292	6	£25 per 1000	£25 per 1000	£25 per 100
Communities, Planning & Partnerships	Community Leisure	Assembly Rooms PPL / PRS	PPL per event	Statutory	Statutory body	GX0604 83451	6	£ 25.00	£ 25.00	£ 25.00
Communities, Planning & Partnerships	Community Leisure	Assembly Rooms PPL / PRS	PRS Variety Show (% of show gross sales)	Statutory	Statutory body	GX0604 83451	6	2%	2%	2%

Directorate	Service Area	Name of Service	Fee Type	Statutory / Non-Statutory	Approval Process	Budget Code	VAT Category	Fee	Fee Community	Fee Charity
Communities, Planning & Partnerships	Community Leisure	Assembly Rooms PPL / PRS	PRS Music (% of show gross sales)	Statutory	Statutory body	GX0604 83451	6	3%	3%	3%

Directorate	Service Area	Name of Service	Fee Type	Statutory / Non-Statutory	Approval Process	Budget Code	VAT Category	Fee	Fee Community	Fee Charity
Communities, Planning & Partnerships	Community Leisure	Assembly Rooms PPL / PRS	PRS Classic (% of show gross sales)	Statutory	Statutory body	GX0604 83451	6	5.60%	5.60%	5.60%
Communities, Planning & Partnerships	Community Leisure	Outdoor Events (Major Event <8,000 Visitors (per day))	Stall Catering Exhibition Charity	Non Statutory	Cabinet	GX0609 83310	6	60.00 120.00 150.00 10.00		
Communities, Planning & Partnerships	Community Leisure	Outdoor Events (Medium Event <4,000 Visitors (per day))	Stall Catering Exhibition Charity	Non Statutory	Cabinet	GX0609 83310	6	50.00 110.00 125.00 10.00		
Communities, Planning & Partnerships	Community Leisure	Outdoor Events (Minor Event <2,000 Visitors (per day))	Stall Catering Exhibition Charity	Non Statutory	Cabinet	GX0609 83310	6	40.00 90.00 100.00 10.00		
Communities, Planning & Partnerships	Community Leisure	Outdoor Events Lower Lawn Hire Charge	Commercial Charity	Non Statutory	Cabinet	GX0609 83310	6	80.00 40.00		
Communities, Planning & Partnerships	Community Leisure	Outdoor Events Bar Charge	1 Day Weekend	Non Statutory	Cabinet	GX0609 83310	6	175.00 300.00		
Communities, Planning & Partnerships	Community Leisure	Outdoor Events Castle Grounds Activity Centre	Outdoor Charge Indoor Charge Whole Complex	Non Statutory	Cabinet	GX0609 83310	6	80.00 80.00 150.00		
Communities, Planning & Partnerships	Community Leisure	Outdoor Events Circus, Fair and Commercial hires of the Castle Grounds	Setting-Up Operational Days Security Deposit	Non Statutory	Cabinet	GX0609 83310	6	100.00 320.00 550.00		
Communities, Planning & Partnerships	Community Leisure	Outdoor Events Charitable hire of the Castle Grounds	Hire of the Castle Grounds for Charitable Events Major Event < 10000 Medium Event < 5000 Small Event	Non Statutory	Cabinet	GX0609 83310	6	400.00 per day 200.00 per day 100.00 per day		
Communities, Planning & Partnerships	Community Leisure	Outdoor Events Partner Grounds Hire Charge	Hire of Grounds by Partner Organizations	Non Statutory	Cabinet	GX0609 83310	6	£ 50.00		
Communities, Planning & Partnerships	Community Leisure	Outdoor Events Summer Weekend Only Hire Charge July-September	Use Hire	Non Statutory	Cabinet	GX0609 83310	6	£ 500.00		
Communities, Planning & Partnerships	Community Leisure	Outdoor Events Summer Unlimited Hire Charge July-September	Use Hire	Non Statutory	Cabinet	GX0609 83310	6	£ 700.00		
Communities, Planning & Partnerships	Community Leisure	Outdoor Events Table Hire	Charge per day	Non Statutory	Cabinet	GX0609 83310	6	3.50 per hire		
Communities, Planning & Partnerships	Community Leisure	Outdoor Events Day Hire for 10m x10m space (Trampoline/Climbing Wall/Zorbing)	Weekend Hire Weekday Hire	Non Statutory	Cabinet	GX0609 83310	6	75.00 40.00		
Communities, Planning & Partnerships	Community Leisure	Outdoor Events Peddler permits	One Permit	Non Statutory	Cabinet	GX0609 83310	6	£30.00 per day		
Communities, Planning & Partnerships	Community Leisure	Castle Grounds Activites	Tennis – adult	Non Statutory	Cabinet	GX1101 83238	6	£ 3.00		
Communities, Planning & Partnerships	Community Leisure	Castle Grounds Activites	Tennis – Child	Non Statutory	Cabinet	GX1101 83238	6	£ 2.50		
Communities, Planning & Partnerships	Community Leisure	Castle Grounds Activites	Bowls – Adult	Non Statutory	Cabinet	GX1101 83239	6	£ 2.00		
Communities, Planning & Partnerships	Community Leisure	Castle Grounds Activites	Bowls – Child	Non Statutory	Cabinet	GX1101 83239	6	£ 1.50		
Communities, Planning & Partnerships	Community Leisure	Castle Grounds Activites	Crazy Golf – Adult	Non Statutory	Cabinet	GX1101 83248	6	£ 2.50		
Communities, Planning & Partnerships	Community Leisure	Castle Grounds Activites	Crazy Golf – Child	Non Statutory	Cabinet	GX1101 83248	6	£ 2.30		
Communities, Planning & Partnerships	Community Leisure	Castle Grounds Activites	Gymnasium – Adult	Non Statutory	Cabinet	GX1101 83268	6	£ 3.00		
Communities, Planning & Partnerships	Community Leisure	Castle Grounds Activites	Play admission charges	Non Statutory	Cabinet	GX110183260	6	£ 2.00		
Communities, Planning & Partnerships	Community Leisure	Castle Grounds Activites	Table tennis	Non Statutory	Cabinet	GX1101 83260	6	N/A		
Communities, Planning & Partnerships	Community Leisure	Golf Course	Adult Membership - 7 Day	Non Statutory	Cabinet	GX0304 83252	6	£ 660.00		
Communities, Planning & Partnerships	Community Leisure	Golf Course	Adult Membership - 7 Day Concession	Non Statutory	Cabinet	GX0304 83252	6	£ 510.00		
Communities, Planning & Partnerships	Community Leisure	Golf Course	Adult Membership - 5 Day	Non Statutory	Cabinet	GX0304 83252	6	£ 460.00		
Communities, Planning & Partnerships	Community Leisure	Golf Course	Adult Membership - 5 Day Concession	Non Statutory	Cabinet	GX0304 83252	6	£ 400.00		

Directorate	Service Area	Name of Service	Fee Type	Statutory / Non-Statutory	Approval Process	Budget Code	VAT Category	Fee	Fee Community	Fee Charity
Communities, Planning & Partnerships	Community Leisure	Golf Course	Intermediate Membership (18-20yrs) - 7 Day	Non Statutory	Cabinet	GX0304 83252	6	£ 260.00		
Communities, Planning & Partnerships	Community Leisure	Golf Course	Junior Membership – 7 Day	Non Statutory	Cabinet	GX0304 83252	6	£ 120.00		
Communities, Planning & Partnerships	Community Leisure	Golf Course	18 Hols - Weekday	Non Statutory	Cabinet	GX0304 83101	6	£ 16.00		
Communities, Planning & Partnerships	Community Leisure	Golf Course	18 Holes - Weekday Concession*	Non Statutory	Cabinet	GX0304 83101	6	£ 11.00		
Communities, Planning & Partnerships	Community Leisure	Golf Course	18 Holes -Weekday Junior*	Non Statutory	Cabinet	GX0304 83101	6	£ 7.00		
Communities, Planning & Partnerships	Community Leisure	Golf Course	18 Holes -Weekend	Non Statutory	Cabinet	GX0304 83101	6	£ 18.00		
Communities, Planning & Partnerships	Community Leisure	Golf Course	18 Holes -Weekend Concession*	Non Statutory	Cabinet	GX0304 83101	6	£ 13.00		
Communities, Planning & Partnerships	Community Leisure	Golf Course	18 Holes -Weekend Junior*	Non Statutory	Cabinet	GX0304 83101	6	£ 7.00		
Communities, Planning & Partnerships	Community Leisure	Golf Course	9 Holes - Weekday	Non Statutory	Cabinet	GX0304 83102	6	£ 10.00		
Communities, Planning & Partnerships	Community Leisure	Golf Course	9 Holes - Weekday Concession*	Non Statutory	Cabinet	GX0304 83102	6	£ 7.50		
Communities, Planning & Partnerships	Community Leisure	Golf Course	9 Holes - Weekday Junior*	Non Statutory	Cabinet	GX0304 83102	6	£ 5.00		
Communities, Planning & Partnerships	Community Leisure	Golf Course	9 Holes - Weekend	Non Statutory	Cabinet	GX0304 83102	6	£ 12.00		
Communities, Planning & Partnerships	Community Leisure	Golf Course	9 Holes - Weekend Concession*	Non Statutory	Cabinet	GX0304 83102	6	£ 8.00		
Communities, Planning & Partnerships	Community Leisure	Golf Course	9 Holes - Weekend Junior*	Non Statutory	Cabinet	GX0304 83102	6	£ 5.00		
Communities, Planning & Partnerships	Community Leisure	Golf Course	Buggy Hire 18 holes 9 holes	Non Statutory	Cabinet	GX0604 83198	6	£15.00 £10.00		
Communities, Planning & Partnerships	Community Leisure	Golf Course	Trolley Hire	Non Statutory	Cabinet	GX0604 83198	6	£ 1.50		
Communities, Planning & Partnerships	Community Leisure	Tamworth Castle	Adult Admissions	Non Statutory	Cabinet	GX1501 83260	6	£ 7.00		
Communities, Planning & Partnerships	Community Leisure	Tamworth Castle	OAP / Concs Admissions	Non Statutory	Cabinet	GX1501 83260	6	£ 6.00		
Communities, Planning & Partnerships	Community Leisure	Tamworth Castle	Child 5+ Admissions	Non Statutory	Cabinet	GX1501 83260	6	£ 4.50		
Communities, Planning & Partnerships	Community Leisure	Tamworth Castle	Child 2-4 Admissions	Non Statutory	Cabinet	GX1501 83260	6	£ 1.50		
Communities, Planning & Partnerships	Community Leisure	Tamworth Castle	Child 0-2 Admissions	Non Statutory	Cabinet	GX1501 83260	6	Free		
Communities, Planning & Partnerships	Community Leisure	Tamworth Castle	Bank Hol and Reduced Rates Adult/OAP Admissions	Non Statutory	Cabinet	GX1501 83260	6	£ 5.00		
Communities, Planning & Partnerships	Community Leisure	Tamworth Castle	Bank Hol and Reduced Rates Child 5+ Admissions	Non Statutory	Cabinet	GX1501 83260	6	£ 3.00		
Communities, Planning & Partnerships	Community Leisure	Tamworth Castle	Bank Hol and Reduced Rates Child 2-4 Admissions	Non Statutory	Cabinet	GX1501 83260	6	£ 1.00		
Communities, Planning & Partnerships	Community Leisure	Tamworth Castle	Group Visit Rates Adult on spec	Non Statutory	Cabinet	GX1501 83260	6	£ 6.00		
Communities, Planning & Partnerships	Community Leisure	Tamworth Castle	Group Visit Rates Child on spec	Non Statutory	Cabinet	GX1501 83260	6	£ 3.50		
Communities, Planning & Partnerships	Community Leisure	Tamworth Castle	Group Visit Rates OAP on Spec	Non Statutory	Cabinet	GX1501 83260	6	£ 5.00		
Communities, Planning & Partnerships	Community Leisure	Tamworth Castle	Group Visit Rates Adult / OAP pre-booked	Non Statutory	Cabinet	GX1501 83260	6	£ 5.50		
Communities, Planning & Partnerships	Community Leisure	Tamworth Castle	Group Visit Rates Child Pre-booked	Non Statutory	Cabinet	GX1501 83260	6	£ 5.50		
Communities, Planning & Partnerships	Community Leisure	Tamworth Castle - Schools Programme	Guided Tour	Non Statutory	Cabinet	GX1503 83304	2	£ 4.00		
Communities, Planning & Partnerships	Community Leisure	Tamworth Castle - Schools Programme	Bryce the Mouse	Non Statutory	Cabinet	GX1503 83304	2	£ 4.00		
Communities, Planning & Partnerships	Community Leisure	Tamworth Castle - Schools Programme	Old Toys – KS1	Non Statutory	Cabinet	GX1503 83304	2	£ 4.00		

Directorate	Service Area	Name of Service	Fee Type	Statutory / Non-Statutory	Approval Process	Budget Code	VAT Category	Fee	Fee Community	Fee Charity
Communities, Planning & Partnerships	Community Leisure	Tamworth Castle - Schools Programme	Medieval Life – KS2	Non Statutory	Cabinet	GX1503 83304	2	£ 4.00		
Communities, Planning & Partnerships	Community Leisure	Tamworth Castle - Schools Programme	Tudor Life – KS2	Non Statutory	Cabinet	GX1503 83304	2	£ 4.00		
Communities, Planning & Partnerships	Community Leisure	Tamworth Castle - Schools Programme	Victorian Life – KS2	Non Statutory	Cabinet	GX1503 83304	2	£ 4.00		
Communities, Planning & Partnerships	Community Leisure	Tamworth Castle - Schools Programme	Meet The Castle Household	Non Statutory	Cabinet	GX1503 83304	2	£ 4.00		
Communities, Planning & Partnerships	Community Leisure	Tamworth Castle - Schools Programme	Meet the Stuarts/Great Fire	Non Statutory	Cabinet	GX1503 83304	2	£ 4.00		
Communities, Planning & Partnerships	Community Leisure	Tamworth Castle - Schools Programme	Lady and Squires Academy	Non Statutory	Cabinet	GX1503 83304	2	£ 4.00		
Communities, Planning & Partnerships	Community Leisure	Tamworth Castle - Schools Programme	Meet the Victorians	Non Statutory	Cabinet	GX1503 83304	2	£ 4.00		
Communities, Planning & Partnerships	Community Leisure	Tamworth Castle - Schools Programme	The Saxons	Non Statutory	Cabinet	GX1503 83304	2	£ 4.00		
Communities, Planning & Partnerships	Community Leisure	Tamworth Castle - Schools Programme	Tudor Household	Non Statutory	Cabinet	GX1503 83304	2	£ 4.00		
Communities, Planning & Partnerships	Community Leisure	Tamworth Castle - Schools Programme	Tudor Household & Dancing	Non Statutory	Cabinet	GX1503 83304	2	£ 4.00		
Communities, Planning & Partnerships	Community Leisure	Tamworth Castle - Schools Programme	Top Tudor	Non Statutory	Cabinet	GX1503 83304	2	£ 4.00		
Communities, Planning & Partnerships	Community Leisure	Tamworth Castle - Schools Programme	Victorian Servant	Non Statutory	Cabinet	GX1503 83304	2	£ 4.00		
Communities, Planning & Partnerships	Community Leisure	Tamworth Castle - Schools Programme	Home front	Non Statutory	Cabinet	GX1503 83304	2	£ 4.00		
Communities, Planning & Partnerships	Community Leisure	Tamworth Castle - Schools Programme	Medieval Life	Non Statutory	Cabinet	GX1503 83304	2	£ 4.00		
Communities, Planning & Partnerships	Community Leisure	Tamworth Castle - Schools Programme	Medieval Soldier	Non Statutory	Cabinet	GX1503 83304	2	£ 4.50		
Communities, Planning & Partnerships	Community Leisure	Tamworth Castle - Schools Programme	Medieval Life & Soldier	Non Statutory	Cabinet	GX1503 83304	2	£ 6.50		
Communities, Planning & Partnerships	Community Leisure	Tamworth Castle - Schools Programme	Civil War: By the sword divided	Non Statutory	Cabinet	GX1503 83304	2	£ 6.50		
Communities, Planning & Partnerships	Community Leisure	Tamworth Castle - Schools Programme	History Around Us – Archives Workshop	Non Statutory	Cabinet	GX1503 83304	2	£ 4.50		
Communities, Planning & Partnerships	Community Leisure	Tamworth Castle - Schools Programme	Leisure & Tourism	Non Statutory	Cabinet	GX1503 83304	2	£ 4.50		
Communities, Planning & Partnerships	Community Leisure	Tamworth Castle - Schools Programme	Guided Tour	Non Statutory	Cabinet	GX1503 83304	2	£ 4.50		
Communities, Planning & Partnerships	Community Leisure	Tamworth Castle - Schools Programme	Min. Charges for SEN Primary : up to 15 children	Non Statutory	Cabinet	GX1503 83304	2	£ 55.00		
Communities, Planning & Partnerships	Community Leisure	Tamworth Castle - Schools Programme	Min. Charges for SEN Secondary : up to 15 children	Non Statutory	Cabinet	GX1503 83304	2	£ 65.00		
Communities, Planning & Partnerships	Community Leisure	Tamworth Castle - Schools Programme	School holiday price for pre-booked child groups (per child)	Non Statutory	Cabinet	GX1503 83304	2	£ 4.00		
Communities, Planning & Partnerships	Community Leisure	Tamworth Castle - Schools Programme	School Cancellation (min 24hrs notice)	Non Statutory	Cabinet	GX1503 83304	2	£ 50.00		
Communities, Planning & Partnerships	Community Leisure	Tamworth Castle - Events	Banquet	Non Statutory	Cabinet	GX1501 83181	6	£ 39.50		
Communities, Planning & Partnerships	Community Leisure	Tamworth Castle - Events	Murder Mystery	Non Statutory	Cabinet	GX1501 83181	6	£ 29.50		
Communities, Planning & Partnerships	Community Leisure	Tamworth Castle - Events	Ghost Search	Non Statutory	Cabinet	GX1501 83181	6	£ 26.00		
Communities, Planning & Partnerships	Community Leisure	Tamworth Castle - Events	Santa Trails – adult	Non Statutory	Cabinet	GX1501 83260	6	£ 3.00		
Communities, Planning & Partnerships	Community Leisure	Tamworth Castle - Events	Santa Trails – Child	Non Statutory	Cabinet	GX1501 83260	6	£ 5.50		
Communities, Planning & Partnerships	Community Leisure	Tamworth Castle - Events	Santa Trails – extra adults	Non Statutory	Cabinet	GX1501 83260	6	£ 4.50		
Communities, Planning & Partnerships	Community Leisure	Tamworth Castle - Events	Bonfire Night – adult	Non Statutory	Cabinet	GX1501 83260	6	£ 5.00		
Communities, Planning & Partnerships	Community Leisure	Tamworth Castle - Events	Bonfire Night – child	Non Statutory	Cabinet	GX1501 83260	6	£ 3.00		

Directorate	Service Area	Name of Service	Fee Type	Statutory / Non-Statutory	Approval Process	Budget Code	VAT Category	Fee	Fee Community	Fee Charity
Communities, Planning & Partnerships	Community Leisure	Tamworth Castle - Events	Candlelight – adult	Non Statutory	Cabinet	GX1501 83260	6	£ 7.00		
Communities, Planning & Partnerships	Community Leisure	Tamworth Castle - Events	Candlelight – child	Non Statutory	Cabinet	GX1501 83260	6	£ 4.50		
Communities, Planning & Partnerships	Community Leisure	Tamworth Castle - Events	Adult Sleepovers	Non Statutory	Cabinet	GX1501 83260	6	£ 14.50		
Communities, Planning & Partnerships	Community Leisure	Tamworth Castle - Events	Child Sleepovers	Non Statutory	Cabinet	GX1501 83260	6	£ 14.50		
Communities, Planning & Partnerships	Community Leisure	Tamworth Castle - Events	Private Hire Banquet pp	Non Statutory	Cabinet	GX1501 83801	6	£ 45.00		
Communities, Planning & Partnerships	Community Leisure	Tamworth Castle - Events	Private Hire Ghost Search pp	Non Statutory	Cabinet	GX1501 83801	6	£ 30.00		
Communities, Planning & Partnerships	Community Leisure	Tamworth Castle	Weddings	Non Statutory	Cabinet	GX1051 83131	6	£ 895.00		

THURSDAY, 3 APRIL 2014

REPORT OF THE PORTFOLIO HOLDER FOR PUBLIC HOUSING AND VULNERABLE PEOPLE**TENANT DESIGNATED PANELS - LANDLORD SERVICES****EXEMPT INFORMATION****PURPOSE**

To set out the powers within the Localism Act 2011 whereby Landlords have the option to establish a Designated Tenants Panel (DTP) under which to refer complaints about the Councils Landlord Service.

RECOMMENDATIONS**Cabinet are recommended to**

1. Endorse the Tenant Consultative Groups recommendation to not establish a Designated Tenants Panel (DTP)
2. Delegate authority to the Director of Transformation & Corporate Performance to include tenants in the overall review of the Councils 'Tell us' Policy planned for 2014/15

EXECUTIVE SUMMARY

Intrinsic to effective service delivery is the organisational ability to respond effectively to complaints and customer feedback, ultimately ensuring a customer centric service and emphasis on continuous improvement. Tamworth's vision – "One Tamworth Perfectly Placed", harnesses people, place and effective resource management. Learning from complaints, compliments and comments is also a statutory requirement contained within the Landlord Co-regulatory framework.¹ The Councils 'Tell us' policy fulfils this requirement and is currently under review.

The new Housing Ombudsman have produced a fact sheet on the role of Designated Tenants Panels (DTP) and that can be viewed on-line here, <http://www.housing-ombudsman.org.uk/media/19535/tenant-panel.pdf>. Essentially the Localism Act 2011 provided for the formation of DTP's that tenants could access in order to have their complaint individually assessed. Officers have sought legal advice in relation to this, details of which are in the report, and there is no statutory requirement to have a

¹ (<http://www.homesandcommunities.co.uk/sites/default/files/our-work/regfwk-2012.pdf>)

DTP, save a requirement to show that tenants' have been instrumental in the decision making. The Council's Tenant Regulatory and Involvement Team have held several workshops to discuss this and members of the Tenant Consultant Group (TCG) are strongly opposed to their introduction. In summary this is because of the following reasons and observations:-

- Designated Persons are MPs, Councillors' and/or designated tenant panels – the TCG believe that the existing arrangements' with MPs and councillors are already sufficient and provide a relevant designated person.
- A DTP would be administratively onerous to resource and finance – disproportionate based on existing levels of complaints.
- Evidence shows that complaint monitoring for year ending 2012/13 confirms that there were only 5 complaints progressing to stage 3, c2% of overall complaints in any event. In addition there was only 1 case that progressed to the ombudsman. This information is also routinely reported in the annual tenants report (http://issuu.com/tamworth_borough_council/docs/tenant-annual-report-booklet/1?e=2662912/6114790)
- Confidentiality issues – members of the TCG were uncomfortable with the level of risk involved should they be required to address specific concerns with tenants directly.
- Data protection issues of handling personal data would require a detailed risk assessment and procedure to ensure this was not compromised
- They (TCG) would be accountable for landlord policy decisions when they are not part of the council's constitutional decision making structure, directly.
- An average case could take around 3-5 hours to investigate and given members of the Tenant panel are not remunerated this would raise questions around volunteering generally.
- Customers may feel uncomfortable approaching a tenant panel as there may be the need to share personal information with other local residents
- An unnecessary stage added to the complaints process and the complainant may still wish to pursue their complaint through the Ombudsman
- This could be considered an elongated process and cause even more dissatisfaction amongst the complainant
- If no local providers set up panels this could potentially lead to Tamworth Borough Council providing the resources and bearing the costs for others if a panel is formed
- It is considered that the current Complaints Review Panel, in conjunction with staff, works well to reduce complaints by learning from them

Given the corporate review around the 'Tell Us' Policy it is therefore recommended that a DTP is not established. Existing arrangements are compliant with the landlord national standards and the review will seek to enhance and strengthen this going forward and will consider DTPs as part of the annual review into whether this should change in the future. In addition the work done with tenants', and details of this report, will be evidence to either the housing ombudsman and/or Homes and Community Agency that the introduction of such panels was properly considered if subsequently scrutinised and the decision challenged.

RESOURCE IMPLICATIONS

As the recommendation is not to introduce a DTP then there are no direct financial implications as existing budgets already provide for the level of tenant engagement described.

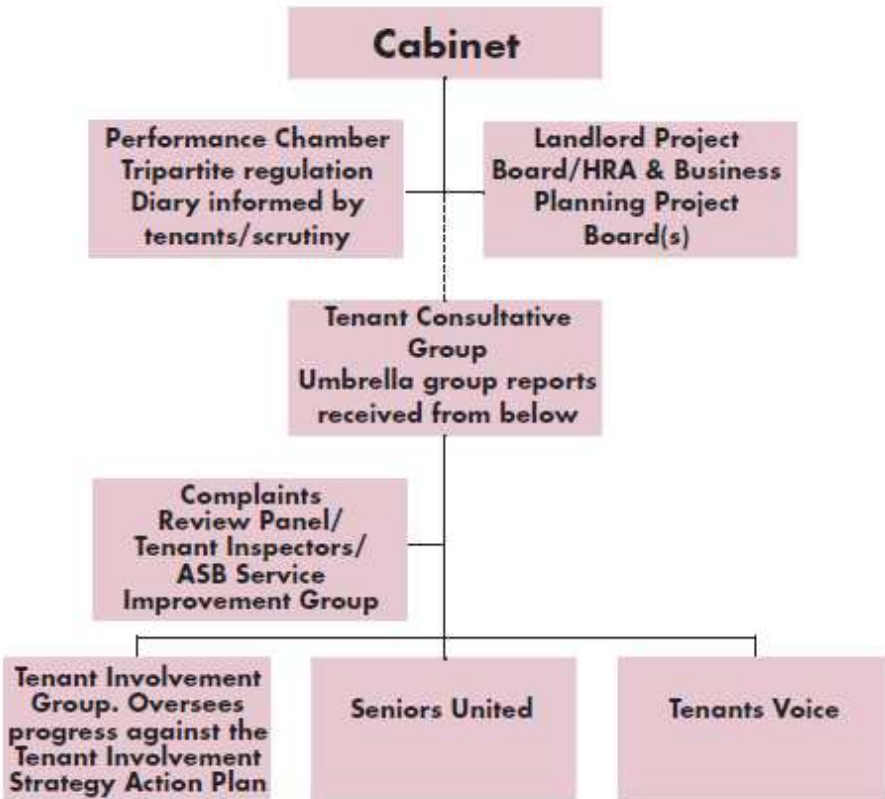
However there is a cost of Local Authorities joining the revised Housing Ombudsman service. From 2014/15 it is proposed that the cost of the service is shared equally across the sector by way of a per-unit subscription paid by all members of the scheme. For 2014/15 Tamworth Borough Council will have to pay c£1per unit subscription for membership per annum, approximately costing £4500. This can be met from existing budgets.

LEGAL/RISK IMPLICATIONS BACKGROUND

The establishment of a DTP is a power within the Localism Act 2011 and officers have sought legal advice in relation to this.

Since there are 3 different forms that a DTP may take (MP, Cllr, Designated Tenant Panel (DTP)), it follows that the existence of a DTP is NOT a legal requirement and Tamworth Borough Council is not obligated to set one up. The legal advice is that the requirement under the Tenant Involvement & Empowerment Standard sets out that Landlords must ‘support the formation and activities’ of tenant panels or equivalent groups and respond in a constructive and timely manner. The wording makes its clear that more than a passive involvement is expected.

The Council’s Landlord has a robust co-regulatory framework, illustrated below



This co-regulatory framework is explained in the Tenant Involvement & Consultation Strategy 2013-2016 and is available on the web. (<http://www.tamworth.gov.uk/tenant-involvement-0>) Part of this includes the existence of a Complaints review Panel, established in 2012. Its terms of reference include:-

- ✓ Assessing patterns and trends arising from complaints to inform continuous improvement
- ✓ Identifying best practice to minimise complaint escalation from stage 1 onwards
- ✓ Ensuring areas of the service are accountable to the wider Tenant Consultative Group in terms of performance and service delivery.

This, in conjunction with the existing role of members, already serves to fulfil the spirit of the legislation which is around attempting to resolve complaints at the earliest opportunity.

Ultimately, if Tamworth Borough Council is assessed as failing to comply with the regulation on DTPs, then this would see intervention from either the Housing Ombudsman and/or the Homes & Community Agency. Should tenants' make a complaint that is subsequently referred to the Ombudsman, this may prompt a review of the decision. However the requirement is that Landlords' evidence the decision making, and on the basis that the wider representative group of tenants are opposed to this level of involvement this should satisfy any wider scrutiny.

Risk	Mitigation
The legislation requires that the Landlord considers the formation of a DTP. Failure to evidence this robustly could result in the Housing Ombudsman / Homes and Community Agency (HCA) concluding that the decision to not adopt them is flawed resulting in intervention.	The tenants Consultative Group (TCG) is a formally constituted body recognised under the Council Landlord co-regulatory framework. They have voted against the formation of a DTP for the reasons set out in the report. The existing tenants' complaints review panel will review this annually to ensure the decision remains robust and representative of active tenant opinion.
Inequity between tenants and wider Tamworth residents. Currently the Councils 'Tell Us' Policy includes a 3-stage process, to set up a DTP would effectively create a stage 4 for tenants' and not residents.	The recommendation is not to introduce a DTP
The establishment of a DTP could detract from the Councils constitutional framework as MPs and local councillors are already recognised under this legislation.	The recommendation is not to introduce a DTP
A council owned constituted DTP could result in other housing providers accessing the service and the DTP considering complaints from the rest of the housing sector.	The recommendation is not to introduce a DTP
High levels of risk and potential dissatisfaction as complaints are no longer anonymised and potentially sensitive information is shared with members of the DTP.	The costs and processes involved to mitigate this are considered disproportionate when MPs & Cllrs already have this right.

SUSTAINABILITY IMPLICATIONS

Sustainable tenancies are the key to well balanced and cohesive communities. Overall satisfaction with the council's landlord is improving and linking complaint resolution to this is integral in terms of the national standard around customer involvement and empowerment.

MATTERS FOR CONSIDERATION

The Councils landlord is required under the national standard for Customer Involvement & Empowerment to have a framework for managing complaints and customer feedback aimed at driving service improvement. The Councils 'Tell Us' Policy fulfils this requirement with its 3-stage approach

1. Stage 1 – informal resolution
2. Stage 2 – Head of Service
3. Stage 3 – Head of Customer Service
4. Housing Ombudsman / Independent assessment

Historically, complaints about a local authority housing were made to the Local Government Ombudsman (**LGO**), while complaints about housing associations were made to the Housing Ombudsman Service. In order to streamline the system, from April 2013, the functions of the LGO transferred to the Housing Ombudsman for complaints about a local authority in its capacity as a provider of social housing (s.181 Localism Act 2011). Therefore, all complaints about social housing are now dealt with by a single body – the Housing Ombudsman. The future funding of the housing ombudsman was published by the DCLG in March 2014 and details are available at <https://www.gov.uk/government/consultations/future-funding-of-the-housing-ombudsman>.

The Government's aim is to increase the local resolution of complaints and in order to encourage this; a three step complaints process has been established. The first port of call for a dissatisfied tenant is his/her landlord. If the landlord is unable to assist, then a tenant should approach their Designated Person (**DP**). Finally, if the DP cannot help it can refer a complaint to the Ombudsman. Although complaints to the Ombudsman do not have to be referred by a DP, if they are not, at least eight weeks must have passed after the end of the landlord's complaint process before the Ombudsman can consider the case.

Designated Person

A DP is either an MP, a local councillor or a body known as a Designated Tenant Panel (**DTP**).

Designated Tenant Panel

A Designated Tenant Panel ("DTP") is defined in the Localism Act 2011 as a group of tenants who have been recognised by a social landlord for the purpose of referring complaints to the Housing Ombudsman Service. A landlord's role in establishing and working with a DTP is twofold: firstly, it is *to support*; and secondly, it is *to recognise* and these tasks are discussed in more detail below.

Recognising a Designated Tenant Panel

There is no guidance available as to how landlords should decide whether to recognise a tenant panel or not. The Council can use its discretion as to whether or not to recognise a DTP as there will be instances where it might not be appropriate to recognise one. In this instance it is simply because the representative body for tenants' does not support the formation and therefore it would be pointless in recognising such a body.

What is a Designated Tenants Panel (DTP)?

From 1 April 2013, the Localism Act put in place new arrangements for dealing with complaints by social tenants against their landlords. Tenants of Tamworth Borough Council would be able to ask for their complaints to be considered by a 'designated person' when their landlord's internal complaints procedure has been exhausted.

Why have designated persons?

The purpose of the 'designated tenant panel' would be to enable the Panel to play a role in helping to resolve complaints received from tenants locally, potentially using powers to refer complaints to the Housing Ombudsman Service where local resolution is not possible.

The Housing Ombudsman is not a regulator and cannot define the expected role or processes for designated persons. This would be contrary to the purpose of localism

Who can be a designated person?

A 'designated person' can be an MP, a local Councillor, or a Tenant Panel. Landlords do not have to set up tenant panels but they are expected to support their formation and activities if their tenants want them. To be effective the tenant panel must be 'recognised' by the landlord.

What is the impact of designated persons on complaints procedures?

Designated persons have no direct impact on a landlord's internal complaints procedure. MPs and local councillors have always been involved in complaints procedures as advocates for tenants and will continue to do so. Specific obligations are set out in the guidance attached at annex one – "*Tenant Panels; Options for Accountability*" (2012/13)

In practice this means that if complaints are not resolved at the end of the landlord's complaints procedure, the tenant can:

- refer the matter to a designated person (MP, Councillor) or
- Wait 8 weeks and refer the matter directly to the Ombudsman.

A designated person has no legal authority over a landlord's policy or procedure in relation to complaints resolution. Notwithstanding and recognising the wider executive and cabinet role in policy making in any event.

Tenant Consultation and Impact on customers?

Consideration was given by the Tenant Consultative Group determine whether the introduction of a “designated tenants panel” would enhance the existing arrangements for tenants to seek resolution to their complaints. Namely that

- ✓ adding an additional stage to the existing Tell Us Policy would lead to resolution
- ✓ minimise complaints and escalation to the housing ombudsman
- ✓ improve customer satisfaction

The Tenants Consultative group considered this at a series of meetings and workshops and unanimously rejected the formation of a DTP on the basis that

- It would be administratively onerous to resource and finance – disproportionate based on existing levels of complaints.
- Annex two shows the complaint satisfaction monitoring for year ending 2012/13 showing that there were only 5 complaints, c2% of overall complaints that escalate to stage 3 in any event. In addition there was only 1 case that progressed to the ombudsman. This is also routinely reported in the annual tenants report (http://issuu.com/tamworth_borough_council/docs/tenant-annual-report-booklet/1?e=2662912/6114790)
- Confidentiality issues – members of the TCG were uncomfortable with the level of risk involved should they be required to address specific concerns with tenants directly.
- Data protection issues of handling personal data would prefer a detailed risk assessment and procedure to ensure this was not compromised
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- Customers may feel uncomfortable approaching a tenant panel as there may be the need to share personal information with other local residents
- An unnecessary stage added to the complaints process and the complainant may still wish to pursue their complaint through the Ombudsman
- This could be considered an elongated process and cause even more dissatisfaction amongst the complainant
- If no local providers set up panels this could potentially lead to Tamworth Borough Council providing the resources and bearing the costs for others if a panel is formed
- It is considered that the current Complaints Review Panel, in conjunction with staff, works well to reduce complaints by learning from them

The Tenant Consultative Group were unanimous and vociferous in their comments about introducing tenants panels and have asked officers to strongly recommend that these are not established under the new powers. Given that any subsequent DTP would have to be recruited, trained and resourced it is highly unlikely given the current opinion that the Council would be successful in establishing this in any event.

Cabinet are reassured that the existing complaint handling process is robust and that the planned corporate review will only seek to strengthen this going forward. Tenants still have the right to proceed to the Housing Ombudsman the only difference is that the establishment of a DTP is considered formally and is recommended for rejection.

REPORT AUTHOR

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LIST OF BACKGROUND PAPERS

APPENDICES

Annex One - "*Tenant Panels; Options for Accountability*" (2012/13)

Annex two – Tamworth Landlord Services Complaint Summary 2012/13



Tenant Panels

Options for Accountability

The National Tenant
Organisations
Written by **Nic Bliss**
& **Blaise Lambert**

Funded by Department
for Communities & Local
Government

“Tenant Panels: Options for Accountability” has been written by Nic Bliss & Blase Lambert on behalf of the National Tenant Organisations - the Confederation of Co-operative Housing (CCH), the National Federation of Tenant Management Organisations (NFTMO), Tenants & Residents Organisations of England (TAROE) and the Tenant Participation Advisory Service (TPAS).

National Tenant Organisations' Project Steering Group	
Confederation of Co-operative Housing	Blase Lambert
National Federation of Tenant Management Organisations	Richard Tarling
Tenants And Residents Organisations of England	Martyn Kingsford
Tenant Participation Advisory Service	Michelle Reid

Project Reference Group	
Chartered Institute of Housing	Abigail Davies Sian Sankey
Department for Communities and Local Government	Simon Gundry Tony Hatch
Homes & Communities Agency	Kurshida Mirza
Housing Ombudsman Service	Rafael Runco
Local Government Association	Clarissa Corbisiero Eleanor Gasse
National Federation of Arms Length Management Organisations	Gwyneth Taylor
National Housing Federation	Helen Williams
Tenant Services Authority	Tim Sullivan

This guide is supported by:



Using and printing this guide

The intention behind this guide is that its users will use the parts of the guide that they find useful. Some sections will be useful for most readers. Others will be of use only to some readers.

The guide is 173 pages long due to the inclusion of many case studies, and various appendices. If you wish to print the guide, we would suggest that you print pages 1 to 83 (ie. without the case studies and some of the appendices). If you wish to print the case studies and all the appendices, please identify the specific pages you wish to print.

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★ where you see this sign, if you click on it, it will take you to the page where there is further information on the relevant subject matter.

A special thanks to Trident Housing Association for the use of their meeting room facilities.



Social housing can change lives. A decent, affordable home can be the lifeline which vulnerable families rely on and a springboard to success which allows people to get on in life.

That's why this Government has committed to invest in building more affordable homes, and ensure that existing social housing is used as well as it can be.

Tenants know their housing better than anyone. They are best placed to know what's working and what isn't. That's why our reforms are demolishing the ineffective apparatus of central regulation, and instead allowing a much stronger role for tenants.

This includes making it much easier for tenants to form their own Tenant Panels, which they can use to challenge the performance of their landlords and hold them to account. They can also enable them to resolve complaints at the local level, and have a more powerful voice in their local community.

This excellent guide gives practical advice on the options available and resources needed to form an effective and credible Tenant Panel. It is drawn from examples of active Tenant Panels, highlighting the breadth and diversity of approaches. It draws on the support that we are giving to provide a strong platform for tenants to get things done locally.

I am sure that landlords will welcome the involvement of tenants in scrutinising performance and the decision-making process.

Good landlords understand that listening to tenants is not just the right thing to do. It is also good for business. Shaping services around the needs and expectations of tenants provides reassurance to investors and lenders that resources are being directed at the priorities that matter most, and brings landlords and tenants closer together, leading to fewer complaints.

I am grateful to the National Tenant Organisations for their hard work in producing a valuable resource for tenants and landlords.

With the help of this guide and drawing on the support that we are providing, tenants will have stronger tools to work with locally elected representatives to resolve issues at the local level, hold their landlords to account and press for better services.

I urge tenants to take advantage of these new, exciting opportunities and help make a positive difference in the areas they live.



Rt. Hon. Grant Shapps MP
Minister for Housing & Local Government

1 What are Tenant Panels?

There is no one definition of Tenant Panel. Tenants and landlords have told us that Tenant Panels are involved in decision-making, monitoring and scrutiny, complaints, service review, policy consideration and various other functions.

To reflect these diverse views, we have used the term “Tenant Panel” to encompass a non-prescriptive set of arrangements being used to ensure accountability to tenants. Tenant Panel arrangements could include:

- Tenant Panels set up to be involved in decision-making in the landlord
- Tenant Panels shaping services
- Tenant Panels set up to perform a monitoring and scrutiny function
- Tenant Panels set up to be involved in complaints
- tenants from different landlords working together in some way with each other in “collaborative” Tenant Panels that are area based and “multi-landlord”.

The term “Tenant Panel” could also be used to refer to the many neighbourhood based groups set up by tenants and communities, such as tenants and residents associations. Local people can make a significant impact at this local level, and there are particular opportunities for local communities in the Government’s new Community Rights which tenants may wish to explore¹.

¹ You can find out about the Community Rights programme at www.communities.gov.uk/localgovernment/decentralisation/localismbill

However, exploring opportunities at the local neighbourhood level is not within the remit of this guide.

Tenant Panels should be seen in the context of many initiatives from the 1980s onwards designed to empower tenants. These initiatives have included:

- the introduction of the Right to be Consulted in 1985
- housing co-ops, the Right to Manage and tenant management organisations
- Compulsory Competitive Tendering monitoring panels
- tenant compacts
- tenants groups of varying shapes and sizes (including numerous tenants and residents associations and Tenant Federations) and with varying levels of influence
- growing numbers of tenants on the boards of ALMOs & housing associations
- tenant involvement in stock transfer housing associations
- Community Gateway – tenant owned housing associations
- the Audit Commission’s inspection process
- co-regulation and the TSA’s focus on tenant involvement and empowerment

All of these approaches have played a role in providing greater opportunities for tenants to be involved in housing issues, but in November 2009 the Tenant Services Authority reported that “only one in two tenants are satisfied with opportunities for involvement and only one in six tenants feels their landlord takes a lot of notice of their views”. Things have moved on since then, but the emergence of Tenant Panels can potentially build significantly on this progress.

“Fundamental responsibility for effective service delivery lies with the landlord, not the regulatory system. Landlords are accountable to their tenants, not to the regulator. Tenants must therefore have the information and opportunities they need to hold landlords to account and to shape service delivery.”


Review of Social Housing Regulation
Department for Communities and Local Government
October 2010

Current debates on Tenant Panels emerged from the Government’s review of social housing regulation in 2010. This review led to a changed emphasis that landlords should be locally accountable for their service delivery to their tenants and not to a regulator.

Representatives from the four National Tenant Organisations met Housing Minister the Right Hon. Grant Shapps MP in November 2010. He asked us to develop a flexible framework for local Tenant Panels working with the landlord professional bodies². This guide is the result of our work on Tenant Panels.

With funding from the Department for Communities and Local Government, we have discussed Tenant Panels with many tenants and landlords across the country, with their professional bodies, and with representatives of the relevant Government bodies. In particular, we have consulted on a draft version of this guide with those tenants and members of staff who asked to be included on a database for that purpose. We thank all those who have made comments to us. The result of this is that the

² The landlord professional bodies are the Chartered Institute of Housing, Local Government Association, the National Housing Federation, and the National Federation of Arms Length Management Organisations



information we have produced here is tenant and sector led - a reflection of what the many people we have talked to have told us about what they want from Tenant Panels.

There have been three key messages that have come from our dialogue with tenants and landlords:

- tenants we have talked to want a robust framework where landlords are accountable to and work in partnership with their tenants. Tenants see this as being a fundamental part of what should be on offer from landlords.
- many landlords increasingly see involving tenants in decision-making as a business imperative. They have seen how involving service users makes their business more effective.
- no one wants us or anyone else to tell them how tenants and landlords should work with each other. People want information, ideas and options, but they want to be free to pick and choose the best ways to set up Tenant Panels in ways that will suit them. And that is how it should be.

So you will not find anything in this guide that is prescriptively telling you what to do. This is an approach supported by all the organisations we have worked with to develop this guide, including the Department for Communities and Local Government and the professional housing bodies.

So setting up Tenant Panels is all about tenants and landlords working together to set up what is best for them. Our guide is aimed at providing you with options and resources designed to help you make your choices.



2 What do we mean by tenant and landlord?

We have used the term “tenant” because we wish to reinforce the status of being a tenant. However, we are intending it to include all people who are service users of a “registered provider” landlord. This means that our definition of “tenant” could include social, intermediate and market rent tenants; those with temporary tenancies and tenants of hostels etc; leaseholders; shared home owners; those who receive particular care or other services; and possibly others.

“Registered provider” means a “social housing” landlord that is registered with the social housing “regulator”. Previously this was the Tenant Services Authority, but from April 2012, it is the Homes and Communities Agency. The regulator’s duties and objectives are set out in an Act of Parliament. Councils that still own rented homes are “registered providers”, as are most housing associations and housing co-operatives.

Some tenants receive services from management organisations (eg. Arms Length Management Organisations - ALMOs or Tenant Management Organisations - TMOs). In these cases, the landlord (eg. the Council) remains the “registered provider”. The landlord continues to have legal responsibility to their tenants, even if most of the services tenants receive are through the management organisation³.

During our work on Tenant Panels, some people have asked us if panels could support tenants of private rented sector landlords as well (ie. those that are not registered with the regulator). Our guide is aimed at tenants of “registered provider” landlords, but it may be the case that Tenant Panels may wish to expand their remit to support other tenants. We would welcome that if it happens.

³ In some cases, ALMOs legally own homes themselves, and for those homes, they are the “registered provider” and have direct responsibility for them.

3 Why are tenant panels important?

The case studies we have included in this guide show that tenants are already playing an important role in many landlords. Over many years, Tenant Panels have been progressively becoming an integral part of the landlord business.

Making the landlord business more effective

Tenants and landlords have shown us that where Tenant Panels are set up well, they are a business asset to the landlord. They can:

- make considerable contributions to ensuring that services are what tenants want
- play a role in supporting effective governance and decision-making, particularly in areas such as getting the best possible Value for Money
- be an important component in assessing performance
- provide constructive challenge to the accepted ways that things are done in order to improve them
- be particularly helpful in sorting out tenant problems and issues locally and speedily
- act as service user ambassadors for the landlord.

Improving tenant quality of life

Tenants get involved with Tenant Panels for many reasons, and there are many ways that Tenant Panels can help to improve tenant quality of life:

- Tenant Panels provide a means for tenants to get involved in shaping how housing services are provided. They can help tenants to influence how their homes and neighbourhoods are managed.
- Tenant Panels enable tenants to challenge, assess the performance of and review services. The tenant perspective usually improves the services tenants receive.
- tenants often value being able to engage with their fellow tenants on Tenant Panels to sort out problems and to discuss ideas about how services can be improved.
- for those who get involved in Tenant Panels, they enable tenants to gain skills, knowledge, experience, and confidence - both individually and as a team.

Co-regulation and the “Regulatory Standards”

The concept of “co-regulation” where the regulator, the landlord, and tenants would all have a role to play to ensure that landlords complied with the “Regulatory Standards” was introduced as part of the regulatory framework in 2010.

Despite changes to the way social housing is regulated, co-regulation remains central to the regulatory framework. The regulator will continue to set Regulatory Standards that “registered provider” landlords will be expected to comply with. However the regulator will not actively monitor compliance with the Regulatory Standards that relate to the landlord’s service delivery (known as “consumer standards” which include the Tenant Involvement & Empowerment Standard).

Landlords are responsible for ensuring that they meet the consumer standards. The regulator's role is limited to only intervening where failure of a consumer standard could lead to a risk of serious harm to tenants and potential tenants (known as the "serious detriment test" – you can find out about that here [🌟](#)).

So it is now up to tenants and landlords to work in partnership to "self-regulate" the delivery of housing services. This means that Tenant Panels will play an important role with their landlords to ensure that the quality of homes and tenant experience meet the needs and aspirations of tenants and prospective tenants.

4 The Tenant Involvement & Empowerment Standard

The Government directs the “social housing regulator” – from April 2012, the Homes & Communities Agency – to set certain Regulatory Standards. These standards set out what is expected of landlords who are registered with the Homes & Communities Agency. The standards have applied since April 2010, following consultation in 2009. A subsequent consultation to revise certain standards was carried out in 2011/12 following new directions issued to the regulator. Coming into force in April 2012, the regulatory standards are available on the regulator’s website⁴.

The part of the Tenant Involvement & Empowerment Standard that relates to involving and empowering tenants is as follows:

Tenant Involvement and Empowerment standard

Required outcomes

Registered providers shall ensure that tenants are given a **wide range of opportunities** to influence and be involved in:

- the formulation of their landlord’s **housing related policies and strategic priorities**
- **the making of decisions** about how housing related services are delivered, including the setting of service standards
- **the scrutiny of their landlord’s performance** and the making of recommendations to their landlord about how performance might be improved

⁴ You can find out more about the regulator and the standards on their website - before April 2012, www.tenantservicesauthority.org - after April 2012, www.homesandcommunities.co.uk

- the management of their homes, where applicable
- the management of repair and maintenance services, such as commissioning and undertaking a range of repair tasks, as agreed with landlords, and the sharing in savings made, and agreeing local offers for service delivery

Specific expectations

Registered providers shall support their tenants to develop and implement opportunities for involvement and empowerment, including by:

- supporting their tenants to exercise their **Right to Manage** or otherwise exercise housing management functions, where appropriate
- supporting the formation and activities of **Tenant Panels** or equivalent groups and responding in a constructive and timely manner to them
- the provision of **timely and relevant performance information** to support effective scrutiny by tenants of their landlord's performance in a form which registered providers seek to agree with their tenants.

Such provision must include the publication of **an annual report** which should include information on repair and maintenance budgets, and providing support to tenants to build their capacity to be more effectively involved

Registered providers shall consult with tenants on the scope of local offers for service delivery. This shall include how performance will be monitored, reported to and scrutinised by tenants and arrangements for reviewing these on a periodic basis.

Registered providers shall consult with tenants, setting out clearly the costs and benefits of relevant options, if they are proposing to change their landlord or when proposing a significant change in their management arrangements.

Registered providers shall consult tenants at least once every three years on the best way of involving tenants in the governance and scrutiny of the organisation's housing management service.

5 Common principles behind Tenant Panels

It is not our intention to be prescriptive about the structures and methods tenants and landlords use to work with each other. However, tenants and landlords we have spoken to have generally agreed with us that there are a common set of principles that lie behind Tenant Panels.

We have grouped the common principles we have identified into four areas:

- co-regulation
- tenant leadership
- access to all and fairness
- effective structures and adequate support

Co-regulation

The first set of principles relate to the important area of co-regulation. Co-regulation is about tenants and landlords working in partnership to self-regulate service delivery to tenants. As well as enabling tenants to ensure that landlords are delivering what is expected of them in the Regulatory Standards, co-regulation can mean that tenants and landlords work with each other to shape landlord decision-making and services.

We would expect there to be Tenant Panel arrangements in landlords that enable tenants to input into what are known as “consumer” issues. Consumer issues could include areas such as tenant involvement and empowerment, repairs and maintenance, tenancy issues, and neighbourhood and community issues.

But it is now also becoming more common that landlords work with their tenants in relation to other areas such as rents, Value for Money and governance and viability. Tenants often have a useful contribution they can make in these areas.

Tenant “leadership”

Tenant Panels can only be as effective as the tenants who get involved with them. Different tenants will perform different functions within Tenant Panel arrangements, but all those who get involved are the “tenant leadership”. They need to have or develop skills and attitudes that enable them to be effective tenant leaders. This means that it is now becoming commonly expected that Tenant Panels need to be based on:

- development of the understanding of the tenant leadership. Those involved in Tenant Panels need to understand their role, purpose & responsibilities, recognising their accountability to the other tenants
- supporting Tenant Panels to think independently, reach their own conclusions, challenge when it is appropriate to do so, and hold the landlord to account
- identification of the skills and qualities that Tenant Panel members need to have or develop in order to be effective tenant leaders - procedures that will help them develop the skills they need - and assessment of their progress
- enthusiasm to learn and to engage with tenants and landlords from elsewhere to gain wider knowledge

Access to all and fairness

Tenant Panels should be run in accordance with equality & diversity principles. They should be accessible to all tenants, and operate in accordance with accepted standards of fairness and conduct. Common principles include that Tenant Panels should:

- seek to understand and reflect the views of all of the diverse groups of tenants (and other service users). It is often the case that the most disadvantaged tenants are unable to get involved in Tenant Panel activities themselves. They need panels to speak on their behalf.
- be accessible to all tenants. All tenants need to be able to raise issues through their Tenant Panel. All tenants should be in a position to apply to become a member of the Tenant Panel (with some exceptions – see here [★](#)).
- be governed by codes of conduct agreed with tenants that are complied with and steps taken if breached

Effective structures and adequate support

Tenant Panels can only be effective if there are clear and functioning structures and if the panel is properly resourced to carry out its functions:

- having clearly defined and agreed structures and having clarity about the objectives for each part of the structure

- ensuring that structures are periodically assessed to ensure that they are delivering the intended outcomes
- ensuring that sufficient resources are available to support the Tenant Panel's work

Achieving outcomes for tenants

An overarching principle that applies to Tenant Panels, as it does to all tenant involvement activity, is that Tenant Panels must be about achieving outcomes for tenants.

Inputs	Inputs are the resources that go to make something happen (eg. volunteer & staff time, financial costs)
Outputs	Outputs are the things that are done in order to achieve outcomes (eg. meetings, focus groups, surveys, scrutiny exercises, a new policy, contract or leaflet)
Outcomes	Outcomes are the changes you want to achieve that make things better for tenants or prospective tenants.

Outcomes can be achieved in the short, medium and long term, and they can be qualitative and quantitative:

Qualitative examples

Tenants receive better quality information
 Disabled people find the service easier to access
 Anti-social behaviour cases are resolved more effectively
 Tenants feel more confident to review policies


Quantitative examples

Number of first time repairs increased
More tenants feel their views are taken into account
Average time to let a home decreased
Cost per repair decreased and so more resources available





The process to assess whether Tenant Panels are delivering outcomes is known as “impact assessment”. This is explored in more detail here [★](#). Sometimes outcomes of activities may not be what was originally intended, but are still beneficial.

6 What are the options for tenant panels?

Tenant groups and landlords are now working together in so many different ways that it is not easy to summarise them all. Our diagram of the options on the next page gives a flavour of the diversity of options. These options are not intended to be exhaustive. Several different approaches may be being used in most landlords, and there may be links between the approaches used. We want to encourage tenants and landlords to continue being innovative and coming up with new ideas for how they can work together. Please help us redraw the diagram!

In our summaries below, we have illustrated models we are aware of with case studies, which are set out here .

We have categorised the activities of Tenant Panels into four areas:

-  Tenant Panels involved in decision-making
-  Tenant Panels shaping services
-  Tenant Panels involved in monitoring or scrutinising services
-  Tenant Panels getting involved in complaints

Options for Tenant Panels

Involvement in decision-making

Shaping services

Monitoring & scrutiny

Involvement in Complaints

Co-governance

Service review groups

Performance monitoring

Assisting tenants

Joint & tenant management

Task & Finish groups

Tenant Scrutiny

Stage 2 or 3 of procedure

Tenants Federations

Communication groups

Joint scrutiny approaches

Complaints Panel

Advisory Panels

Involvement strategy groups

Undiscovered approaches?

Area & specific panels

Diversity groups

Collaborative Tenant Panels (area based & multi-landlord)

Tenant Panels and decision-making

The Tenant Involvement & Empowerment Standard requires landlords to offer opportunities for tenants to be involved in developing housing related policies and strategies. There are many types of Tenant Panel involved in decision-making, most of which have developed over time. Effective Tenant Panels involved in decision-making usually need to:

- be about partnership working with the landlord
- have a means of being accountable back to the wider tenant constituency
- have routes by which they can influence decision-making and services
- be about practical issues that matter to tenants.

The wide array of Tenant Panels involved in decision-making makes them difficult to define. The brief descriptions below give some impression of the diversity that exists.

Co-governance Some Tenant Panels involved in decision-making have been defined to have a specific involvement in governance (in some cases in the landlord's rules). They could be described as "co-governance" panels, working alongside housing association or ALMO Boards or the Council's cabinet:

Examples:

- ★ Amicus Horizon's Resident Council
- ★ Community Gateway's Gateway Tenant Committee
- ★ Soha Housing's Tenant Forum
- ★ Hull City Council's Tenant Forum
- ★ Rochdale Boroughwide Housing Representative Body

Joint management Others involve tenants as part of a body that also includes other members, such as senior staff, Portfolio Holders for housing or other councillors.

Examples:

- ★ Tendring District Council's Tenant Panel
- ★ Bristol City Council Housing Management Board
- ★ Isos Housing

Tenant management & control With high levels of tenant satisfaction, tenant controlled housing organisations (eg. co-ops/tenant management organisations & others) are examples of Tenant Panels who manage and/or own their homes.

Examples:

- ★ Watmos Community Homes
- ★ Poplar HARCA

Advisory panels Whilst not formally part of the governance structure, some panels have been set up to perform similar functions with direct relationships with Boards and senior staff.

Examples:

- ★ National Accent Group Resident Panel
- ★ The Guinness Partnership's Customer Strategy Group
- ★ Metropolitan Housing Trust's National Residents Group
- ★ Moat's Resident Forum
- ★ Innisfree's Tenant Panel
- ★ Stonham National Customer Panel
- ★ Warwick District Council's Tenant Panel

Tenants Federations Tenants Federations are a long standing means by which tenants have been represented. Usually independent of the landlord, they have had various

relationships with landlords and operate in different ways. Our examples are a small selection of Federation approaches.

Examples:

- ★ Barnsley Tenants Federation
- ★ Riverside Federation of Tenants & Residents
- ★ Carrick District Forum of Tenants

Area and specific panels Larger landlords often have area based Tenant Panels that operate locally. Some housing associations formed as a result of mergers have Tenant Panels set up in different parts of group structures. Some Tenant Panels have been set up to consider particular service areas, such as communications, major repairs, resident involvement, diversity, and many others. Some Tenant Panels have been set up to represent particular demographic groups in relation to landlord's tenants.

Examples:

- ★ Amicus Horizon's Area Panels
- ★ Guinness Northern Counties Area Panels
- ★ Sovereign Kingfisher's regional panels
- ★ Accord Housing Group's Resident Panel
- ★ Gentoo's customer panels
- ★ St Basil's Youth Advisory Board
- ★ St Mungo's Outside In group

These all involve Tenant Panels being in a position to influence decision-making in various aspects of the landlord's governance, such as corporate objectives, finances, services and operations. Several panels may exist in any one landlord.

Tenant Panels shaping services

The Tenant Involvement & Empowerment Standard requires “registered provider” landlords to offer opportunities for tenants to be involved in decisions about how housing services are delivered, including the setting of service standards.

Most landlords have some panels that have been set up to enable tenants to be involved in reviewing particular services. These may be permanent or temporary task and finish groups. It is difficult for us to point to particular examples of these panels because so many exist, but good systems to review services might include:

- a systematic plan to review “front line” services so that tenants are clear when particular elements of the service will be reviewed
- leadership of the review by a team including tenants, staff and possibly governing body members
- gathering evidence that feeds into the review (such as survey data, evidence of dissatisfaction, focus groups, the use of tenant sounding boards, tenant inspection & mystery shopping reports, performance data, benchmark information, information on best practice used elsewhere)
- collating this evidence in a tenant friendly fashion to enable tenants to “challenge” emerging conclusions and to enable informed debate between members of the review team

- changes to policies, procedures and systems that are then fed back to tenants to show how their input made a difference

Because of the importance of being able to input into service reviews for tenants, tenants and landlords may find it useful to set up Tenant Panels that are specifically to oversee how service reviews are carried out.

Examples:

- ★ Rooftop Housing Group's Service Review Group

Tenant panels monitoring and scrutiny

The Tenant Involvement & Empowerment Standard requires “registered provider” landlords to offer opportunities for tenants to scrutinise the landlord’s performance and to make recommendations for change.

The Oxford English Dictionary defines scrutiny as “close and critical observation or examination”. This function is carried out in many different ways in landlords. Governing bodies (Boards of housing associations and ALMOs and cabinets in local councils) scrutinise the way their staff implement policies. Sub-committees scrutinise particular aspects of services. Various groups scrutinise performance information. External and internal auditors independently scrutinise particular activities (most notably the landlord’s accounts). Tenant Panels can be involved in many of these activities.

Examples:

- ★ Eden Housing Association's Performance Posse
- ★ Crawley Borough Council's Action Panel
- ★ Notting Hill Housing Trust's Local Scrutiny Panels
- ★ Paradigm's Resident Internal Auditors

Paradigm's Resident Internal Auditors are a new way in which tenants are working with Paradigm's Internal Auditors to provide a tenant perspective in the internal audit function.

The Tenant Involvement & Empowerment Standard requires the production of an annual report to tenants in a form agreed with tenants. This is a particular activity that enables Tenant Panels to be involved in scrutiny and monitoring. The National Tenant Organisations identified⁵ the following particular features as being important in relation to these annual reports:

- they need to be easy for tenants to read and done specifically for tenants.
- it is no longer a requirement that landlords send the reports to the regulator, and the regulator does not scrutinise them⁶.
- the best reports had tenants involved in their development. It is encouraging that many Tenant Panels have been involved in developing 2011 reports.

⁵ "A good start but could do better" – The National Tenant Organisations 2010

⁶ The Localism Act 2011 repealed the regulator's powers to require that annual reports are sent to the regulator

- tenants value honesty in service assessment. Comparisons, benchmarking and tenant peer review are particularly helpful for tenants.
- some tenants are interested in all aspects of how a landlord operates. Tenant Panels have useful contributions to make in all areas.

Tenant Scrutiny

The last two years has seen the development of many Tenant Scrutiny Panels as a formal method of enabling tenants to hold their landlords to account for the delivery of particular services. TPAS, HouseMark and the Chartered Institute of Housing have pioneered a system of “Tenant Scrutiny”, identifying the following principles as integral to the Tenant Scrutiny option:

Tenant-led and independent

The Tenant Scrutiny role should be independent from governance. Whatever structures are put in place to deliver the Tenant Scrutiny role, there must be accountability, openness and transparency.

Clearly defined and real power

For Tenant Scrutiny to be effective, it must integrate with the strategic and performance management frameworks of a landlord.

Clear roles and responsibilities with capacity to deliver

Roles and responsibilities must be clear and agreed from the beginning. In order to deliver against expectations, it is crucial that those undertaking Tenant Scrutiny are supported and have the right skills and knowledge, and that there is sufficient capacity and plans in place for succession.

Decisions based on freely available & commissioned information

To make sure the Tenant Scrutiny role works tenants must have access to a range of information from different sources and also be able to influence how and why their landlord collects and analyses key data.

Embedding scrutiny in performance management arrangements

Tenant Scrutiny should be fully part of the formal structure which forms the operation and assessment framework of an organisation.

Equality and access

The Tenant Scrutiny role should encourage diversity and promote equality. There should be an emphasis on raising the profile of scrutiny and making as many tenants aware as possible of what it is and how to get involved. There should be links between scrutiny and other forms of tenant involvement.

John Thornhill – CIH Senior Policy Officer – writing in Housing – November 2011

Some of the issues that need considering in setting up a *Tenant Scrutiny Panel* include:

Choosing
scrutiny areas

How will tenants and staff be involved in deciding what areas are scrutinised, and what evidence will inform their decisions?

Make up of the
scrutiny panel

How will tenants be recruited to the panel, and how will conflicts of interest between governance and scrutiny be dealt with?

Evidence in
scrutiny
processes

What evidence is needed to support scrutiny process (eg. tenant views, staff views, statistical information etc)?

Consideration
of reports

What format will scrutiny reports be in, and how will reports and recommendations be considered by the governing body?

Communicating
outcomes

How will outcomes of scrutiny recommendations be implemented and fed back to tenants generally

Examples of *Tenant Scrutiny Panels*:

- ★ Barnsley Federation's Challenge Panels
- ★ Cross Keys' Scrutiny Panel
- ★ Family Mosaic's Tenant Scrutiny Panel
- ★ Festival Housing Group's Scrutiny Panel
- ★ Guinness Northern Counties' Tenant Scrutiny Council
- ★ Helena Partnership's Customer Excellence Panel
- ★ Hull City Council's Independent Tenant Review Group
- ★ Metropolitan Housing Trust's Scrutiny Panels
- ★ North Star Tenant Voice
- ★ Riverside Housing Group's national & local scrutiny panels
- ★ Salix Homes' Customer Senate
- ★ Slough Borough Council's Customer Senate
- ★ Soha Housing's Tenant Inspectors Group

Examples of *Tenant Scrutiny Panels contd.*

- ★ South Staffordshire Housing Association's Scrutiny Panel
- ★ Stockport Homes' Tenant Scrutiny Panel
- ★ Watford Community Housing Trust's Scrutiny Panel
- ★ Way Ahead with Wherry Tenant Scrutiny Sub-Group

Tenant Scrutiny Panels are, by definition, not decision-making bodies. They make recommendations to governing bodies based on the evidence they scrutinise. If a Tenant Scrutiny process is managed well, governing bodies are likely to approve recommendations. This is often the case, but it may not always be.

Tenant Scrutiny has perhaps been a particularly effective way of enabling tenants to hold their landlord to account because it has focussed clearly on practical aspects of the housing service that tenants can readily relate to. If performed well it can lead to beneficial changes to the quality of life for tenants. Most landlords who support *Tenant Scrutiny* systems also consider the constructive challenge and evidence base of *Tenant Scrutiny* to be an integral part of their business⁷.

Tenant Panels and complaints

Successful businesses learn and benefit from complaints. There are potentially many ways in which Tenant Panels can be involved in complaints systems if they want to - making a difference for tenants through their involvement, and resolving complaints locally and at the earliest possible stage:

⁷ a further research guide "Developing tenant scrutiny and co-regulation in social housing: lessons from the co-regulatory champions" has been produced by the Centre for Public Scrutiny working with the ten "co-regulatory champions", a group of landlords chosen by the Tenant Services Authority as reflective of different aspects of co-regulation. For further details, please see www.cfps.org.uk

Resolving issues locally	Tenant Panels have often been involved in helping to resolve issues raised by tenants. Tenants sometimes find landlord systems complex and a Tenant Panel may be able to explain how things work and unblock problems before they become complaints.
Advice on the complaints procedure	Tenant Panels can help tenants to take complaints through the landlord's complaints procedures.
An informal opinion	Tenant Panels can also give tenants an honest assessment from a tenant perspective of whether the tenant is justified in making the complaint.
Stage 2 or 3 Complaints Panels	In some cases, Tenant Panels, or panels with other representatives, "hear" evidence about tenant complaints, and make recommendations about how they should be handled. This is usually Stage 2 or Stage 3 of a complaints procedure.
Monitoring complaints	Tenant Panels can be involved in monitoring complaints received, ensuring that they are taken into account when carrying out service reviews.
Following up complaints	Tenant Panels can play a role in following up successful implementation of complaints procedure outcomes with tenants.
New local roles for Tenant Panels	The Localism Act 2011 has also introduced a new and additional role that Tenant Panels could play in helping to resolve complaints locally (see below).

Where a Tenant Panel gets involved in individual complaints, which would be the case with some of the options above, it is important that the tenants involved are properly trained to carry out the role and that they do so with appropriate integrity, confidentiality, and in accordance with legal requirements.

Examples of Tenant Panel involvement in complaints:

- ★ CityWest Homes Stage 2 involvement
- ★ Crawley Borough Council Stage 2 involvement
- ★ Green Square Group complaints monitoring
- ★ Salix Homes' Customer Senate
- ★ Slough Borough Council's Complaints Panel
- ★ Stockport Homes' Tenant Scrutiny Panel
- ★ Viridian's Complaints Panel

The Localism Act 2011 has introduced new complaints provisions which will be implemented from April 2013. The intention behind the changes is to encourage local dispute resolution, at a level closer to the knowledge and expertise to deal with them, and to reduce complaints made to the Housing Ombudsman Service that are outside their scope. The changes mean the following for tenants:

A designated Tenant Panel

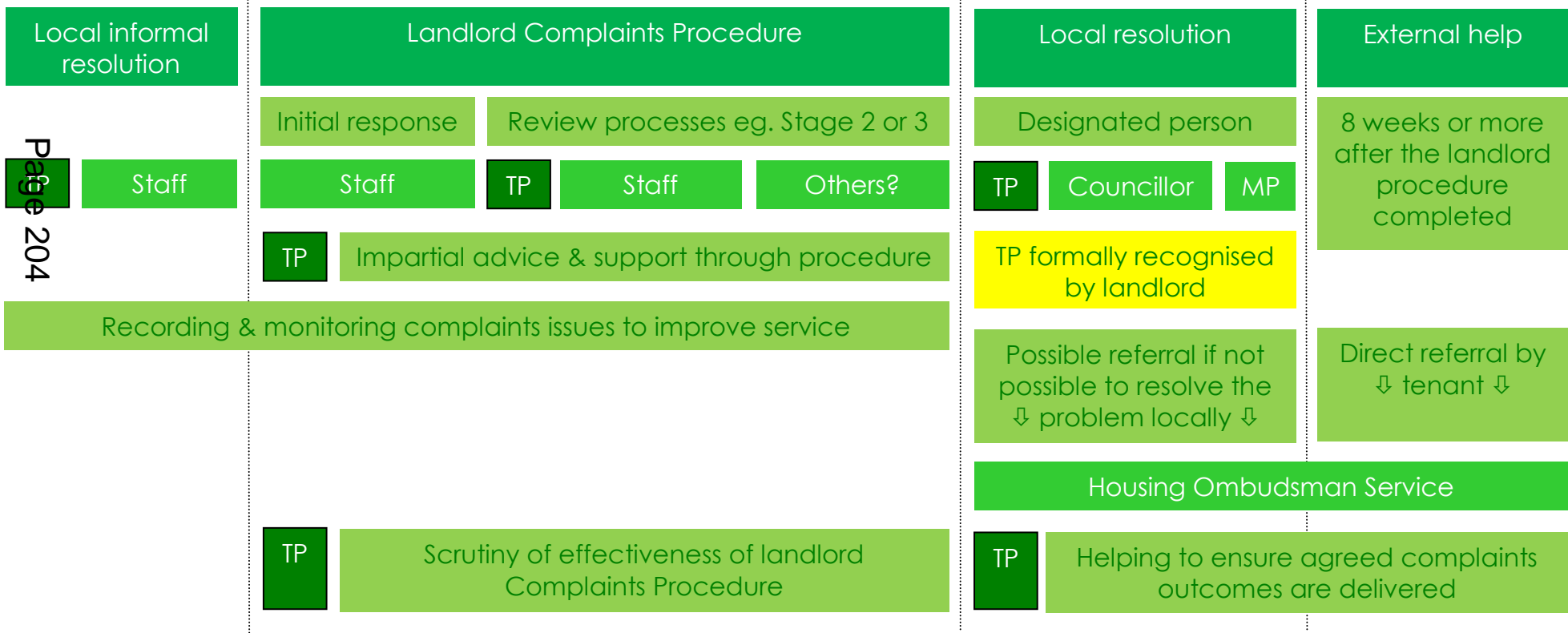
A group of tenants may apply to their landlord to become a "recognised" Tenant Panel. A "designated" Tenant Panel is one recognised by a "registered provider" landlord to play a formal role in resolving complaints once the landlord procedure has been exhausted. A "designated" Tenant Panel could be set up in just one landlord or across several. A landlord can "recognise" more than one Tenant Panel.

	Landlords should support the formation & activities of Tenant Panels, including where tenants wish to play a formal role in resolving complaints, but they need to consider the practicalities and support needs of being a designated tenant panel.
A councillor, MP or a designated Tenant Panel	If a tenant remains unsatisfied with the outcome of a complaint at the conclusion of the landlord's procedure, they may submit their complaint to a councillor, an MP, or a designated Tenant Panel.
Resolving the complaint locally	The councillor, MP or designated Tenant Panel will engage with the landlord to try to get the complaint resolved locally.
The Housing Ombudsman	If this is not possible, they may submit the complaint to the Housing Ombudsman.
Direct submission of complaint	If 8 weeks have gone by since the conclusion of the landlord's complaints procedure, a tenant may submit their complaint directly to the Housing Ombudsman.
New Housing Ombudsman powers	Currently council housing tenants make complaints to the Local Government Ombudsman, and housing association tenants to the Housing Ombudsman Service. From April 2013, a single service will exist. The Housing Ombudsman will be able to consider (and have legal powers in relation to) complaints from tenants of housing associations and councils that it has not been possible to resolve locally.

Complaints & Tenant Panel options for involvement

A tenant wants a problem resolved	A tenant submits a formal complaint through the Landlord Complaints Procedure	Local people try to help at end of landlord complaints procedure	Getting external help when all else has failed
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⇄⇄⇄⇄ Aim to get the problem sorted as early as possible, preferably through local means ⇄⇄⇄⇄



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TP = Tenant Panel

Collaborative Tenant Panels

The previous examples were all about Tenant Panels formed within one particular landlord. A further option that some tenants and landlords are exploring is whether tenants would benefit from tenant representatives coming together from different landlords in a borough or an area.

As the National Tenant Organisations, we consider that area-based “multi-landlord” Tenant Panels (we have called them “Collaborative Tenant Panels”) could be beneficial for tenants. Tenants from different landlords coming together to hear about what others are doing has always been useful to tenants.

Collaborative Tenant Panels could enable tenants to:

- compare, contrast and benchmark services, policies and systems in different landlords
- develop peer pressure in an area to ensure that all landlords improve their performance to the level of the best performer
- develop a greater sense of local identity and tenant confidence, self-help and independence
- enable tenants to have a stronger local voice with their local councils and other local service providers
- provide particular joint local services, such as complaints or scrutiny panels

- develop and submit proposals for particular activity, such as Community Right to Challenge and/or Bid proposals

There are currently only a few examples of Collaborative Tenant Panels. We hope there will be more.

Examples of Collaborative Tenant Panels:

- ★ Cumbria & North Lancashire Tenants & Residents Forum
- ★ Hampshire & District Residents Forum
- ★ Leeds Collaborative Group*
- ★ Norfolk Housing Alliance Residents Group*
- ★ South Yorkshire Network
- ★ Welwyn Hatfield Tenant Scrutiny Panel
- ★ Worcestershire Tenants Panel Partnership*

* we specifically worked with these groups during the course of our project

We have also heard that tenants in Bradford, Cornwall, Leicestershire, the North-West (the Airport Group), Shropshire and Wiltshire may be exploring setting up Collaborative Tenant Panels.

Setting up a Collaborative Tenant Panel

There is no one blueprint for how to set up a Collaborative Tenant Panel. It depends on local circumstances and what those involved want to do. The pointers below are to help people get started and think through some key issues.

Who initiates a Collaborative Tenant Panel?

Tenants clearly need to lead Collaborative Tenant Panels. A starting point for tenants might be to talk to their landlord or Council about putting them in touch with tenants of other landlords in their area. It would be difficult for tenants to set up a Collaborative Tenant Panel without some support from their landlords and/or council.

The landlord role

Landlords have a key role in facilitating Collaborative Tenant Panels. In some cases, existing local landlord forums could support the development of the panel.

The council role

Councils may assist (as the landlord if they own homes). All councils have a “strategic” housing role (ie. they decide how best to provide local housing options). They should welcome tenants in their boroughs coming together to talk to them about housing and other strategies.

What area will the panel cover?

The groups set up so far have covered either local boroughs in urban areas and counties in rural areas, but it’s up to those involved to decide what makes sense.

Where will the involved tenants come from?

Tenant representatives will need to be drawn from individual landlords in such a way as to reflect a fair and diverse split of tenants in the area.

What outcomes will the panel seek to achieve?

This question needs to be answered at the outset. It will be hard to get tenants and landlords to participate if there isn’t clarity about how the panel will benefit tenants.

How will the panel be resourced & facilitated?

Some resources may be available through the council or other local sources, but it is probable that most resources to establish a Collaborative Tenant Panel will need to come from one or more of the landlords involved. Predominant landlords in the area could be expected to be “lead” facilitators of the project.

The activities that existing Collaborative Tenant Panels have explored include:

Service related issues

- comparisons of service review processes & standards
- consideration of allocations and ASB systems
- consideration of repairs & improvements systems
- consideration of grounds maintenance & estate services
- joint mystery shopping & tenant inspection
- common customer satisfaction benchmarking
- common service standards
- using panels to bring operational staff together
- local service rationalisation in multi-landlord areas
- considering joint under occupancy strategies
- considering joint procurement (eg. gardening contracts)
- tenant complaints

Resident involvement

- shared resident training
- comparing & developing resident involvement structures
- involved resident events & newsletters

Other issues

- considering local Housing & Regeneration Strategies
- considering national housing and other policies
- inputting into Choice Based Lettings debates
- considering digital inclusion, fuel poverty, worklessness, domestic violence and potentially other areas

It was particularly pointed out to us by the larger landlords with homes in many boroughs that supporting Collaborative Tenant Panels in all the areas they own homes in would be challenging. This is a reality that an emerging Collaborative Tenant Panel would have to consider.

If they develop, we consider that Collaborative Tenant Panels will develop organically and alongside Tenant Panel arrangements in individual landlords (rather than as replacements to them). We do not think it is likely that Collaborative Tenant Panels will spring in up every borough, but we hope that landlords will support their tenants to consider where it might be appropriate to pilot them to see if they could bring benefits to tenants.

Collaborative Tenant Panels for smaller landlords

Collaborative Tenant Panels across a particular landlord type could also be formed to enable the tenants of particular landlords (such as co-operatives, Almshouses or other small landlords) to hold them to account. In such landlords – it may be inappropriate to assemble a specific group of tenants to form a separate Tenant Panel, and their tenants may not have common issues with Tenant Panels aimed at tenants of housing associations and councils.

7 Resources

Rules & Regulations – setting things up

In most cases, setting up Tenant Panels will be about reviewing existing involvement structures and possibly modifying them. If there are landlords who still do not have any Tenant Panel structures from which to work, then please contact the National Tenant Organisations and we will point you in the right directions.

Tenant Panels (and all parts of the Tenant Panel arrangements) will need rules (ie. terms of reference or constitutions), policies and procedures for how they do things and how they are involved. Documentation could be expected to include:

Direct access to governance

Documentation that sets out how Tenant Panels can directly access the governing (and management) bodies of landlords (ie. the Boards of Housing Associations and ALMOs and the housing portfolio holder and cabinets of local councils) on strategic and policy issues.


Provision of information & consultation/involvement

Documentation setting out how information will be provided to the Tenant Panel and how the Tenant Panel will be consulted and involved in:


- the landlord's business plan and corporate objectives (the Housing Revenue Account business plan in councils)

- financial and Value for Money issues (the budgets of housing associations and Housing Revenue Accounts of local authorities)
- setting and reviewing housing management policies and strategies
- scrutinising the housing service, and reviewing and monitoring performance information on housing issues


Methods to recruit and develop Tenant Panels

Documentation setting out how tenants and landlords will work closely together to recruit the best tenants suited to be “tenant leaders” and to ensure that their potential is maximised. We discuss Recruitment and Development of Tenant Panels here 

The Resident Involvement Strategy & communications

Documentation setting out how landlords will work closely with their Tenant Panels on developing, monitoring and reviewing their Resident Involvement & Communications Strategies. We discuss review and impact assessment of Resident Involvement Strategies here . It is now commonly accepted that resident involvement should be impact assessed and based on outcomes and benefits for tenants.

Resourcing Tenant Panels

Documentation setting out how the landlord will resource Tenant Panels. We discuss this here .

The issue of independence

How far a Tenant Panel is independent of the landlord is a critical issue.

Independent tenant perspective

Tenants involved in any aspect of Tenant Panel activity need to be able to discuss their views and reach and state their conclusions independently of the landlord if and when they wish to.

The function of the Tenant Panel

The level of independence necessary may depend on function. Tenant Panels involved in partnership working with the landlord are not independent and tenants wouldn't want them to be. However, scrutinising an aspect of landlord service may rely on the people scrutinising being independent from the governing body and staff delivering the service.

Independence & responsibility

The more independent a Tenant Panel is, the more it would have responsibility for its establishment, development and operations. Many tenants do not want this level of responsibility.

Influencing change

The more independent a Tenant Panel is, the more it can choose its independent position on issues, but it will always be outside the landlord making it difficult for it to influence change. A Tenant Panel that is an integral part of a landlord's structures may be in a better position to influence change, but it is not "independent".

Resources

Landlords have the responsibility to resource a panel that is part of the landlord's structures, although the panel may find it difficult to argue for more resources if there are not enough. An independent Tenant Panel can negotiate resources from landlords, but landlords will always expect an independent organisation to comply with delivery conditions for their grant funding, including that it will need to be renegotiated on a periodic basis.

Separation of functions

There are arguments for and against Tenant Panels performing different functions being populated by different tenants. Having different tenants on different panels means that more tenants can participate, but complete separation makes it difficult for the tenant constituency to develop a coherent viewpoint. The following points are of note:

- it was once considered desirable that tenant board members should not participate in any Tenant Panel activity. Opinion has changed on this now, because it made tenant board members remote from the tenant constituency and fostered an “us and them” culture.
- guidance on *Tenant Scrutiny* has indicated that tenants involved in scrutiny should not be involved in governance
- complaints panels would need to be able to operate independently from those being complained about.

The key issue with regards separation of function is recognising the potential for conflicts of interest and managing them. It's up to tenants and landlords to work out the best way to do that. There are no hard and fast rules.

Terms of reference

The following need to be considered in establishing the terms of reference/constitutions of Tenant Panels:

- the aims, objectives and role of the Tenant Panel
- the relationship with the landlord governing body and other parts of the Tenant Panel arrangements
- who has the responsibility for facilitating that the Tenant Panel meets its aims and objectives
- who are the members of the Tenant Panel and how are they recruited
- operational issues regarding how often the group meets, how its meetings are conducted and any officer/ delegation arrangements
- how the Tenant Panel is accountable to its stakeholders (ie. the tenant constituency, the landlord, others)
- reference to its code of conduct
- how the Tenant Panel activities will be reviewed

Recruiting and developing Tenant Panels

Tenant Panels will be as effective as the “tenant leadership” that participates in them. Ensuring the most effective tenant leadership requires an effective approach to recruit the most appropriately skilled tenants and to develop and review their skills, knowledge & experience.

Many Tenant Panels and landlords are now taking an approach that mirrors equivalent processes to recruit and develop staff, although with the system adapted to take account of the voluntary nature of most of the tenant leadership.

Tenant Panels can be elected, selected or a mixture of both, and different approaches will be appropriate dependent on the function of the panel being recruited to. The advantages and disadvantages of the different approaches may be summarised as follows:

	Advantages	Disadvantages
Election	<ul style="list-style-type: none">• can be perceived to be more democratic• gives all tenants an opportunity to express their opinion• an elected tenant may see themselves as accountable to other tenants	<ul style="list-style-type: none">• not many tenants vote in tenant elections & uncontested elections• tenants not understanding what they are voting for• good tenants may be put off by an electoral process• can be costly• may not result in the most effective tenants being elected

	Advantages	Disadvantages
Selection	<ul style="list-style-type: none"> • may be a simpler and more transparent process for tenants • may be a more welcoming process for tenants new to involvement • an opportunity to select the most effective tenants 	<ul style="list-style-type: none"> • may not be perceived to be democratic • perceptual concerns about who “selects” • may result in tenants not seeing themselves as accountable to the tenant constituency

The credibility of a selection process relies on ensuring a fully transparent process and on the perceived integrity of those carrying out the selection. A selection process that is developed and administered entirely by a landlord’s staff is unlikely to have much credibility with tenants.

Our advice is that:

- the methods used to recruit tenants to Tenant Panels should be discussed and agreed with the tenants who are actively involved at the time.
- Tenant Panels and landlords should be imaginative regarding who carries out selections.
- existing tenant representatives can be used if any are available and not themselves standing for selection.
- tenant involvement staff who are respected by tenants can be used.

- someone with experience of tenant issues from outside the organisation could be used (perhaps a tenant of another landlord) and may have credibility with tenants.
- a Board member or Councillor who enjoys the credibility of tenants could be appropriate.

There are parallels between recruiting tenant volunteers and staff recruitment, but they are not the same. Experience of staff recruitment may be helpful, but anyone who has been chosen to be part of a selection process would need to adapt those skills to make them relevant to a tenant selection process.

Role specification - in either an election or a selection process, a “specification” setting out the qualities being sought in potential Tenant Panel members is helpful. A specification may have “essential” qualities that are considered to be fundamental to the role and “desirable” qualities that would be nice and may form the basis for making a choice between two similarly suitable candidates.

Of course, the purpose of the exercise is to encourage good quality active volunteers to come forward and so it is important not to include essential qualities that are too restrictive and off putting. A sample Tenant Panel member person specification is included in Appendix 4.

Serious breach of tenancy - it is now also commonly accepted that where a tenant is in serious breach of their tenancy agreement, they may not be able to be a Tenant Panel member. Application process documentation should also set

out what happens if a tenant seriously breaches their tenancy agreement whilst they are a Tenant Panel member.

CRB checks – these are “Criminal Records Bureau” checks for people being recruited to positions of trust. A CRB check for a Tenant Panel member may be necessary if they are likely to come into contact with children and vulnerable adults. For further information, check the Independent Safeguarding Authority website - www.isa.homeoffice.gov.uk

Independent chairs - in some cases, Tenant Panels have been set up with independent chairs in order to establish them and to mentor the tenant members of the panel. This approach can work well if it is clear that the independent chair has the position in trust and on a temporary basis whilst the panel’s tenant members develop their skills. An independent chair needs to earn the trust of tenants by showing tenants how they can constructively challenge and recommend improvements.

Developing and reviewing skills - having recruited Tenant Panels there is a need to develop and review the capacity, skills and knowledge of Tenant Panel members - individually and collectively. An annual panel assessment and personal development plans for Tenant Panel members may be useful to identify the skills and interests of each panel member and to actively assist them to develop their abilities.

Representing tenants

Tenant elections produce a form of tenant representation. It can be argued that the opportunity for tenants to vote in elections is important, even if not many tenants vote. But

whether tenants are elected or selected, tenant democracy and representation is about more than just election systems.

Tenant Panels have a responsibility to consider and reflect the needs and aspirations of all tenants when carrying out their roles. The strategies that support the work of Tenant Panels need to include active methods to enable all tenants to input their views and get involved.

Protected characteristics

The Equalities Act 2010 brought together all the legal requirements on equality that the private, public and voluntary sectors need to follow. Whilst some of its provisions refer to employment, it also applies to organisations providing services (ie. including Tenant Panels and landlords).

The Act protects people from discrimination in relation to certain “protected characteristics”. In relation to provision of services, these characteristics are:

- disability
- sex (gender)
- gender reassignment
- pregnancy and maternity
- race
- religion or belief
- sexual orientation
- age

For further information go to www.equalityhumanrights.com

There should be periodic consideration of the make up of the tenant constituency against the “protected characteristics”, considering how to reflect the views of under-represented groups. There should also be consideration of other factors

that may make it difficult for particular groups to participate (such as tenants who are working or have parental responsibilities).

The make up of Tenant Panels against “protected characteristics” should also be periodically considered. It is unlikely that any Tenant Panel would ever neatly reflect the tenant constituency. However, considering where they don’t may identify particular groups of tenants from whom views should be sought in evidence gathering activities.

Resourcing Tenant Panels

Tenant Panels will not be effective unless they are properly resourced. Some resources to support Collaborative Tenant Panels could come from the local Council or other local sources, but in most cases, Tenant Panels will need to be resourced primarily, if not exclusively, by the landlord.

Staffing resources to facilitate the Tenant Panel

Usually there is a need for paid staff members (alongside tenant volunteers) who are responsible and accountable for ensuring that the Panel is delivering on its objectives.

Other staffing resources

An effective Tenant Panel will have relationships with landlord staff in most departments. Collaborative Tenant Panels will need access to staff in each of the landlords involved.

Training & development

Resources need to be available to train and develop Tenant Panel members.

Meeting & other expenses

There need to be resources to enable the panel to meet and to cover the costs of panel members expenses for attending meetings and carrying out their roles

Gathering ideas from other sources

There need to be costs relating to engaging with tenants of other landlords – which may involve attendance at conferences/events

External independent support

On occasion, there may be a need to bring in particular services externally to support the Tenant Panel – either to provide information not known by staff involved, or to ensure an independent perspective from someone experienced and knowledgeable

In some cases, Tenant Panels themselves are responsible for making decisions about their involvement budgets.

There are two particular resources to support the development of Tenant Panels funded by the Department for Communities and Local Government. These are:

The National Tenant Training Programme

This will provide tenant training on a variety of tenant empowerment issues. For further information email: tenantempowerment@communities.gsi.gov.uk

The National Residential Training Programme

This provides residential courses (at low costs for tenants) at the National Communities Resource Centre, Trafford Hall, near Chester. These courses focus on co-regulation, scrutiny and Tenant Panels. For further information, go to www.traffordhall.com

Remunerating tenants

Some landlords “remunerate” their tenants with shopping vouchers and in other ways for participating in certain activities. This approach can encourage some tenants to participate who might not otherwise be involved, although some people have concerns that this approach does not sit well with the principle of voluntarism.

Remunerating tenants in receipt of benefits without affecting their benefits can be very difficult, complex and open to interpretation. There is a prevailing view that shopping vouchers are not considered income for benefit purposes. Whether this is the case or not may depend on their value and whether they are given on anything other than a one-off basis. Further information is available in the DWP publication “Volunteering Whilst Receiving Benefits” available at www.dwp.gov.uk/docs/dwp1023.pdf.

Tenants who receive remunerations from their landlord may also be subject to tax liabilities.

Reviewing Tenant Panels

There may be a number of reasons to review your Tenant Panels, such as considering new ideas, approaches and expectations, reviewing the panel against its original intended role, or reviewing the ways that tenants are recruited.

However, perhaps the most important reason to review Tenant Panels is to consider whether they are delivering outcomes for tenants. This type of review is known as an “impact assessment” – considering the impact Tenant Panel arrangements are having on the quality of life for tenants.

Impact assessment involves checking the amount of resources going in and the outcomes coming out. If something isn't making a difference for tenants – especially if its resource intensive - then there may not be much point in continuing doing it, and it needs to be changed.

Below is one way of carrying out an impact assessment. There are many ways that impact assessments could be carried out. The intention of this one is that it is reasonably straightforward and simple for tenants and staff to use together – and which hopefully will give clear indications regarding where changes need to be made. The tables referred to are in Appendix 5.

An impact assessment process

- 1 Assemble a team of people that includes Tenant Panel members, possibly other tenants, staff, governing body members and possibly others to carry out the impact assessment. An external facilitator may be helpful to assist with objectivity.
- 2 Break your Tenant Panel activities down into manageable categories, such as (there could be many ways to break down your activities):
 - A **accountability** – can tenants hold the landlord to account through Tenant Panels?
 - B **improving services** – are Tenant Panels leading to improved services?
 - C **improving neighbourhoods** – is local involvement leading to improvements in neighbourhoods?
 - D **diversity** – are all tenants able to participate?

Allocate your activities to each of the headings you have chosen. The tables in Appendix 5 illustrate the way that activities could be allocated.

3

Get estimates of the resources that are being used for each of the activities. This isn't easy and its not a number crunching exercise, but you are aiming to assess (ball park estimates will suffice):

- the amount of time used by resident involvement and other staff used on the activity
- the amount of volunteer time used on the activity
- the amount of money used on the activity
- any external consultancy or other expenditure used on the activity
- any other resources that have gone into the activity

4

Gather any data or evidence that may inform consideration of outcomes from activities. Dependent on the qualitative and quantitative outcomes to be assessed, evidence could include:

- data related evidence, such as changes to satisfaction statistics
- reports from tenants, staff or others about how something has improved
- value for money information about how activities have enabled resources to be used effectively
- information that shows that particular groups of tenants have benefited from the activity
- other evidence

5	Assemble your impact assessment team. Your impact assessment session is likely to take a half day or possibly longer. If you have a large team, you may want to break them down into more than one team, with a cross section of representation in each team. This can help to get a more balanced assessment.				
6	<p>With each Tenant Panel activity, using the information prepared, ask the team(s) to:</p> <ul style="list-style-type: none"> • identify why the activity is being done • consider the resources going into the activity • consider the outcomes coming from the activity 				
7	<p>Each team should score the resources going “in” and the outcomes coming “out” as follows:</p> <table border="0"> <tr> <td data-bbox="256 1018 300 1213" style="writing-mode: vertical-rl; transform: rotate(180deg);">Resources</td> <td data-bbox="381 1018 1323 1239"> <ol style="list-style-type: none"> 1. we aren't putting any resources into this 2. we aren't putting much resources into this 3. we are putting some resources into this 4. we are putting quite a lot of resources into this 5. this is very resource intensive </td> </tr> <tr> <td data-bbox="256 1333 300 1522" style="writing-mode: vertical-rl; transform: rotate(180deg);">Outcomes</td> <td data-bbox="381 1291 1323 1522"> <ol style="list-style-type: none"> 1. we aren't getting any outcomes from this 2. we aren't getting much outcomes from this 3. we are getting some outcomes from this 4. we are getting quite a lot of outcomes from this 5. this is making a very big difference for tenants </td> </tr> </table>	Resources	<ol style="list-style-type: none"> 1. we aren't putting any resources into this 2. we aren't putting much resources into this 3. we are putting some resources into this 4. we are putting quite a lot of resources into this 5. this is very resource intensive 	Outcomes	<ol style="list-style-type: none"> 1. we aren't getting any outcomes from this 2. we aren't getting much outcomes from this 3. we are getting some outcomes from this 4. we are getting quite a lot of outcomes from this 5. this is making a very big difference for tenants
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- 8 After the impact assessment session, colour code the results based on the outcome ratings given by the team (4 and above green; 2 and below red; between 2 and 4 amber). If there is more than one team, average the results. See sample table in Appendix 5. “Resources in” do not affect the colour coding. The key issue is the delivery of outcomes. Significant resources may yield significant outcomes. Including the agreed level of resources in the final report will identify where large resources are being used.
- 9 The Tenant Panel and the landlord should draw overall conclusions from the impact assessment. Discuss any areas with low outcome ratings, especially if high resources have gone into them. The final report can be used to drive changes to Tenant Panels.

Embedding Tenant Panels

The work of Tenant Panels needs to be “embedded” into the work and culture of the landlord. Some key questions include:

- a) how does the governing body consider the Tenant Panel viewpoint in relation to their decisions?
- b) which member of staff has overarching responsibility for facilitating Tenant Panel arrangements and how does this enable issues relating to the Tenant Panel to be considered in senior management discussions?
- c) how are staff trained and inducted with regards their involvement with Tenant Panel arrangements?

- d) how do tenant involvement staff provide support to other staff in their relationships with the Tenant Panel?
- e) how is the Tenant Panel involved in setting the corporate objectives of the landlord?

In 2007 the following guidance was produced setting out how tenant involvement could be linked into a landlord's corporate governance process⁸. The 8 “elements” of their process (designed to be cyclical) include:

<p>1 Developing top level aims & priorities</p>	<p>Determining what the overall strategic aims are for the involvement strategy (eg. improved services, better equality of access or value for money, increased transparency of decision-making, more effective tenant scrutiny of performance)</p>
<p>2 Making a strategy</p>	<p>Developing/reviewing the involvement strategy with associated policies & procedures and with an action plan setting out what will be done to achieve the top level aims and priorities</p>
<p>3 Agreeing outcomes</p>	<p>Agreeing outcomes that are SMART – specific, measurable, achievable, realistic and time based – and are generally about achieving what tenants want</p>

⁸ Housing Corporation - “Measuring Change: Involvement impact assessments” – August 2007

<p>4 Action planning</p>	<p>Developing an action plan with timetabled action points with people responsible for achieving them that are designed to achieve the agreed outcome objectives</p>
<p>5 Agreeing measures</p>	<p>Agreeing quantitative and qualitative measures to assess whether action points have been achieved</p>
<p>6 Implementing the action plan</p>	<p>Clearly the major part of the process – carrying out the action plan – and regularly reviewing its progress with tenants</p>
<p>7 Assessing impact</p>	<p>Carrying out an impact assessment process to review whether the action plan has achieved the desired outcomes and how they have contributed to achieving the top level aims and priorities</p>
<p>8 Scrutinising impact</p>	<p>Ensuring that the governing body takes responsibility for the impact assessment – and that involvement is embedded into the organisational structure and culture</p>

8 Overcoming challenges

When Tenant Panels are operating well, they yield many benefits for tenants and landlords. But difficulties do crop up. This section explores some of them.

Not enough tenants involved

People often say that not enough tenants get involved and that it's the same tenants who do.

Is it the case that not enough tenants are involved?

Not many tenants may come to meetings, but taking into account all the different ways that tenants communicate their views many mean that many more tenants are involved. Attendance levels at meetings should not be the only way of assessing how many tenants are involved.

The “usual suspects”

Sometimes the phrase “the usual suspects” is used about tenants who may have been attending meetings voluntarily for many years. Tenants can find this offensive. Those who attend regularly and have developed knowledge and experience should be treasured. They can also help to grow the next generation of involved tenants.

Menus of involvement

The newer menus of involvement that many are now using to encourage tenants to get involved are beginning to lead to a wider group of tenants coming forward.

Tenant elections

Traditional tenant election processes can put off tenants who may have something to offer. It may be useful to use other methods as well.

Making a difference

The differences that have been made when tenants do get involved need to be made clear to them and to all tenants.

Are tenants interested?

It's rare that tenants are not interested in some aspect of how their homes & neighbourhoods are run. Tenant Panel activities need to be about the issues that tenants are interested in.

The cultural importance of Tenant Panels

Tenant Panel activity needs to be part of the landlord culture from top to bottom. It needs to feature regularly in the boardroom, in meetings and in reports. If the landlord doesn't consider Tenant Panels to be important – then neither will tenants.

Helping tenants to get involved

Tenants have lots of challenges in their lives, and sometimes don't have the time to get involved. There needs to be consideration about what would best enable the most tenants to get involved, but sometimes it's just about accepting that some tenants can't.

Equality, diversity & Tenant Panels

Concern is also expressed that the profile of tenants who get involved in Tenant Panels is not diverse, and that diverse groups of tenants (ie. those who have one or more of the “protected characteristics” – see here 🌟 – or other particular groups) do not participate.

Being aware of the tenant profile

It is important that Tenant Panels and landlords are aware of the “profile” of the tenant constituency in relation to the “protected characteristics” and other issues.

Barriers to involvement

Tenant Panels and landlords need to be aware of barriers to involvement amongst their tenants. Panels need to operate in ways that will best tackle these barriers and facilitate the involvement of as many diverse groups as possible.

Seeking views

Steps should be taken to seek the views of any under-represented groups.

Reflecting the views of diverse groups

In carrying out activities, Tenant Panels should take appropriate steps to reflect the views of diverse groups, and consider the impact that activities could have on them.

Periodic diversity assessments

Tenant Panels should carry out a periodic assessment of how well they are reflecting the needs and aspirations of diverse groups.

Examples of Tenant Panels & diversity:

- ★ London Borough of Greenwich
- ★ CityWest Homes
- ★ Preston Community Gateway

Tenants reluctant to embrace change

There is a need to periodically review and impact assess all aspects of Tenant Panels to ensure that they are delivering benefits for tenants. This therefore means that Tenant Panels

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will go through changes as new approaches are introduced. Sometimes tenants are concerned about change to the structures they have been involved in and can be reluctant to embrace change if change is not managed sensitively.

Working with tenants to make changes

Tenants will usually embrace change if the landlord works with them to discuss, agree and implement those changes. Tenants need to see that changes being made will benefit them and their fellow tenants.

New roles for existing involved tenants

All tenants who are prepared to volunteer to be involved should be valued. In making changes, all involved tenants should be helped to find new ways to contribute.

Winning arguments for change

It is important that landlords seek to win arguments for changes they think are needed, and that they put in the effort to bring tenants with them.

Independent advice

Bring in skilled independent advice to review structures and processes with tenants. Ensuring that tenants have access to the National Tenant Organisations may help.

Developing trust

Trust lies at the heart of the tenant/landlord relationship. Tenants need to trust that landlords will act in the interests of tenants. If it is not already being done, landlords need to do what is necessary to earn that trust (and tenants need to earn the trust of their landlord by contributing to debates constructively and positively).

Examples of change in Tenant Panel arrangements:

- ★ The Community Housing Group
- ★ Gosport Borough Council
- ★ Paragon's Resident Council

Conflict

Conflict, either between tenants or between tenants and the landlord, is likely at some point in a Tenant Panel or landlord with a dynamic empowerment strategy. Landlords are strengthened by constructive challenge from Tenant Panels, but sometimes things don't go as planned. Tenants often feel strongly about issues. They may not always share the same views or have the right diplomatic skills. Staff can often be uncomfortable being challenged by tenants, and the culture in some landlords may not be conducive to challenge.

Don't panic!

If there is conflict, don't panic! Conflict occurs in the field of tenant involvement. The key to handling conflict is to handle it. See beyond the conflict to overall objectives and work through the issues methodically.

Respect

The starting point for handling conflict is for everyone to understand and respect the perspectives of the other parties involved.

Conflict resolution responsibility

Someone needs to be identified to take responsibility to resolve the conflict – usually a Tenant Involvement Officer, but there could be a role for a tenant from another Tenant Panel or landlord. They will have to earn the trust of tenants and the landlord that they will act as objectively as they can do in resolving the conflict.

Using codes of conduct

Codes of conduct ensure effective handling of conflict. They need to be comprehensive and implemented effectively when it is warranted. When someone contravenes the code of conduct, it may seem like the easiest thing to do to let sleeping dogs lie, but this can send the wrong message to everyone.

The staff tenant relationship

The code of conduct also needs to cover the relationship between tenants and staff, how the landlord will work with Tenant Panels, and how staff will be trained to work with panels.

Trust and respect

Ultimately it all comes down to landlords and tenants doing what is necessary to earn the trust and respect of each other.

Tenants Panels having low expectations

Tenant Panels may have low expectations and become unfocussed because they don't know what standards they should expect or they may feel helpless to effect change because of perceptions that the landlord won't listen. For the landlord, in both cases, it may look like no one is complaining, but in reality the service may not be as good as it could be. A culture where Tenant Panels do not challenge, and where staff

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react defensively when they are challenged is unlikely to benefit tenants.

In a recent involvement review, the landlord's involvement staff asked an independent facilitator to lead the review. This was because for many years their involvement apparatus had blossomed into complex structures that were not were not benefiting tenants or enabling tenants to hold the landlord to account. This was partly because the involved tenants were comfortable that they could have the occasional chat with staff, and partly because staff were comfortable that they were not being challenged by their tenants. So everyone was comfortable with the way things were (apart from the involvement staff who knew that it wasn't working). A number of best practice sessions and an impact assessment later, tenants and staff realised that being comfortable is not the same as business effectiveness!

Being comfortable

If everyone is happy to be comfortable, then tenants and landlords are unlikely to get much positive impact from Tenant Panels.

Information

The key is information – information about the services and performance of the landlord – information about what other landlords are doing – information about what is possible.

Evidence and market knowledge

Tenant Panels need to be based on evidence and market knowledge - including knowledge from service users and providers about its effectiveness and how it could be improved; knowledge gathered from dialogue with tenants of other landlords; knowledge about new and innovative approaches.

Impact assessment & outcomes

Tenant Panels activities should be impact assessed. New approaches should be tried, but tenants and staff need to be challenged about long term activities that are not producing beneficial outcomes for tenants.

A culture of constructive challenge

A culture of constructive challenge, where tenants are encouraged to tell it like it is, and where staff are not defensive when they do, is a business investment.

Independent chairs

If necessary, temporary independent chairs of Tenant Panels can act as mentors to demonstrate how to constructively challenge.

9 What if landlords don't support Tenant Panels?

The following are steps that tenants could take if they feel that their landlord could do more to support Tenant Panels:

Diplomacy

Diplomacy is always the best route to getting things resolved. Has everything been done to get the problem solved with the landlord? Are tenants aware of the landlord's perspective on the problem issue?

The views of other tenants

Are tenants aware of the views of their fellow tenants on the issue? If it is only a small number of tenants who think there's a problem and other tenants are perfectly happy, it will be harder to get support to tackle it. If a number of tenants share the same concerns, people who might help are more likely to do so.

The landlord's complaints procedure

It may be possible to resolve the issue, dependent on what it is, through the landlord's complaints procedure. If a formal complaint is submitted, tenants need to wait for all stages of the procedure to have been exhausted before taking further action.

Official organisations

In some cases, support may be available from an official organisation (eg. the local Council's Environmental Health Department or the local Police in cases of Anti-Social Behaviour; the Fire Brigade regarding fire safety issues; the Care Quality Commission for care and support issues; the Equality & Human Rights Commission for diversity issues).

Councillors or MPs

Issues can also be raised with councillors and MPs. If they consider that there is a valid case, they should be willing to raise issues on behalf of tenants with the landlord. An approach made to a councillor or MP will be stronger if made by a group of tenants or a Tenant Panel. If raising an issue with a councillor or MP does not resolve the matter, tenants could ask them to raise the matter elsewhere (eg. with the Housing Ombudsman).

The National Tenant Organisations

Tenants can raise issues with the National Tenant Organisations. We have limited resources to engage with individual landlords, but all our organisations do our best to support tenants where we can. It is also useful for us to be aware of the issues and concerns that tenants have, so that we can raise these issues in discussions with Government and other bodies.

Publicity

Everyone likes good publicity. Landlords may be prepared to take some actions in order to get good publicity or to avoid bad publicity.

The Housing Ombudsman

A complaint can be submitted to the Housing Ombudsman if it is referred to them by a councillor, MP or Tenant Panel, or if 8 weeks have gone by since the conclusion of the landlord's complaints procedure. The Ombudsman usually receives complaints from individual tenants, but they will consider complaints from a group of tenants in the name of one of the tenants involved. The Ombudsman can deal with most service related complaints, including those relating to involvement and empowerment.

The regulator

Most service delivery issues should be first raised with the landlord and, where possible, local means should have been used to rectify the problem. However, the social housing regulator (the Homes & Communities Agency) may be able to help if they consider an issue to be very serious. Whilst the regulator will proactively engage with landlords about *economic* standards (ie. how the business is run and financial issues), they will provide *backstop* regulatory intervention regarding *consumer* standards only where non-compliance has led to or will lead to "serious detriment" to tenants.

The regulator and serious detriment

The threshold for “serious detriment” is intended to be very high. The regulator will consider referrals that meet four criteria:

- a) whether the issue is about tenant(s) of a landlord registered with them & whether it is covered in a Regulatory Standard
- b) if one of the Regulatory Standards has been or is likely to have been breached
- c) if the impact of the breach is to cause actual harm or potential harm to tenants
- d) if the actual or potential harm to tenants is likely to be serious

Serious detriment scenarios

The regulator will assess the evidence and individual circumstances in each situation referred to it, in order to decide whether, in their opinion, the failure risks or has led to serious harm to tenants (or potential tenants). The regulator will take regard of information relating to serious detriment referred to it by the Housing Ombudsman, councillors, MPs or designated Tenant Panels.

Further information

The regulator may need to carry out further investigations to establish whether serious detriment has or could occur. Where the regulator makes a judgment of serious detriment, it will consider the most appropriate means of intervention, including the use of its statutory powers to address the landlord’s failing where appropriate.

Appendix One – Glossary

Annual report to tenants	Report that “registered provider” landlords are required to produce annually for their tenants
Arms Length Management Organisation (ALMO)	An organisation set up by Councils to manage housing
Audit Commission	Former body that inspected “registered provider” landlords
Association of Retained Council Housing (ARCH)	National body that represents those Councils that own social housing in relation to their housing functions
Benchmark	Statistical figures that enable tenants and others to compare landlord performance
Board	A group of people in housing associations and ALMOs who have legal responsibility for overall decision-making in an organisation
Cabinet	A group of people in Councils who have legal responsibility for overall decision-making
Chartered Institute of Housing (CIH)	Professional body that represents the housing sector
Housemark	Organisation that provides advice on benchmarking arrangements
Choice based lettings	System to enable prospective tenants to “choose” social housing homes
Collaborative Tenant Panel	A Tenant Panel made up of tenant representatives from different landlords

Community Gateway	A housing association model which is owned by tenants and where tenants have tenant control opportunities
Community Right to Challenge	A new legal right that allows communities to identify public services that could be provided through a community or other provider
Community Right to Bid	A new legal right that allows communities to “bid” for public and other assets before private sales
Co-governance	Landlord arrangements where Tenant Panels are constitutionally part of governance
Co-regulation	Tenants and landlords working together to ensure and monitor standards
Corporate objectives	The high level aims of a housing or other organisation
Department for Communities and Local Government (DCLG)	Part of Government that deals with housing, community & local government issues
Designated Tenant Panel	A Tenant Panel that has been formally “recognised” by a “registered provider” landlord to play a formal role in resolving complaints at the end of the landlord’s complaints procedure
Focus group	A group of people (often a particular group such as young people) brought together to consider a particular issue on a one off basis

Front line services	Housing and other services which come into contact with service users (ie. tenants)
Governance & viability	The process of ensuring that an organisation is running efficiently and legally and that its finances are “viable”
Governing body	The part of an organisation that has the legal responsibility to make decisions (ie. a Board of a housing association or ALMO and the cabinet in a local authority)
Homes & Communities Agency (HCA)	A Government body set up to support the development of new housing and to regulate social housing providers
Housing Ombudsman	A Government body that receives and adjudicates on complaints from social housing tenants
Housing & Regeneration Strategy	Council strategies to ensure viable and sustainable provision of homes of all tenures and neighbourhoods in their boroughs
Housing Revenue Account	Annual housing council housing budgets
Impact assessment	Process to determine whether activities are having impacts and outcomes
Internal auditor	An independent body used to check internal systems and processes in an organisation
Local Government Association (LGA)	Organisation which supports, promotes and improves local Government

Localism Act 2011	An Act of Parliament that made a number of changes to social and other housing provision and local government
Mystery shopping	A method of checking services where unknown tenants and/or others assess particular services
National Housing Federation (NHF)	Trade organisation that represents the housing association sector
National Federation of ALMOs (NFA)	Trade organisation that represents Arms Length Management Organisations
Outcome	The results of activities for the people who receive services (as opposed to output – a step on the way to achieving outcomes)
Portfolio holder	A local authority councillor appointed to oversee a particular area (eg. portfolio holder for housing)
Procurement	Process to recruit contractors and consultants to carry out work
Protected characteristics	A set of personal equality & diversity characteristics defined in the Equalities Act 2010
Registered provider	A landlord registered as a social housing provider with the Homes & Communities Agency
Regulator	The body (the Homes and Communities Agency) set up by Government to set and regulate standards expected of “registered providers”

Regulatory standard	A standard set by the regulator with which “registered providers” are required to comply
Right to Manage	A legal right for council tenants where they can take over management of their homes
Role specification	A document that identifies the qualities needed in a particular role (such as a Tenant Panel member or an employee)
Scrutiny	Close and critical observation or examination
Service review group	A body set up in landlords to review a particular service usually involving tenants
Sounding board	A body set up in landlords which is consulted on particular issues (usually by post or e-mail)
Stage 2 or 3 complaints procedure	Stages of a landlord’s complaints procedure which reviews a tenant complaint after initial consideration by staff
Stock transfer	The process to transfer ownership of homes from local authorities to housing associations
Task & finish group	A temporary group set up to review a particular service or activity
Tenant federation	A (usually independent) tenant representative body in a particular area
Tenant leadership	A definition we have used to mean all those tenants who are involved in Tenant Panels

Tenant inspection	A process where tenants are involved in inspecting particular service areas
Tenant Involvement & Empowerment Standard	The Regulatory Standard that applies to how landlords involve and empower their tenants in decision-making
Tenant Management Organisation (TMO)	A tenant organisation that has legal responsibility to manage local authority or housing association homes
Tenant scrutiny	Tenants involved in close and critical observation or examination of landlord services and operations
Tenant Services Authority (TSA)	The former social housing regulator prior to the Homes & Communities Agency
Under occupancy	An issue where a home has more bedrooms than the occupants are considered to need
Value for Money	Ensuring that resources are used effectively and efficiently

Appendix Two – The National Tenant 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-ops, community-controlled housing organisations, and others that support co-op housing.

Address: 19 Devonshire Road, Liverpool L8 3TX
Phone Number: 0151 726 2228
e-mail/website: info@cch.coop/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/website: contact@nftmo.com/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 & resident associations, and individual tenants.

Address: The Old Police Station, Mersey Rd, Runcorn WA7 1DF
Phone Number: 01928 798120
e-mail/website: runcornoffice@taroe.org/www.taroe.org

Tenant Participation Advisory Service (TPAS)

Formed in 1988, TPAS promotes excellence in resident involvement and empowerment through training, advice, and accreditation - representing 1700 tenant groups and 250 landlords across England.

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

Appendix Three – useful contacts

Association for Retained Council Housing	c/o HouseMark, 4 Riley Court, Millburn Hill Road, University of Warwick Science Park, Coventry CV4 7HP Telephone: 024 7647 2711 e-mail: info@arch-housing.org.uk Website: www.arch-housing.org.uk
Care Quality Commission	CQC National Customer Service Centre, Citygate, Gallowgate, Newcastle NE1 4PA Telephone: 03000 616161 Website: www.cqc.org.uk
Centre for Housing & Support	1st Flr, Elgar House, Shrub Hill Road, Worcester WR4 9EE Telephone: 01905 727272 e-mail: info@chs.ac.uk Website: www.chs.ac.uk
Chartered Institute of Housing	Octavia House, Westwood Way, Coventry CV4 8JP Telephone: 02476 851700 e-mail: customer.services@cih.org Website: www.cih.org
Department for Communities and Local Government	Eland House, Bressenden Place, London SW1E 5DU Telephone: 0303 444 000 e-mail: contactus@communities.gov.uk Website: www.communities.gov.uk
Equality & Human Rights Commission	3 More London, Riverside Tooley St, London SE1 2RG Helpline: 0845 604 6610 englandhelpline@equalityhumanrights.com Telephone: 0203 1170235 e-mail: info@equalityhumanrights.com Website: www.equalityhumanrights.com

Homes and Communities Agency	Central Business Exchange II, 406-412 Midsummer Boulevard, Central Milton Keynes MK9 2EA Telephone: 0300 1234 500 e-mail: mail@homesandcommunities.co.uk Website: www.homesandcommunities.co.uk
Housing Ombudsman Service	81 Aldwych, London WC2B 4HN Telephone: 0300 111 3000 e-mail: info@housing-ombudsman.org.uk Website: www.housing-ombudsman.org.uk
Local Government Association	Local Government House, Smith Square, London SW1P 3HZ Telephone: 0207 664 3000 e-mail: info@local.gov.uk Website: www.local.gov.uk
National Federation of ALMOs	Rockingham House, St Maurice's Road, York YO31 7JA Telephone: 0845 4747 008 e-mail: almos@hqnetwork.co.uk Website: www.almos.org.uk
National Housing Federation	Lion Court, 25 Procter Street, London WC1V 6NY Telephone: 0207 067 1010 e-mail: info@housing.org.uk Website: www.housing.org.uk
Sitra (housing with care & support)	3 rd Floor, 55 Bondway, London SW8 1SJ Telephone: 0207 793 4710 e-mail: post@sitra.org Website: www.sitra.org

Appendix Four - Tenant Panel Member Person Specification

This form is a sample tenant panel member person specification. We discuss recruitment of tenant panel members in the resources section (here [★](#)).

Person specification	E	D	Assess
Attitudes			
Enthusiasm for & commitment to resident involvement	E		Interview
Respect for residents and staff	E		Interview
Enthusiasm to learn new skills & meet new challenges	E		Interview
A commitment to customer care and quality	E		Interview
Commitment to equal opportunities & diversity	E		Interview
Skills, knowledge and experience			
Experience of being a tenant and using housing services	E		Application
Experience of how you've worked with other tenants and/or staff to improve your community		D	Application
Basic knowledge of how housing services are delivered		D	Interview
Ability to discuss issues	E		Interview
Ability to work as part of a team	E		Interview
Some literacy & numeracy		D	Application
Other role requirements			
Available to attend tenant panel meetings	E		Application
Willingness to sign a code of conduct	E		Application
Willingness to sign a code of confidentiality	E		Application

E = Essential; D = Desirable

Appendix Five - Sample impact assessment results

This table is a sample of impact assessment results in relation to the impact assessment process set out in the resources section (here [★](#)).

ACCOUNTABILITY				
Activity	Why were we doing it?	In	Out	Rating
Tenant Panel meetings	To represent tenants and to input into strategy/policy	3.5	4	
Scrutiny Panel (reception areas)	To scrutinise reception areas	5	3.5	
Scrutiny Panel (repairs)	To scrutinise repairs service	5	4.5	
Involvement in annual report	To enable tenant panel to shape report to tenants	4	5	
Communications Panel	To improve accessibility of communications materials	3	4	
Governance training	To create pool of potential tenant board members	3	4	
Equality & diversity training	To ensure open mindedness & non-discriminatory behaviour	3	5	
Tenant board membership	To ensure flavour of tenant viewpoint in board discussions	4.25	2	
Overall rating				4.00

IMPROVING SERVICES				
Activity	Why were we doing it?	In	Out	Rating
Satisfaction surveys	Gathering tenant views on services	4.5	1	
Service Review Group	To facilitate overall service improvement	2	2.25	
Leaseholder services review	Review effectiveness of service	1	1	
Lettings & allocations	Review effectiveness of service	3	2	
Tenant involvement	Review effectiveness of service	5	1	

IMPROVING SERVICES				
Activity	Why were we doing it?	In	Out	Rating
ASB Forum	Involve tenants in reviewing and improving services	3	4	
Involvement in staff recruitment	Ensure tenant involvement in tenant facing appointments	2	2.5	
Overall rating				1.96

IMPROVING NEIGHBOURHOODS				
Activity	Why were we doing it?	In	Out	Rating
Walkabouts	To gather information about local needs & aspirations	4.75	3.5	
Community Voices	To build community links in areas without significant involvement	1	1	
New tenants group	To ensure effective involvement in the new development	5	5	
Existing tenants groups	To support involvement in existing tenant groups	5	3	
Activities for All	To reduce social isolation and promote self-support	4.5	4	
Cross generation project	To promote community cohesion	4.5	4	
Sheltered scheme mtgs	To maintain links with sheltered scheme residents	4.5	2.5	
Overall rating				3.29

DIVERSITY				
Activity	Why were we doing it?	In	Out	Rating
Review of tenant panel diversity	To check Panel activities reflecting tenant profile	3	2.75	
Independent living project	Supporting older people capacity	4.5	3.75	
Young People's Forum	To help younger tenants to get involved	5	5	
Learning difficulties	To build capacity for people with learning difficulties	2.5	4.5	
Overall rating				4.0

Appendix Six - Directory of Case studies

The directory of case studies is in two parts – case studies of collaborative Tenant Panels, followed by case studies of Tenant Panels in individual landlords.

Because we have included a case study does not mean we are advocating the approach being used. We were not in a position to say whether what is being done in the case study is leading to benefits for tenants or not. But we think the approaches identified to us are interesting and are illustrative of the breadth of approaches out there.

Collaborative Tenant Panel case studies

Collaborative Tenant Panel	Homes	Page
★ Hampshire & District Residents Forum	c70,000	88
★ Leeds Collaborative Group	c11,000	89
A group we worked with as part of this project		
★ Norfolk Housing Alliance Residents Group	c60,700	92
A group we worked with as part of this project		
★ South Yorkshire Network	c107,000	95
★ Welwyn Hatfield Tenant Scrutiny Panel	c12,000	96
★ Worcestershire Tenant Panel Partnership	c25,000	98
A group we worked with as part of this project		

The Hampshire & District Residents Forum (HRDF) formed following an event in 2009 where about 100 residents from 14 Hampshire housing providers came together to consider how to improve standards across the housing sector in Hampshire.

The Forum currently includes representation (up to 2 residents and 1 staff representative) from Winchester City Council, First Wessex, Sentinel, Radian, Testway & Sovereign Kingfisher. The landlords involved financially resource the Forum and the Forum has a website at www.hampshire-residents.org.uk

HRDF was funded in 2009 through the TSA's Tenant Excellence Fund to develop a set of local standards for resident involvement. The standards refer to the Forum playing a role in resident training & capacity building; feedback and communication; increasing numbers of involved residents particularly from under-represented groups; developing staff commitment to involvement; using involvement to improve repairs, ASB and community facilities; increasing choice for residents; making involvement better value for money; developing resident scrutiny at a county level; and involving residents in corporate and business planning.

The Forum also carried out a benchmarking exercise to consider methods, costs, customer satisfaction and other features of grounds and estate services, and developed a system for standardising tenant satisfaction surveys.

Not all of the Forum's original aspirations have yet been developed. The Forum is now reviewing its activities to ensure an outcome based approach, with suggestions to explore more project based activity such as work on preparing for welfare reform or tackling worklessness.

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HRDF Secretary

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The Leeds Collaborative Group (LCG) emerged out of an alliance between 5 housing associations - Connect Housing (3,266 homes); Headrow Housing (1,400); Leeds & Yorkshire Housing (1,150); Leeds Federated (4,000); Unity Group (1,100). As well as being Leeds based, the 5 associations had in common their comparatively smaller size and long standing community roots - with several of them having been formed from mergers between smaller community organisations some years ago. They also all have a strong track record in involving tenants. The alliance between the housing associations was intended to give them a stronger collective voice in Leeds, as well as well as enabling them to come together in specific areas.

Consisting of 2 residents and 1 staff member from each association, the LCG started in Summer 2010 with a general aim for tenants from the 5 associations to explore best practice. The formation of the LCG was intended to mirror the alliance, with either group being in a position to make recommendations to the other. The Chief Executives of the associations involved strongly support the LCG and have given them a free hand to develop the group as they wish. The LCG is considered to be dependent on the goodwill of the landlords to make it work.

Initial progress over the first four months was slow as the group found their feet. There was not a “grandiose plan” behind the development of the LCG - activity has developed “organically”. Those involved particularly value their informal relationships - speaking of sharing practical ideas, free swapping of knowledge and being in a position to ring each other up to discuss different approaches. They considered that LCG involvement had helped to “raise tenant expectations”.

Outcomes

The actual and intended outcomes of the LCG are as follows:

- a scrutiny exercise of kitchen replacements
- idea sharing on responsive repairs (an association repairs officer carried out a presentation which inspired ideas for others)
- development of a joint “traffic light” system for tenant inspectors
- the three smaller associations carrying out joint inspection activity

- resulting cross association working between staff (eg. estate managers from the small associations getting together)
- collaborative training on tenant inspection
- arranging sufficient attendees for a free TPAS course
- comparisons of contractors in relation to small works, resulting in savings of between £10K to £15K
- considering Connect's "ranger" service
- getting informal tenant feedback on gas servicing

The following areas were discussed as possible future initiatives:

- nominating a representative from the group to the Leeds Housing Forum to enable the LCG to input into the Council's Housing & Regeneration Strategy
- examining "rationalised" services for homes in the same areas
- consideration of joint "local offers"
- a project on digital inclusion
- a joint approach to choice based lettings
- a joint scheme to tackle under occupancy
- joint procurement exercises
- using one gardening company across the 5 associations

Complaints

During our work with the LCG, they particularly considered setting up a complaints panel, identifying the following positive reasons for doing so:

- to establish independent mediation and advocacy for tenants
- to enable them to refer complaints to the Ombudsman as a "designated" tenant panel and to stop complaints going to the Ombudsman that don't need to go there
- to deal with malicious complaints from tenants who consider that staff are against them
- to enable tenants from different associations to consider complaints with a view to them being considered objectively
- to give tenants confidence to make complaints in the knowledge that they could be considered by a tenant panel at the end of the process. Concern was expressed that currently tenants may simply "give up" on complaints, or that particularly elderly tenants do not complain for fear of losing their homes.

The following challenges were identified in relation to setting up a complaints panel:

- the LCG's intention is that a different group of tenants than those involved in the LCG will be recruited to set up the panel. There was a discussion about whether tenants would come forward for that purpose. It was felt that some would because it was recognised that there would be considerable training required and some tenants would welcome developing the inherent life skills.
- with differing internal complaints procedures, there was a discussion about when a complaints panel might get involved, with most agreeing that this should be after stage 3 of the procedure
- it was noted that there had been less than 10 complaints reaching stage 3 per annum for all the associations, although it was felt that the number of complaints may rise as a result of setting up an independent tenant complaints panel
- it was suggested that the LCG could obtain collective legal advice on the quasi-judicial role of a designated tenant panel
- there was a question about whether there would be management buy in to a tenant complaints panel

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With the providers of affordable housing wishing to raise their collective profile in the region, the Norfolk Housing Alliance (NHA) was formed in 2007. The landlords involved included Broadland Housing Association, Cotman Housing (a member of the Places for People Group), Flagship Housing Group, Freebridge Community Housing, Great Yarmouth Community Housing, Guinness South, Hyde Minster, Norwich City Council, Orbit Housing Group, Saffron Housing Trust, Stonham Services (part of the Home Group), Victory Housing Trust, and Wherry Housing Association (part of the Circle Group).

Initially the partnership was at Chief Executive/Director of Housing level, but it subsequently developed into operational levels and in multi-agency forums, with project groups collaborating on various aspects (eg. Allocations and choice based lettings, creation of mediation services, aid/adaptations, resident involvement officers coming together, other methods of sharing good practice).



The proposal to form an NHA Residents Group initially came following work done on a TSA "local offer pilot" at Terrington St Clement in 2008 where Freebridge, Cotman, Flagship & Wherry worked together to improve an estate with a particularly poor reputation for ASB and unco-ordinated services.

The pilot scheme resulted in an estate agreement charter drawn up and now monitored by residents, joint estate inspections and, with the support of a grant from Keep Britain Tidy, all landlords agreed to use the same grounds maintenance contractor.

This project had shown the value of residents from different landlords working together to the respective landlords. A conference was held for residents from the different landlords operating in Norfolk in March 2011 at Norwich City Football Club, particularly considering four strands:

- the mechanics of setting up a multi-landlord residents organisation
- specific rural housing issues
- how scrutiny/comparisons could be used in a multi-landlord context
- multi-landlord communities - how the experiences at Terrington could be replicated

The conference agreed the following objectives for the group:

- to be a voice for residents in Norfolk
- to scrutinise and challenge service delivery
- to promote partnerships in training, sharing resources
- to compare and monitor service standards
- to take an active part in NHA projects

Outcomes

The conference led to a series of objectives and about 100 proposals for action – which a steering group subsequently whittled down to 20 possible projects and then to three to be focused on initially.

These are:

- **fuel poverty** A major issue in rural housing, the group wish to explore with the Norfolk Rural Community Council, cost effective ways to replenish supplies for oil heating
- **developing survey templates** The group will consider using either the same “status” style surveys – and/or neighbourhood surveys

- **considering localised standards** the group aim to develop common performance indicators for sheltered and general housing (eg. average time for repairs/complaints/satisfaction); to consider whether the indicators that residents are interested in are being collected; and to publish information on a bespoke website.

Structural issues

There are up to 2 resident nominees from each of the landlords involved on the group. Staff members from two NHA landlords attend meetings and facilitate the Residents Group (with other landlords supporting other NHA projects). A part time staff member employed to support the NHA is also able to provide some support to the Residents Group.

Terms of reference for the group were signed up to by all the landlords in the NHA. The intention is that Residents Group meetings will go into a cycle with NHA Strategic Group meetings to enable the residents to feed in their views and with protocols to be developed to enable appropriate relationships.

It is intended that the Residents Group will have a website page on a forthcoming NHA website (www.norfolkhousingalliance.co.uk) and that the NHA Residents Group will arrange and report back to other residents at an annual residents conference. The NHA Residents Group stressed the importance of taking an outcome based approach where the group can clearly demonstrate what it has achieved for residents.

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SOUTH YORKSHIRE NETWORK

c107,000 homes

A South Yorkshire Network has existed for several years as a networking collaborative Tenant Panel. Primarily hosted by three local authority tenants and residents federations (Barnsley Federation, Doncaster Federation and Rotherfed), it is open to all tenants in the south Yorkshire region and attracts tenants from Sheffield (where there is no federation) and some housing association tenants.

Informally run (with no constitution and no funding), the South Yorkshire Network is tenant-led (although it is supported by the relevant landlords). The network enables the sharing of good practice (both amongst tenants and amongst the Federation staff), helping participants to keep up to date with what other local providers are doing, and holds joint conferences, training and consultation events.

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Development Manager

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The Welwyn Hatfield Tenant Scrutiny Panel was set up in 2011 to bring together social housing residents in Welwyn Garden City, Hatfield and surrounding areas. The landlords supporting the panel include Welwyn Hatfield Community Trust (Welwyn Hatfield Borough Council's ALMO), Genesis Housing Group, Guinness Trust, Circle Anglia, Paradigm, Home Group, Aldwyck Housing Group, Moat, and Sanctuary.

Managing nearly 25% of the homes in the borough, the Welwyn Hatfield Community Trust has taken the lead in facilitating the panel (with support from consultants HQ Network). For most of the other landlords involved, the number of homes they manage in the borough reflect only a small proportion of their overall stock. There are also some small landlords in the borough who are not yet participating.

All the landlords nominate up to two tenant representatives to the panel, chosen in whatever way is appropriate to them. One was not able to find a tenant representative from the 30 homes they own in the borough, and so it was agreed that a tenant from nearby Hemel Hempstead would represent that landlord's tenants. It was decided that there could be no resident board members on the panel.



With some panel members new to resident involvement, a gradual approach is being taken to build the panel's capacity, identifying resident areas of interest and working out how the panel can add value. At this early stage, there is a need for effective facilitation, but there is a commitment amongst the partners that the panel members will lead the group as soon as it is possible. The panel is currently working to explore joint approaches to monitoring repairs performance (an area identified as important to the residents), with work being done particularly to identify particular repairs where residents would like to be able to compare value for money and how services are provided.

It is intended that the panel will particularly do scrutiny, monitoring and review work. Using joint approaches to resident satisfaction surveys and to grounds maintenance contracts has also been suggested as possible areas for exploration. It is also intended that the panel will become a "Stage 3" borough wide complaints panel, although there may be complications regarding the different procedures used.

Simone Russell
Director of Operations

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The Worcestershire Tenant Panel Partnership had been formed in 2010 as a result of Worcestershire tenants showing an interest in opportunities to meet together and to share information.

The Partnership covers the majority (80%) of the social housing in Worcestershire including residents of Festival Housing Group (8,000 homes), Rooftop Housing Group (6,000 homes), The Community Housing Group (6,000 homes) and Worcester Community Housing (4,785 homes). Three of the landlords were transfer housing associations from local authorities, and the area covered is predominantly rural.

The following activities have already taken place through the Partnership:

- comparison of service standards, particularly in relation to consideration of performance information in annual reports
- accredited training in social housing governance provided by the University of Derby. 20 residents from three associations participated in training in 2010 and 2011 and received awards, leading to an increase in skills and knowledge base amongst residents and resident board members.
- residents from different associations have visited others to discuss arrangements for involvement and scrutiny of services
- residents from the associations have been involved in discussions on complaints processes, with dialogue with the Housing Ombudsman, leading to an interest in developing a county-wide complaints review panel

The Partnership had drafted terms of reference for a complaints panel. They had started to consider how it would fit in with different individual complaints procedures (eg. tenants are already involved at Stage 2 and 3 of WCH's complaints procedure; Festival have a 2 stage process); with different methods of resolving issues arising from complaints; and with different cultures. Further work to form the complaints panel was put on hold pending the passing of the Localism Act.

It was agreed that there was merit to continuing to collaborate in order to continue to learn about different approaches. A key message from the tenants involved was that opportunities for collaboration, comparison of services and training have enhanced their ability to hold their landlords to account already. It was suggested that the “journey of working together was one of its benefits”.

Outcomes

During the course of our work with them, the Panel has identified the following measurable outcomes for their work:

- improving customer satisfaction with services
- strengthening resident involvement in individual partners through sharing good practice, information and differing approaches
- providing enhanced training experience(s) for involved residents
- improving the ability of residents to challenge standards of service
- the potential to investigate the opportunity of set shared service standards (particularly for standards such as anti-social behaviour which involve working with a range of stakeholders/partners)
- providing further benchmarking of services at a local level (allowing residents to compare landlord performance)

An action plan, with leads and timescales, has been agreed that includes the following:

- sharing service review processes and standards through good practice exchange. Particular potential areas for consideration include a joint Rooftop & Festival inspection of allocations, and a South Worcestershire agreement on ASB.
- mystery shopping exercises, leading to service improvements, improved tenant knowledge of partner service standards
- customer satisfaction benchmarking to enabling effective comparisons of services that are meaningful to residents
- a joint resident training programme
- an involved resident event to enable communications between residents – particularly involving workshops on involving new residents and involvement structures

- an involved resident newsletter to share information & good practice
- sharing information on external changes such as the Tenant Involvement & Empowerment Standard to improve resident and staff knowledge of changes in the sector
- on-going work on tenant complaints to share good practice and learn from the outcome of complaints, to improve satisfaction with complaints handling, and to enable further consideration about whether a Worcestershire Complaints Review Panel might improve satisfaction with complaints handling

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Landlord based Tenant Panel case studies

Landlord	Type	Homes	Page
★ Accent Group	HA	19,000+	104
National Accent Group Residents Panel & group member scrutiny activity			
★ Accord Group	HA	11,000+	106
Group residents panel in diverse group			
★ Amicus Horizon	HA	27,372	107
Group Residents Council & Area Panels			
★ Barnsley Fed/Berneslai Homes	ALMO	19,500+	109
Federation “challenge” teams			
★ Bristol City Council	LA	c28,300	111
Partnership advisory board & service user group panels			
★ Carrick Housing	ALMO	3,754	112
Independent Federation & tenant inspection programme			
★ CityWest Homes	ALMO	21,700	114
4 area committees, a Strategic Committee & Stage 2 complaints panel			
★ Crawley Borough Council	LA	9,500+	116
Action Panel – monitoring and advisory role – Stage 2 complaints panel			
★ Cross Keys Homes	HA	10,000+	117
Tenant Scrutiny Panel			
★ Eden Housing Association	HA	1,600+	118
Performance Posse – scrutinising and monitoring			
★ Family Mosaic	HA	20,000+	119
New tenant scrutiny panel			
★ Festival Housing Group	HA	8,947	120
Tenant Scrutiny Panel & 12 service specific panels			
★ Gentoo	HA	29,763	121
6 “standards” based groups & overarching “Customer Link”			
★ Gosport Borough Council	LA	3,186	122
Customer Opinion Panel – new resident involvement structure			
★ Green Square Group	HA	c10,000	123
Residents Forum & Resident Scrutiny Panel – performance & complaints			
★ London Borough of Greenwich	LA	c23,000	124
Borough-wide panel, 9 area panels and a Diversity Board			
★ The Guinness Partnership	HA	60,000+	126
Customer Strategy Group drawn from group members			
★ Guinness Northern Counties	HA	21,300	128
Tenant Scrutiny Council			

Landlord	Type	Homes	Page
★ Helena Partnerships	HA	13,000+	129
Customer Excellence Panel – tenant scrutiny			
★ Hull City Council	LA	25,965	130
Tenant Forum/panels for performance monitoring & independent review			
★ Innisfree Housing Association	HA	500+	132
New Tenant Panel in small association			
★ Isos Housing	HA	c12,000	133
2 Area Panels – mixed membership & part of governance			
★ Metropolitan Housing Trust	HA	35,000	134
National Resident Group, 3 scrutiny panels, service audit programme			
★ Moat	HA	15,000+	135
Moat Residents Forum, 3 area panels, policy working party			
★ North Star Housing Group	HA	3,000	136
North Star Tenant Voice – tenant scrutiny in new group			
★ Notting Hill Housing Trust	HA	25,000	138
4 local scrutiny panels checking performance – other specific groups			
★ Paradigm	HA	12,000+	139
Resident Internal Auditors – Residents Forum & Area Panels			
★ Paragon	HA	c9,000	141
Group wide panel with two panels in group member organisations			
★ Poplar HARCA	HA	c8,500	142
Resident majority Board, 12 Estate Panels, Joint Panel, Youth Board			
★ Preston Community Gateway	HA	6,000	144
Gateway Tenant Committee – part of governance – scrutiny panel			
★ Riverside Housing Group	HA	51,500	146
Federation, National and local Scrutiny Panels, Service Groups			
★ Rochdale Boroughwide Housing	ALMO	13,700	148
Tenant and staff Representative Body & Tenant Scrutiny Commission			
★ Rooftop Housing Group	HA	6,000	150
Customer Panel & Resident Action Team (doing customer research)			
★ Salix Homes	ALMO	10,500	151
Customer Senate – scrutiny, performance monitoring & complaints panel			
★ Slough Borough Council	LA	7,400	152
Customer Senate – scrutiny, performance monitoring, Stage 3 complaints			
★ Soha Housing	HA	5,500	153
Tenants Forum, Tenant Scrutiny Group & Tenant Inspectors Group			
★ South Staffordshire HA	HA	5,878	155
Resident Sounding Group & Resident Scrutiny Panel			

Landlord	Type	Homes	Page
★ Sovereign	HA	21,000+	157
7 Regional Panels – Residents Council – new post merger structure			
★ St Basil's	Agency		158
Youth Advisory Board			
★ St Mungo's	Agency		159
Outside In group in homeless service			
★ Stockport Homes	ALMO	11,584	161
Tenant Scrutiny Panel (independent mentor) & Complaints Panel			
★ Stonham	Agency		162
National Client Panel and Involving You Steering Group			
★ Tendring District Council	LA	3,215	164
Tenant Panel with sub-groups in rural location			
★ The Community Housing Group	HA	5,500	166
Tenant led change process			
★ Viridian	HA	c16,000	167
National Residents Forum, Tenant Inspectors & Complaints Panel			
★ Warwick District Council	LA	5,600	169
Tenant Panel, Tenant Champions & "Walking the System"			
★ Watford Community Housing Trust	HA	4,800	170
Change process, scrutiny & review programmes			
★ Watmos Community Homes	HA	1,700	171
Tenant majority board/8 TMOs/Tenants Service Panel – high satisfaction			
★ Wherry	HA	6,700	173
Way Ahead with Wherry & scrutiny sub-group			

Accent Group owns and manages nearly 20,000 homes through 3 housing association group members – Accent Foundation (managing homes in the North), Accent Peerless (managing homes in the South), and Accent Nene (managing homes in the East).

A 12 member National Accent Group Residents Panel is made up of residents from all three group members. These residents may also be members of their own registered provider panels, groups and forums but each provider decides how residents are recruited to the Group Panel. The Group Panel's aims are to advise and assist the Group Board on reviewing group strategic objectives, to scrutinise performance and to drive policy and service improvements across the Group. Their role is about taking a strategic view of the Group and advising Group Board on direction of travel and on specific strategic and policy debates.



Meeting a minimum of four times a year, with additional meetings and training as required, residents chair the meeting on a rotational basis and set the agenda. Specific meetings focus on reviewing performance, budgets and the Group strategic plan. The Panel has instigated group-wide service reviews including on ASB, sheltered housing and asset management which have led to significant improvements and greater consistency of service quality. The Chief Executive and Group Chair attend each meeting in a non-voting capacity and then report to Group Board on meeting outcomes.

Each association in the Group has its own involvement plan and delivery structure made up of a variety of locally agreed groups which focus on service development and performance scrutiny. These include resident inspectors, mystery shoppers and complaint review groups. Currently the associations are developing their scrutiny structures. Accent Nene has established a scrutiny panel which reports to an operations committee and then to Board. Accent Peerless has established a scrutiny panel which draws from each of its main involvement groups and reports to Board. Accent Foundation has a Resident Panel which also fulfils the dual role of policy development and performance scrutiny.

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ACCORD GROUP

Housing Association
Group with 7 subsidiaries

11,000+ homes

The Accord Group Wide Residents Panel represents the views of tenants and service users from the 7 subsidiary member housing associations of the Accord Group (Accord HA, bchs, Caldmore, RCH, Ashram, M&D and Fry Housing Trust). Each subsidiary elects 2 representatives from their local panels, and they can serve up to a 2 year term.

The panel supports networking across what is a diverse housing association group. It enables its members to influence business planning, strategy and Accord Group objectives, to work with staff to set service standards and targets, develop and review procedures, and to monitor performance.

The Panel wrote the Accord Group Resident Engagement Strategy. It plans and delivers the annual residents conference and communications to residents on the impact that the panel has made. It has developed and launched the resident inspector project which feeds into the panel, and it has shaped various other policy initiatives.

The main challenges remain fully embedding the panel into the governance structure and closing the gap between them and the Board.

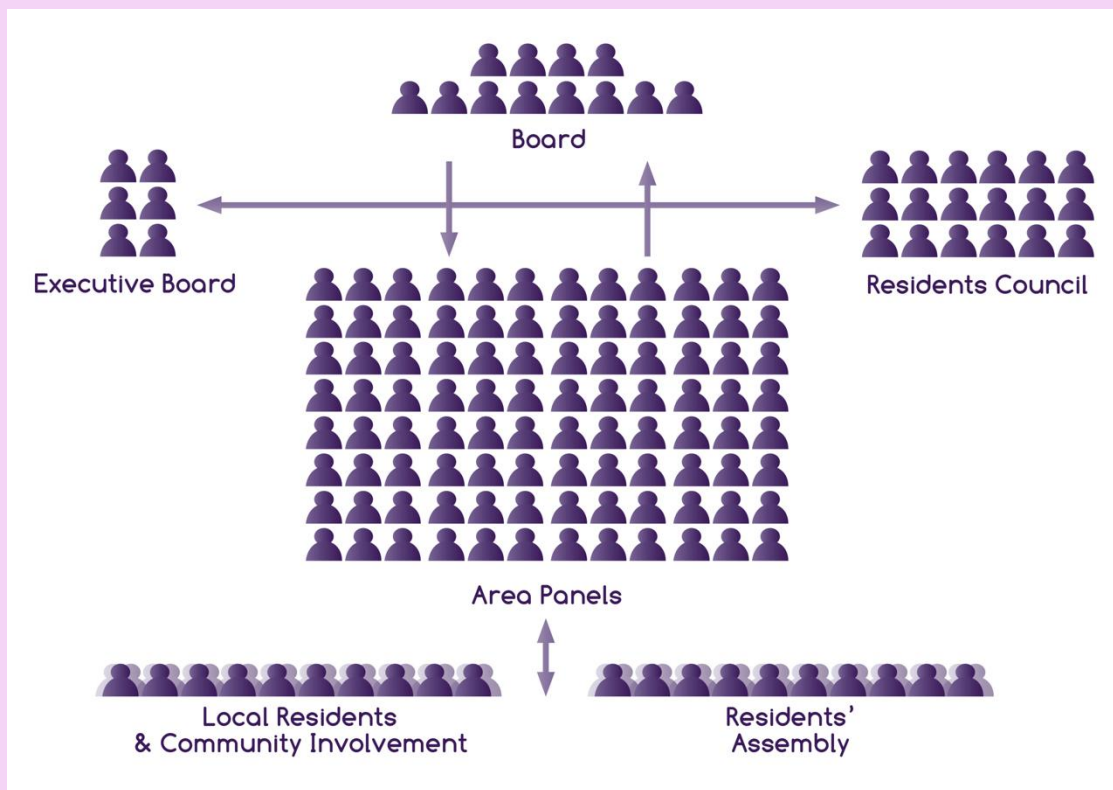
It can also be challenging to maintain equal representation between different members of the group and ensuring that all attendees feel involved in decision-making when some issues discussed are not directly relevant to their subsidiary organisation.

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Amicus Horizon manages 27,372 homes across the three areas of Kent, London and Surrey, and Sussex. Their resident governance structures are based primarily on nine Area Panels set up in 2009 feeding into a Resident Council.

Area Panels are made up of 8 elected residents along with 4 “independents” with resident chairs and vice-chairs. The residents are recruited through election, co-option or selection interview, dependent on the time of their recruitment in relation to the election cycle. Panel meetings are open to non-panel members, and one panel is trialing rotating non-member co-optees in order to give greater opportunities for non-members to be involved.



Area Panels focus on local offers, performance, local budget setting and area plans and involvement priorities. They have control of a £20K per annum Local Improvement Fund. They have a remit to maintain

local community links and to undertake local scrutiny programmes with staff and to recommend wider areas of scrutiny. They also nominate members to participate in resident only Stage 3 appeals panels.

The Residents Council is made up of 18 members nominated by the Area Panels. The Council's remit is to scrutinise, challenge and question decisions made by the Board. No business decision is passed without sign off from the Residents Council. It reviews and approves customer facing strategies prior to Board consideration, and it can commission scrutiny and policy reviews. It has an overarching role to support and develop Area Panels, and Council members are involved in recruiting key strategic staff. The Council also oversees a series of 8 task groups (made up of Council members and other residents) to reflect the 6 regulatory standards as well as homeownership and policy task groups, and a series of Regional Repairs and Maintenance Panels (RAMPs) to work alongside Area Panels on the asset management programme.

Amicus' governance and co-regulatory structure is serviced by a Governance Director, Manager and Officer. Area Panels, part of the governance structure, are co-ordinated by a full time Empowerment Manager. The Empowerment Manager supports Area Managers and local Customer Service teams, who administrate each Area Panel. Each Area Panel has access to a staff "buddy", and each Resident Council member has access to a senior staff "buddy".

Amicus list a number of benefits to their structure, most notably the removal of barriers and mistrust between residents and staff, improved performance, empowered residents and better business decisions. The challenges they identify include the balance between one organisation consistency and localism, involving residents in decision-making from "before the beginning", helping residents to understand complex business issues and the big picture, helping residents to challenge in a non-challenging way, and helping the weakest panels come up to the level of the best.

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The Barnsley Federation of Tenants & Residents Associations represents 20 Barnsley tenants groups and other tenants and residents. Berneslai Homes is Barnsley's ALMO managing just over 19,500 Barnsley Metropolitan Borough Council homes.

During 2010, the two organisations worked together, involving over 80 tenants, to develop "The Berneslai Challenge" - an independent approach to scrutinising the performance and services provided by Berneslai Homes.

Four challenge panels have been established (Home, Tenancy, neighbourhood and community, Value for Money, and Involvement & Empowerment) reflecting the regulatory standards. The groups consist of between 4 and 6 residents, supported by an officer, and it is intended that they will each carry out two reviews per year. As well as this, the panels can issue a "Berneslai Challenge Card" if there is concern about a particular area of service.



Initial reviews were carried out in April 2011 with results feeding into Berneslai Homes' annual report in October 2011. Initially the panels, run solely by volunteers, were presented with a self-assessment report on each service, which they then considered and requested further information.

Reports from staff identify how effective the panels were. They considered the panel reports to be fair but identifying key areas for improvement – from which action plans have been developed. The Director of Finance commented that “Co-regulation through the Scrutiny Panels is a very important component in the drive for continued future high performance”.

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Bristol City Council is the 12th largest local authority in the country, and its "landlord services", part of a Neighbourhoods and City Development Directorate, manages nearly 28,300 homes.

The Council's Housing Management Board (HMB), consisting of 4 tenant members, 1 leaseholder member, 1 independent member, the Service Directors for Landlord Services and the Executive Member responsible for housing, and is an "Advisory Board". Its key role is to enable tenants to influence housing decisions before they are taken, but it is not fully clear how they fit into the Council's decision-making structure. Meeting every six weeks, they also share in setting the service's vision and direction and influence strategy.

The HMB is supported by 6 Area Housing Forums which are currently under review because they have been poorly attended and sometimes duplicate work done by the Council's 33 neighbourhood forums - and a set of Service User Group Panels.

The Council also operates a set of particularly effective Service User Group Panels. They enable groups of self-nominated tenants to work with Service Managers to consider service performance, to scrutinise operational delivery, to make suggestions for improvement and to take part in service improvement projects. Panels have been involved in a various activities including leaflet/letter re-design, recruitment and contractor selection (for repairs and ASB), policies and procedures, decision making on use of garage sites, developing service standards, and the Council's self assessment and annual report processes.

The Council is currently working to establish a tenant-led scrutiny panel, supported by tenant inspectors, and TPAS has been recruited to provide training and development to support this activity.

The Bristol Housing Partnership - a forum for social landlords in Bristol - has provided joint events and training for tenants, but as yet, there are no plans to establish a Bristol Collaborative Tenant Panel.

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Carrick Housing manages 3,754 council houses in Carrick owned by Cornwall Council. It supports the District Forum of Tenants, incorporated as an independent not for profit company in 2008, whose committee membership is made up of Carrick Housing tenants from tenants and residents associations and locally elected tenant area representatives.

Since Carrick Housing was set up in 2003 and before that, the Forum scrutinises and reviews proposals from the Council and Carrick Housing regarding housing issues to ensure the views and interests of all tenants are represented before any decisions are made.



In 2006, Carrick Housing formed a tenant inspector programme to scrutinise three or four service performance or standards identified by the Forum. Made up of some Forum members and other tenants not involved in other ways (eg. in 2010, 7 Forum members and 9 non-Forum members were trained as inspectors), the inspector group membership changes from programme to programme. Recent inspections have included repairs & maintenance, customer care, gas servicing communication, ground source heating, & the new tenant experience.

A particular challenge has been council staff and members being unused to tenants scrutinising their activities in relation to scrutiny of council services, such as allocations. Whilst tenant inspections have been resource intensive, the Tenant Inspection Group allowed tenants to get involved in a way that was flexible to their needs and was purely about the area they were interested in. Tenants valued getting to know and understand the complexities of the service, talking to staff and other residents, and making recommendations from an informed perspective.

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CityWest Homes manages about 21,700 homes for Westminster City Council, 9,134 are leaseholder homes. In 2010, residents, CityWest Homes and the Council agreed that the existing engagement structure was not working, and that there was a need to reach out to a diverse group of residents and to have better knowledge of how housing policies were affecting residents.

The review undertaken resulted in the formation of four Area Management Committees (AMCs) to sit alongside four new area service centres. The AMCs will monitor performance, assist with resolving disputes, ensure effective local communications, consider small pots of funding for residents and challenge CityWest Homes on local policy changes. 50 residents applied to the AMCs and recruitment was through interviews carried out by resident representatives, local area managers and Board members.

This approach has resulted in a broad diversity of residents across the AMCs (a reflective gender, ethnicity and age mix), a mix of skills, and many residents new to involvement bringing new ideas and thinking. The challenge will be to ensure that this mix of people is retained. A Board member attends each AMC meeting to ensure information from them feeds into the Board, and the Council sends representatives to some AMC meetings.



Each of the AMCs nominate two members to form a Strategic Committee to consider CityWest Homes policy and strategy as well as central Government housing policy changes.

The Strategic Committee and the AMCs will have the power to undertake reviews on any aspect of policy to ensure that residents' priorities are considered. Since 2009, CityWest Homes has also had residents on a Stage 2 Complaints Panel, working with a Board member and CityWest Homes staff to review complaints and make recommendations.

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CRAWLEY HOMES

Local Authority

9,500+ homes

Crawley Homes manages over 8,100 rented homes and over 1,450 leasehold homes for Crawley Borough Council. A new resident involvement structure was established in 2011 comprising of 3 tenant panels working with an existing network of Neighbourhood Forums and the Crawley Homes Involving People database. Recruitment to all three panels is through application and interview.

The main panel is the Tenant & Leaseholder Action Panel (TLAP), launched in July 2011, which has a remit to monitor the work of Crawley Homes, to independently check performance, to advise on standards and local offers, and to participate in the production of the annual report to tenants. The Panel checks Stage 2 complaints to ensure they have been dealt with correctly, and nominates 3 members to the Crawley Homes Advisory Group which considers the HRA budget and housing priorities with Service Heads and Councillors.



Alongside TLAP two service related panels (on planned maintenance & repairs and tenancy & neighbourhood) are being established to scrutinise services. Arrears and money owing from former tenants is a particular area identified by TLAP for an early scrutiny exercise.

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Cross Keys Homes' residents scrutiny panel was set up in October 2010 with nine members initially drawn, through an application and interview process, from existing involvement groups, such as area panel members, tenant inspectors and policy review group members. The 12 places on the panel are now advertised to Cross Keys Homes' "key contacts" database, with an aim to ensure that a third of the group are newly involved residents. The group has also successfully brought together a diversity of people – an even split of men and women, tenants from sheltered and general needs housing, and tenants who are working, retired and some with disabilities.

The panel reports directly to Cross Keys Homes' board and carries out four scrutiny exercises per year focussing on key service areas and areas where improvement is required. The group works together well and Cross Keys Homes considers that it challenges their "way of thinking by presenting a different perspective".



Cross Keys Homes also supports a range of other panels, including area panels across four areas of Peterborough, a resident liaison group which deals with broader housing issues, a one equality committee where residents and staff work together on diversity issues, and a policy review group.

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Eden Housing Association provides homes in the Allerdale, Carlisle and Eden districts of Cumbria. Providing rural homes and sustaining rural communities lies at the heart of their ethos. Their “Performance Posse” was established in 2009 to scrutinise and challenge the performance of Eden.

It was set up as a sub-group of Eden Community Homes & Organisations (ECHO), the representative body for Eden residents, because prior to establishing the group, performance information had not been looked at in detail at ECHO meetings. The Performance Posse has set repairs and anti social behaviour as their priority, and have scrutinised performance figures in depth, changing the way that performance is reported. The Posse have also given feedback on proposed surveys, scrutinised survey results and the action plan developed after an Audit Commission Short Notice Inspection.

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FAMILY MOSAIC

Housing Association

20,000+ homes

Family Mosaic are one of the largest housing providers in London and Essex, providing affordable homes to rent and buy as well as services to people who need extra support. They have around 23,000 homes for rent in 51 neighbourhoods.

Family Mosaic recruited a ten person Scrutiny Panel in May 2011 using a skills based selection process, with an additional 12 associate members who support them in reviewing performance. Training, either external consultants or from staff, is available to all Scrutiny Panel members and associates. The aim of the training is to enable panel members to effectively hold the landlord to account. 3 panel members will step down each year to enable new members to come forward. The setting up of the panel has brought a new duty to the Board to formally respond to tenants' views.

A particular feature of the Family Mosaic approach has been to employ one of its tenants to support and facilitate the development of the Panel.

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**FESTIVAL HOUSING
GROUP**

Housing Association
Group

8,947 homes

Festival Housing Group brings together Elgar and Spa Housing Associations together making them the largest provider of affordable housing in Herefordshire and Worcestershire. Their Tenant Scrutiny Panel was set up alongside 12 specific service panels in 2008 following a review of resident involvement. The intention behind setting up the panel was to enable a wider group of residents to participate, particularly in relation to strategic issues. The Panel was originally made up of 6 residents recruited through an application form and interview process and 3 staff members. The resident membership was increased to 8 in 2010, and an increasingly close working relationship with the Board and staff based on mutual respect has led to the Panel becoming an integral part of governance.

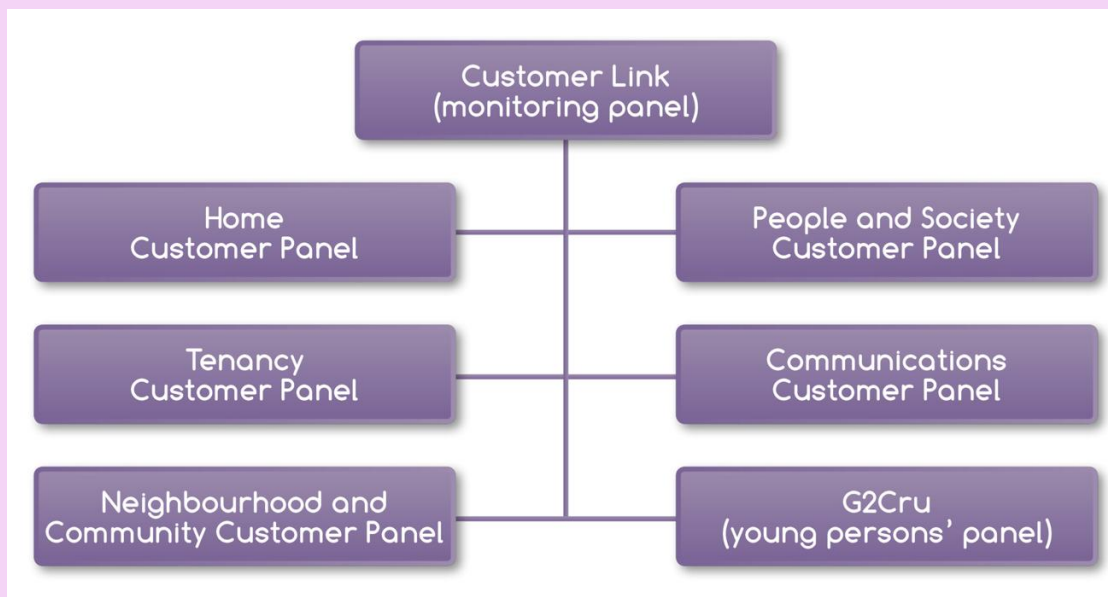
It is anticipated that staff mentoring will taper off and the Panel become more independent and self-determining. Tenants on the Panel have led on the development of three reviews, based on performance and Status survey information. It is intended that the outcome of these reviews will be published to tenants and to the Board.

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Gentoo, a housing association based in the North East split into 5 management areas, refashioned their previous 12 Customer Focus Groups into a set of customer panels matching regulatory standards. Panel chairs and vice chairs come together in the “Customer Link” monitoring panel, and the whole structure links to Gentoo’s Resident Scrutiny Group which has links to all other formal involvement structures including local management committees and to the Gentoo Sunderland and Group Boards.

The main benefit of this new structure is that the panels have been designed to be outcome based, with a range of practical activities taking place in the panels.



Tenants are restricted to participated in up to two panels, and this has led to new tenants getting involved and more productive meetings. The challenges of the structure has been the steep learning curve, residents adapting to the change, and the sometimes slow progress due to the larger volume of work to ensure that involvement activities in each panel cuts through all agendas.

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The Borough of Gosport is set on a peninsula on the Hampshire coast. , Gosport Borough Council (GBC) owns 3186 homes, which includes 288 leaseholders.

In June 2011, GBC's Housing Service Unit replaced its tenant participation framework for a new structure. The new framework allows tenants and leaseholders to become involved in a way that suits them. The new structure has elements of participation which interlink all opportunities for getting involved and aims to improve the housing service, achieving better value for money and raise tenant satisfaction.

A Customer Opinion Panel (COP) is an open meeting for all tenants and leaseholders of the Council. It meets quarterly to discuss issues which affect tenants and guides the Council to make sure services meet tenant needs and aspirations. The COP plays an important role in making decisions and monitoring the housing service.

GBC is also in the process of setting up a Scrutiny Group, which it is intended will undertake projects to scrutinise the housing service and make recommendations for improvement.

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Green Square Group provides homes throughout Wiltshire, Oxfordshire and Gloucestershire.

The Group provides a variety of resident involvement mechanisms including a Residents Forum consisting of up to 14 residents for those wishing to attend meetings and a Citizens Panel of over 300 residents, for those wishing to take part through email and telephone surveys. These are used to represent residents' views, being consulted on changes to policies and procedures, the "Resident Business Plan", and considering how residents can be involved in decisions and in monitoring performance.

A Residents Scrutiny Panel (RSP) of ten openly recruited residents assess Green Square's performance, monitor complaints, decide on areas of service that need investigating, and arrange for reports. Also having overall responsibility for Continuous Improvement for the Group, the panel is seen as an integral part of the governance structure - independent from the Green Square Group Board but reporting directly to it, and having full access to all board papers (including confidential papers). The panel has an open remit to conduct inquiries into any activities (ie. not just customer services) and is currently carrying out an inquiry into Green Square's governance review. They also have a "call for action" power if they are concerned about the response they receive to a recommendation.

The panel was initially set up in 2008, and an independent chair (an ex-chief executive of a larger housing association) was employed to support and mentor the new team to enable them to build knowledge, skills and confidence. Staff set up and ran initial panel recruitment processes, involving residents in decision-making, but the RSP is now Chaired by a resident member and they now run their own recruitment with administrative support from staff.

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The London Borough of Greenwich's housing panel structure was established in 2001 with the aid of external consultants following extensive consultation which showed that residents wanted face to face meetings with their local manager to discuss local housing service issues in their communities.



The Panel structure has evolved over time but continues to include a borough wide panel which enables strategic debate and nine local area housing panels. Panels are divided into about ten constituencies to ensure each neighbourhood is well represented. As well as this, a Diversity Review Board enables honest debate across a cross section of tenant representatives about multi cultural changes to the borough's population and impacts on services. All meetings are open to the public, and the panels are chaired by a tenant (with the vice-chair being a local councillor).

Each Panel is supported by the Participation Team who set agendas and track progress on the development of action plans. Tenant representatives have played an active role shaping the Decent Homes programme and numerous policy and service changes, which have been supported by a mystery shopping scheme, tenant void inspections, and a healthy walk leadership programme. Tenants get wide benefits from their involvement in area panels, including access to funded college courses, a wide range of training opportunities offered by the Participation Team and national training at Trafford Hall.

Tenants can also be paid £20 for a 2 hour attendance at 4 panel meetings per year which is credited to their rent account, although most representatives do not claim this payment. Panel Chairs are issued with a mobile phone and mystery shoppers are paid in vouchers.

Partnerships have been formed with the PCT, Charlton Athletic FC, local colleges and others which have led to tenants personally adopting healthier lifestyles and gaining access to work.

The current economic climate has led to decreasing attendance at Panel meetings and fewer tenant networking opportunities. This has led to consideration about how to focus debate with tenants about their communities, lifestyle choices and employment opportunities, as well as ongoing debates about future investment in the homes to reflect consumer need and the needs of an ageing population. This new approach includes a dedicated online Housing Panel to reach those who can't attend meetings or who prefer to engage online.

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The Guinness Partnership is one of the largest affordable housing and care providers in the country. They own and manage more than 60,000 homes and provide housing and care services for 120,000 customers. Three regional housing companies (Guinness Hermitage, Guinness Northern Counties & Guinness South) provide local housing services, whilst Guinness Care and Support provides national care and support services.



Their Customer Strategy Group (CSG), set up in 2008, has evolved into an effective part of the Partnership's governance structures responsible for helping to shape and influence the Partnership's strategic plan, customer policies and services. It has a formal role to endorse new customer policies and to ensure that the consultation process leading to the development of new policy has been robust.

It has also recently taken on a scrutiny and challenge role to ensure that the Partnership Board's aims are met and to advise the Board about resident priorities.

Membership of the CSG is open to 3 resident representatives nominated by each member of the Partnership alongside 3 individuals not recruited through a partnership member structure with a trustee chair nominated by the Partnership Board. The CSG operates Communications, Appointments and Training sub-groups and members of the group are given specific portfolios such as Development, Equality & Diversity, Worklessness, and Care & Support.

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Guinness Northern Counties (GNC), a member of the Guinness Partnership, managing homes in the Midlands and the North, launched their 12 member Scrutiny Council in April 2011. The role of the Council is to take an independent view of and scrutinise GNC's performance against expected standards and corporate "dashboard". It operates a scrutiny "referral" scheme, and it can commission staff and customer interviews and reports to carry out its work (with the support of a team of "Incheckers" set up in 2011 to support the Council with inspections and questionnaires). It makes recommendations to GNC's Board and Corporate Management Team and publishes an annual report to all customers.

A scrutiny test case on customer service in repairs and maintenance in 2011 has had a major impact on GNC who have agreed all their recommendations and have drawn up an action plan to implement changes. Their recommendations included addressing a culture of staff blaming others for weaknesses; introducing more robust line management arrangements; additional customer service training; improvements in accountability through publishing regional performance information; holding a series of Business Objectives Roadshows attended by 605 staff; and setting up a new Repairs Hub Service. These changes have already led to improvements in satisfaction ratings, and Scrutiny Council members have been asked to share their experiences at various conferences.

As well as monitoring improvements from the complaints scrutiny programme, the Council's aims in 2012 are to particularly focus on voids and repairs performance, as well as ensuring that it improves its communications with customers, staff and other involvement groups.

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Helena Partnerships is the largest social housing provider in St Helens, Merseyside, and one of the TSA's "Co-regulatory Champions". Helena's approach to scrutiny has five key elements, one of which is the Customer Excellence Panel (CEP).

The CEP is a group of tenants who review Helena's performance, service delivery and value for money to identify where improvements can be made. The Panel sets its own review programme, commissions mystery shops and has full access to Helena's performance and complaints information, customer surveys, activity-based costing, GIS mapping and customer insight data.

The CEP has also developed its own approach to service reviews, terms of reference and code of conduct. The Panel's Chair and Vice Chair attend Helena Board meetings and, to date, the board has supported all of its decisions.

The Panel's achievements are impressive. It was instrumental in developing Helena's Customer Excellence website (www.excellenceathelena.co.uk), a resource for tenants to find out how the organisation has responded to feedback and share best practice with other housing associations. It has also carried out its first tenant-led peer review with more planned for the coming year, and is set to host a series of webinars to engage with others involved in scrutiny.

Currently, the CEP is working with partner organisations to co-ordinate a CIH qualification in Resident Scrutiny which will be offered to tenant volunteers involved in scrutiny. It also works closely with Helena's Young Inspectors – a group of under 25s who play an active role in testing and challenging services while gaining transferable skills for employment. The Panel's work has been responsible for a number of practical changes to Helena services which reflect tenants' wishes and deliver better value for money, including tailored rent statements, extended repairs appointment times and changes to the complaints service.

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Hull's Tenants Forum was established to represent tenants and residents with regards the quality of Hull's homes and housing services, with major housing issues being considered by the Forum before decisions are made. The Forum also discusses cross tenure housing, environmental and other issues with the Council and others.

Membership of the Forum is open to all tenants and residents, but to become a member, tenants and residents have to complete a "Housing Opinion Panel" application form, which offers options for involvement. Membership is also open to tenants and residents associations and discretionary "stakeholder" membership is available to other people or organisations. Relevant portfolio holders and the chair of Hull Housing Scrutiny Committee are invited to attend Tenants Forum meetings as observers. The Forum elects 6 of its members to act as a Forum Committee.



Hull City Council also supports 4 Performance Monitoring Panels covering involvement & empowerment (including a set of equalities focus groups and a complaints process panel), repairs & maintenance, tenancy issues, and neighbourhood and community. These panels are also open to all Hull City Council tenants and leaseholders, and any concerns identified are fed back to the Tenants Forum.

Tenant Forum members and Hull resident involvement staff are currently in the process of recruiting to a 12 member Independent Tenant Review Panel (ITRP).

The ITRP will review and, if necessary, challenge Hull's housing services to improve performance. The panel aims to carry out 4 evidence based reviews per year. They will self-select review areas based on requests from the Forum, other tenant bodies, or from staff. Having discussed their recommendations with relevant officers, their final reports will be submitted to the Tenants Forum.

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Founded in 1985 to help homeless and poorly housed Irish people in the Kilburn area, Innisfree is a small housing association whose primary mission remains to address the needs of the Irish community in London.

Formed in May 2010, Innisfree's Tenant Scrutiny Panel, its first successful resident involvement venture, has quickly become an established and respected force within the association.



The panel has nine members, drawn from general, supported and sheltered housing. During the last year, they have developed Innisfree's "Customer Service Promise" (their local standards) and have considered policies on complaints, disabled adaptations and the fire safety process.

They have also assisted with the production of two annual reports to tenants, and have advised Innisfree on their planned website redesign. They have also commented on Government consultation documents.

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Isos Housing's tenant structures were formed following a merger in April 2011 of group subsidiaries Isos, Castle Morpeth Housing, Milecastle and NomadE5 to become the one company Isos Housing, which now manages almost 12,000 homes across the North-East.



The merger led to the formation of a North and a South Area Panel each consisting of up to 10 members (7 tenants or leaseholders, 1 Group board member and two independent members). In addition, the Northumberland Area Panel currently has up to 3 Northumberland County Council nominees. With interest in the panels high, the tenant members were recruited following publicity, taster sessions and semi-formal interviews. The panels are a new initiative, but are being seen as a vital governance component in the new association - an important alternative to tenant board membership. They will focus on strategic issues and will develop other involvement activities.

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Metropolitan Housing Partnership (MHP), through its member organisations (MHT London, Metropolitan Home Ownership, Metropolitan Support, Granta, Spirita and Clapham Park Homes), manages over 35,000 homes in London, Cambridgeshire, the Midlands and South Yorkshire.

The National Resident Group (NRG) is made up of 12 residents receiving MHP and/or care or support services (independent of the MHP Board). NRG Members are selected through a recruitment process on their ability to constructively challenge and to represent the views of the diverse customer profile. Its role is to monitor MHP performance, to comment on MHP board reports, to scrutinise the MHP involvement approach and assess its impact, and to consider customer facing policy reviews.

The NRG is supported by three Scrutiny Committees (for MHP's North & South areas and for Care and Support) made up of 12 residents chosen through a recruitment process (independent of the MHP Board and NRG). The committees monitor regional housing performance against local offers, interpret regional resident feedback and comment on service improvement plans.

MHP also operates a service audit programme as part of its performance and review function consisting of customer audit inspections, mystery shopping and customer access audits. Six customer-led audit inspections are carried out each year that mirror the previous Audit Commission Short Notice inspection regime.

MHP's Service Audit Team recruit, train and mentor residents ensuring that there is a large enough pool of empowered and qualified auditors to carry out inspections. The NRG identifies the services to be inspected, and scrutiny committees are also able to commission a local inspection. Both receive inspection reports alongside senior staff and the Board's Customer First Committee.

Moat own and manage over 15,000 homes throughout the South East, developing around 500 additional new homes each year.

The Moat Residents Forum (MRF) has been established to influence key decisions on behalf of residents at a strategic and senior level, to receive monitoring reports on key service areas and suggest ways to improve the service, and to promote resident involvement in Moat.

MRF consists of five residents from each of the three local area panels, a client from supported housing and a home owner representative. Senior members of staff attend MRF meetings, and MRF representatives also attend the Housing & Customer Services Committee (a sub-committee of the Board).

The area panels, aligned to Moat's business areas, look at performance information and issues, consider feedback from individual residents, and review the content and progress of local offers. Alongside these structures, MRF operates two sub-groups - a Policy, Procedure and Strategy Working Party which reviews proposed changes to policies, and the Moat Property Services Group which meets with contractors and reviews repairs and planned works performance and progress.

Moat also provides a number of other opportunities for resident involvement, including mystery shopping and tenant inspection. A review of their strategy for resident involvement is currently underway with MRF and the area panels to reduce any duplication, to make lines of communication clearer, to ensure distinct responsibilities for each group and to ensure that the structure is supported by appropriate training and development for residents and staff.

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**NORTH STAR
HOUSING GROUP**

**Housing Association
Group**

3,000 homes

Formed from the urban based Endeavour Housing Association (2,200 homes) and the rural Teesdale Housing (800 homes), North Star Housing Group established the North Star Tenants Voice in 2010 to act as a scrutiny panel.

11 tenants have been recruited to the panel from an initial group of 22 who had expressed interest. This group have received ongoing support from TPAS as an Independent Tenant Advisor, who have facilitated their first scrutiny programme carried out in Autumn 2011 and reporting to the Board in March 2012.



The North Star Tenants Voice's members are independent of North Star's governance, but they have a direct link to the Board and can influence the association's priorities. Some considerable work was done to develop appropriate links with the Board.

The panel can choose what areas it wishes to scrutinise, and has received over a year's training from TPAS and from association staff

on services. North Star consider that the independence of the panel, ongoing support from TPAS, the differing urban and rural areas represented, and enabling tenants to set the pace - resulting in retention of active volunteers - as important features. They also consider flexibility to have been important - "we were clear that where we started from may not be where we ended up - it wasn't, it was better".

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NOTTING HILL HOUSING

Housing Association

25,000 homes

Notting Hill Housing is one of the largest providers and developers of affordable homes in the London area, and manages over 25,000 homes.

It has set up four Local Scrutiny Panels in London (a additional North London Panel will be set up in 2012) to enable residents to discuss how Notting Hill Housing is performing in each of the areas. Each panel has up to 12 residents who work with housing management staff and the Resident Involvement Team to challenge and scrutinise Notting Hill Housing's performance data. Recruitment is through a basic application form and half hour interview.

As well as these groups, Notting Hill Housing has set up specific panels for various areas, such as a Leaseholders Action Group, a Disability Forum, a Communications Panel, a Design Group and an Annual Report Working Group.

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Paradigm Housing Group, providing housing and support services throughout the South, East Midlands and West London, has established a team of Resident Internal Auditors (RIAs), who have been recruited and trained to work alongside Paradigm's internal auditors (Mazars).

This approach was requested by Paradigm's Residents Forum, whose members are elected from four area panels. The Forum is currently evolving from being a discussion forum for policy & strategy into a central location for the receipt of performance reports and face to face feedback from service heads. This enables them to make recommendations to Paradigm's management and Board.

The concept of having residents trained and mentored by professional auditors to become "junior auditors" held a strong appeal to both residents and staff as a value for money approach to resident scrutiny.

Each RIA works on several audits a year, with findings reported back to the Residents Forum to help inform it about service delivery. Three RIAs were recruited through a widely advertised process, two of whom had not been involved at all, and the third having only had neighbourhood based experience.

Whilst applicants were told that they could claim expenses, it was not advertised widely that the role would be paid. To prevent a conflict of interest, the Residents Forum chose that a Forum member could not be an RIA. Training for the RIAs was provided jointly by Mazars and in-house. Mazars have also mentored the three RIAs, and this, as well as early positive feedback from managers, has helped to build the confidence and skills of the RIAs.

In the first year (2011-12), the RIAs chose audits from the existing Audit Plan, selecting those that were most customer-facing. Six audits were originally identified, but that grew to nine to be completed by Spring 2012 (including responsive repairs, neighbourhood management, asset management, health and safety, complaints and void management). The Residents Forum will be closely involved in choosing future audits.

RIA involvement in scoping audits has grown, and their increasing resident focussed involvement has helped to ensure Paradigm's internal audits are testing the impact of services for residents. This is an evolving process, but Mazars have commented that "these changes have strengthened the way audits are carried out at Paradigm".

RIA findings are reported in the internal audit report, with any RIA conclusions accredited to them. Once agreed by the service manager, the report is submitted to Paradigm's Audit Committee (previously made up solely of Board members, but now including a Residents Forum representative as well). A summary of the report is then forwarded to the Residents Forum.

Paradigm and Mazars consider that RIA involvement is changing the internal culture about the role that residents can play in helping to scrutinise services. It has also helped to raise the profile of internal audit in Paradigm, and has become one of the foundation blocks of the self-assessment process carried out between tenants and Board.

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**PARAGON COMMUNITY
HOUSING GROUP**

**Housing Association
group**

c9,000 homes

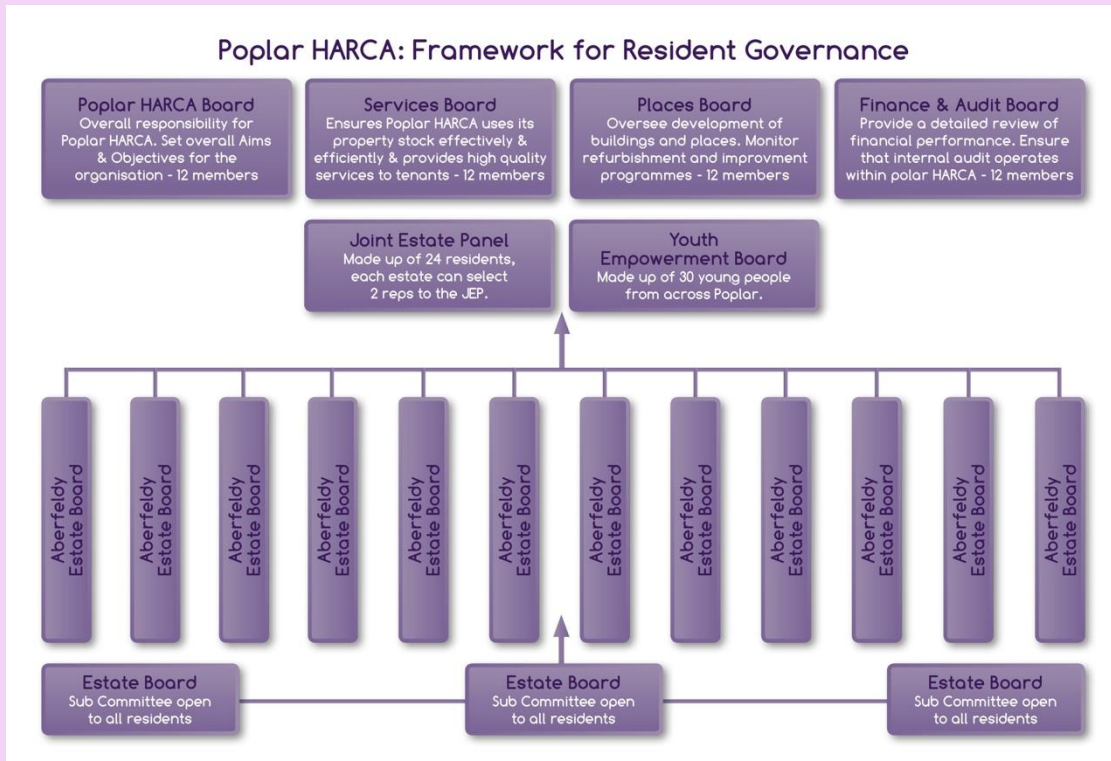
Owning and managing almost 9,000 homes in Elmbridge, Richmond upon Thames, Kingston upon Thames, Wandsworth and surrounding boroughs, Paragon Community Housing Group consists of Elmbridge Housing Trust and Richmond upon Thames Churches Housing Trust.

Two local resident panels enable active tenants to debate issues with each of the Trusts on local housing management issues. A Residents Council has recently been set up across the Paragon Group to manage the development of co-regulation, to deal with Group-wide policies and initiatives, to act as the manager of Paragon's "Challenge Fund", and to promote Group-wide resident involvement. The Council was recruited following an advertising campaign that attracted a number of residents who had previously not been involved. Paragon's resident involvement structure blends its previously existing local networks with a new Group-wide strategic group.

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Poplar HARCA (Housing and Regeneration Community Association) owns and manages 8,500 homes across twelve estates in economically deprived areas of the London Borough of Tower Hamlets. It is governed by a resident majority membership Board, with three Focus Boards, also with resident majorities.



Up to 25 residents are democratically elected onto twelve Estate Boards that represent each of the estates. These Boards have their own local budget to implement local improvements and are responsible for monitoring service on their local Estate. The Joint Estate Panel (JEP) is a 24-member Panel made up of representatives from each Estate Board, whose main role is reviewing and refining policies. It also considers new initiatives and reports on live complaints. The JEP may invite senior management and other staff to report on particular performance issues.

Poplar HARCA also supports a Youth Empowerment Board (YEB), made up of 30 young people aged 16-25 from across the 12 Estates. The YEB have similar functions to the JEP and its members are invited to participate at the strategic level through the main Boards.

A self-directed group of twelve qualified NVQ Level 3 residents inspect performance and report findings on service areas. Their reports go to the main Board or relevant staff group and are shared with Estate Boards and the JEP. Poplar HARCA is currently reviewing additional scrutiny groups set up in April 2011, because the various existing structures and resident inspectors were already providing effective scrutiny.

Resident Board members are involved in all Stage 3 complaints. With a sounding board and a resident empowerment team delivering bespoke development leading to accredited training, Poplar HARCA's resident-driven approach has over 300 residents directly participating in decision-making, complaints and performance monitoring at various levels.

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Community Gateway Association (CGA) was set up in 2005, taking transfer of Preston City Council's 6,000 homes. It was set up as a tenant owned housing association, with full (voting) membership open to all tenants and leaseholders who pay a service charge and associate (non-voting) membership open to all other residents in CGA local community areas.

The Gateway Tenant Committee (GTC) is made up of up to 30 members elected by the membership. The CGA's 7 tenant board members are elected by and from the GTC, and continue to be members of the GTC. The GTC is an integral part of CGA governance, it being seen as a Board sub-group in relation to all customer facing activity. It considers all policies and strategies prior to Board meetings, and is responsible for shaping the Resident Involvement Strategy.



The GTC has always scrutinised performance and service delivery. The group receives the same performance information as Board and is able to challenge members of the senior management team who attend GTC meetings. GTC members also sit on service specific action groups where they work with managers and front line staff to monitor performance and improve service delivery. There are currently 17 action groups which cover topics ranging from tenancy enforcement, allocations and environment to supported housing, communications and worklessness.

It is the responsibility on each action group to ensure that wider consultation and involvement is carried out as required. Vehicles for involvement and consultation include workshops, focus groups, door to door or postal surveys and road shows.

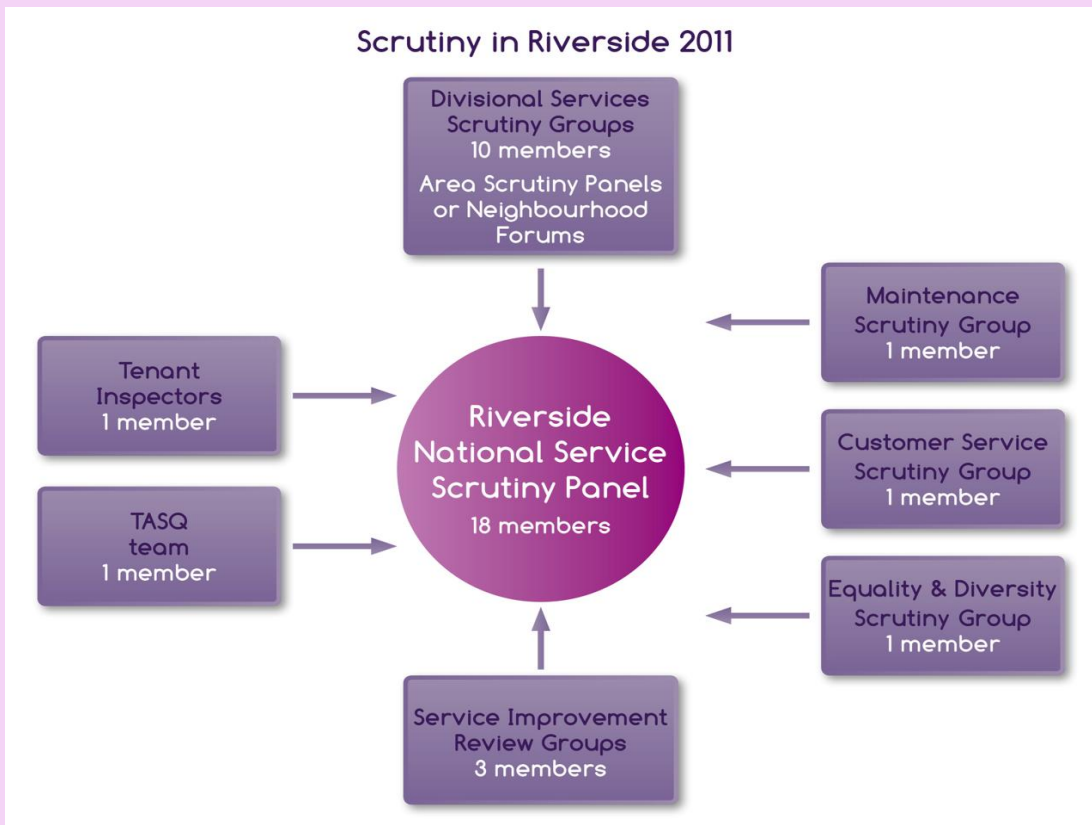
In addition, GTC (excluding its tenant board members) has drawn up a scrutiny programme developed on the basis of customer feedback and performance information. They recently completed a review of environmental services and members from the panel presented their report to the Board. The recommendations they put forward were agreed by Board and are currently being actioned. The panel is supported by staff from CGA's Business Improvement Team, placing co-regulation at the heard of the organisation.

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One of the largest providers of affordable and social housing in the country, Riverside owns and manages over 50,000 homes, housing around 85,000 people across 169 local authorities. Recently amalgamating its social housing subsidiaries in order to maximise financial capacity and lower overheads, Riverside now operates as a single asset owning charitable housing association.



An Executive Committee of the Riverside Federation of Tenants and Residents acts at the “Tenant Panel” for Riverside overall. They are responsible for the promotion of tenant engagement in Riverside and hold the Board to account on behalf of all tenants and residents in Riverside. They report back to all Riverside tenants and residents each year through their own annual report, and are accountable to “divisional groups” who select their representatives.

A Riverside National Services Scrutiny Panel (RNSSP) made up of representatives from other scrutiny bodies, assesses scrutiny outputs across Riverside and draws conclusions about the effectiveness of Riverside services. Playing a role equivalent to the Audit Committee, it reports directly to the Group Board and to the Federation Executive.

Using local service, complaints, and inspection information Local Service Scrutiny Panels scrutinise service delivery and assess service effectiveness in Riverside's local areas. The format of Local Panels is determined locally from locally active tenants and residents. Local Panels report on their findings to the NRSSP, but it is expected that most activity will be local, led by local tenants and residents, and resolved by local staff.

Three service specific scrutiny panels consider the key service areas of Customer Service, Equality & Diversity, and Maintenance. Reporting to the NRSSP, they undertake detailed service assessments with the lead Director for each service area, commissioning tenant inspections and tenant audits when appropriate.

Riverside also operates Service Improvement Review Groups with tenants involved to review particular services as determined by the Board on the basis of annual satisfaction survey information or concerns expressed by the Federation Executive.

Tenants involved in scrutiny participate in a recruitment exercise aimed at testing their skills and aptitudes and are recruited for a three year period. Those involved in scrutiny are not able to be members of Riverside's Board or Divisional Boards. Members of the local and specific scrutiny groups and the service improvement review groups are appointed by the Federation Executive.

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Rochdale Boroughwide Housing (RBH), currently Rochdale Borough Council's ALMO, will take ownership, following a positive tenant transfer ballot, of the Council's 13,700 homes on 26th March. Whilst transfer from council to tenant ownership and membership is not new, what is new about RBH is that the new society will be owned jointly by tenants and staff – ie. those receiving services and those providing them. This will be a unique “mutual” approach to self-regulation and co-governance.



RBH's tenant and staff membership, and a Representative Body will play a governance role in the new organisation alongside RBH's board. Membership rights will be built into RBH's constitution (including any changes to the constitution). The Representative Body will be made up of 15 elected tenants, 3 representatives elected from tenant management organisations, 8 elected employees, 2 council nominees, and 3 others appointed from partner organisations.

The Representative Body, with the power to appoint and remove non-executive Board members, will define RBH's values and ethos, will scrutinise strategic and business decisions and will work with the Board on service improvements.

Alongside these co-governance structures, a Tenant Scrutiny Commission, made up of tenants only who were openly recruited, has been established to provide challenge to RBH and to the Representative Body.

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**ROOFTOP HOUSING
GROUP**

Housing Association

6,000 homes

Evesham based Rooftop Housing Group owns or manages 6,000 homes across Worcestershire and Gloucestershire.

Its long standing 20 member Customer Panel has become increasingly more effective as the central hub of resident involvement at Rooftop. It monitors Rooftop performance and is involved in reviewing policies and strategies, with representatives from the Panel also involved in monitoring service standards and in a Service Review Group.

In 2009, following informal work done by some Panel members to survey residents, the Customer Panel proposed the establishment of the Resident Action Team – a team of residents paid to carry out resident surveys and other customer research work.

A programme of customer research has been developed which supports the monitoring of the Rooftop service standards. The Resident Action Team was set up in 2010 and has carried out over 1,500 customer surveys during 2010-2011, as well as carrying out customer survey work for Wychavon District Council and the Worcestershire Family Intervention Project.

The Customer Panel has also played an increasingly central role in Rooftop's neighbourhood and community programme, making decisions on the investment of the Rooftop Community Fund, actively supporting the neighbourhood walkabout programme and local community projects.

Rooftop also established the Independence at Home Group in 2010 to enable older residents to have their say, has worked with a Gypsy Roma Traveller group on the development of a specific site, and is working to set up a young people's panel as part of its G3 support and care service for younger people.

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Salix Homes is an ALMO, managing 10,500 homes for Salford City Council. Originally established in 2007, Salix's 11 member Customer Senate has three roles – to scrutinise services and performance; to monitor “level 1” performance on behalf of the ALMO Board; and to act as a Stage 3 Complaints Panel. The Senate is strongly supported by the Board and staff placing it at the heart of the organisation and it has generated a lot of interest amongst residents.

Feeding into and represented on the Senate, there are three Customer Panels that deal with policy & procedure change consultation, monitoring “level 2” performance, and monitoring service action plans. A team of customer inspectors feed into the panels and are commissioned by the Customer Senate to undertake reality checking during scrutiny activities. All of the groups contribute to selecting scrutiny programmes, and there are many opportunities for the wider tenant body to get involved through reality checking and consultation.

Salix considers that a range of factors are important to their successful resident involvement approach – the ethos of partnership working, the Senate reporting directly to the Board, delegation of performance monitoring to the Senate, guaranteed access to all information, delivery of recommendations, investing time in training and mentoring Senators, and identifying the impact of the Senate and ensuring that the wider tenant body is aware of it.

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Serving a culturally diverse town, with nearly a third of its population coming from black and minority ethnic communities, Slough Borough Council has 6,400 tenancies and about 1,000 leaseholders.

Slough Housing Service supports a Customer Senate, whose main role is to scrutinise the service's performance. A recruitment campaign to the Senate in April 2011 recruited 8 members, who have been through intensive training - completing CIH Level 3 in Resident Scrutiny - delivered by Thames Valley Housing. This training has helped to develop Senate members as community leaders.

The purpose of the Customer Senate is to consider performance against national and local standards and with regards agreed goals, objectives and benchmarks. It also scrutinises strategy development and use of complaints to improve service delivery and access. The Senate ensures that customers are measuring, testing and monitoring the services they receive, recommending improvements to the housing service. It is also anticipated that the Senate's work will improve efficiency and Value for Money, as well as developing greater partnership between staff and Senate members - giving them a greater understanding of how and why decisions are made.

In 2011, the Senate considered the Estate Service, carrying out mystery shopping, resident led inspections, door knocking and surveys to gather evidence, and producing a report of recommendations for service improvements. The Senate has now set a programme of scrutiny exercises for 2012, and Area Panel referrals or issues arising from surveys or complaints will inform future scrutiny topics.

A new Complaints Panel, which revamped a previous panel, was set up in November 2011. The new panel will hear Stage 3 complaints and is made up of Customer Senate members.

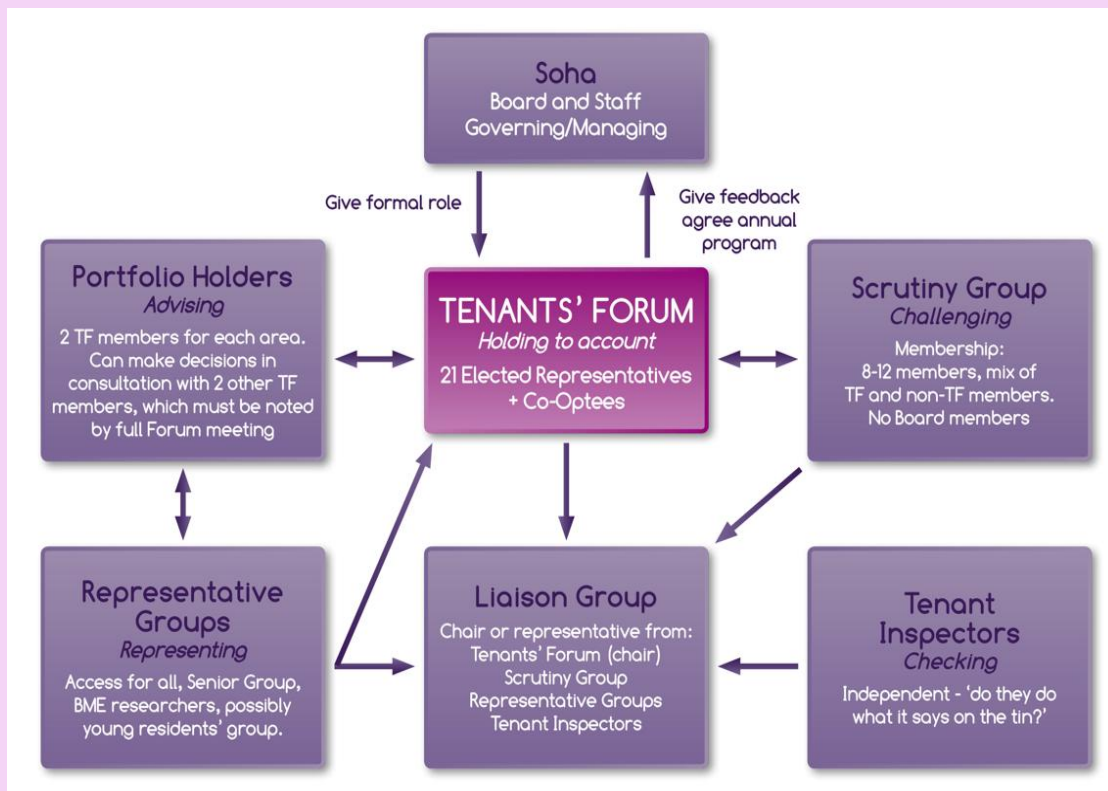
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Oxfordshire based Soha's co-regulation structure (which earned it Tenant Services Authority "co-regulatory champion" status) is made up of an elected 21 member Tenants' Forum, a recruited Tenant Inspectors Group and a Tenant Scrutiny Group consisting of 8 to 12 representatives either from the Tenants Forum or elsewhere.



The Tenants Forum is the lead tenant body and the Board wants to know their views of major issues like the Corporate Plan and policies prior to them being considered by the Board. Drawn from the Forum, a system of Portfolio holders enables tenant representatives to champion and work with service managers on particular areas of business.

Using robust systems (such as staff, tenant and manager interviews, desktop review, focus group and surveys and site visits), the Tenant Inspectors check Soha's delivery of service standards – "do they do what it says on the tin?".

The Tenant Scrutiny Group challenges Soha's Board and Management at a strategic level. They ask "is it the right tin?". For example, they've looked at how Soha is responding to changes in social housing (e.g. affordable rents and flexible tenancies), as well as reviewing Soha's Local Offers.

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**SOUTH STAFFORDSHIRE
HOUSING ASSOCIATION**

Housing Association

5,878 homes

A member of the Housing Plus Group, South Staffordshire Housing Association (SSHA) owns and manages 5,878 homes in southern Staffordshire and Shropshire. SSHA operates a Resident Sounding Group which has a core membership of 17. The Group evolved out of the tenant consultative group that was set up in 1996 prior to the homes being transferred. The Group helps shape policy and influences the design of services and delivery plans, working with SSHA to guide and challenge via policy reviews and making proposals for meeting Local Offer delivery targets. Group membership is open to all residents, and it works with “lead managers” to make recommendations to the Board.



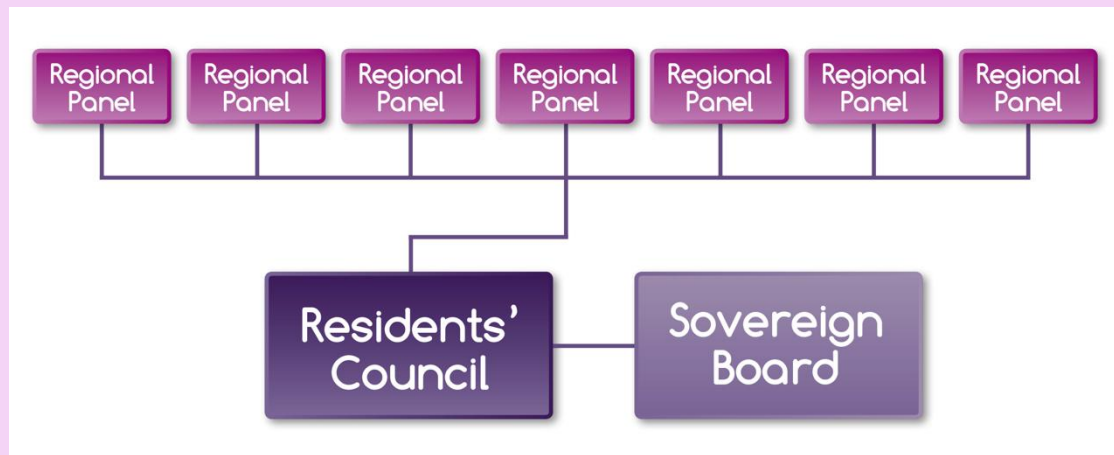
Set up to be part of SSHA's governance structure reporting directly to the Board, a Resident Scrutiny Panel was established in May 2011.

Initially four members were recruited from residents who attended a training course in early 2011. An integral part of SSHA's performance management function, the Scrutiny Panel aims to carry out two scrutiny cycles per year (the first review, of voids, was completed in July 2011), using a Scrutiny Handbook to verify and challenge performance against SSHA's Local Offer. Due to the Panel's business focus, SSHA have used a formal process (through an application form, a team exercise and an informal interview) to recruit and develop residents with sufficient skills and experience to undertake the scrutiny process and has used an independent Chair for the first year to mentor and develop the panel.

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In July 2010, the Sovereign Group Board proposed collapsing its group structure (formerly consisting of 3 housing associations each with boards and resident involvement arrangements) and introducing a new resident involvement structure for the new association. In November 2010, Sovereign consulted its tenants on the proposed new structure of 7 resident-led Regional Panels feeding into a Residents Council that influences the Board and speaks on behalf of all residents.



The process to establish the new structure was extensive, involving considerable consultation with all tenants and a Development Working Group consisting of representatives from each regional panel area and staff developing terms of reference for the Regional Panels and Residents' Council, person specifications, a recruitment strategy, a training strategy and a code of conduct.

Successfully resulting in October 2011 in over 150 residents attending recruitment sessions, most of whom had not been involved previously in a "spirit of partnership and fun", Sovereign identify the following as important factors - a "slow burn" consultation and involvement process; a clear and well marketed campaign for the consultation and recruitment; weekly communications and updates; an open and honest approach which promoted trust, ownership and partnership; and full involvement of residents, operational teams and regional directors.

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St Basils, a youth agency providing various services to young people aged 16 to 25 in the West Midlands, to enable them to find and keep a home, to develop their confidence, skills and opportunities and to prevent homelessness.

The Youth Advisory Board (YAB) was established in 2005 as a key part of St Basils governance and development, with links directly to St Basils Board and the Senior Management Team. It is made up of 15 young people who were recruited through an interview process, each with a specific portfolio of interest, such as Finance, Human Resources, Quality and Standards.

The YAB meets formally once a month, with numerous smaller meetings in between, and has a dedicated support work and a support budget of £10K. Some of its key functions are defined as acting as youth representatives on training, conferences and representative forums; advising staff and young people on involvement practice; reviewing policies, practice and strategy; and acting as a reference point for the views of young people on big decisions for St Basils.

Since 2005, the YAB has had a substantial impact on the culture of St Basils, with members involved in the redesign of St Basils direct access accommodation; numerous internal reviews; and in St Basils business planning. St Basils considers that the YAB has “improved service delivery, organisational awareness of young people and helped individual young people directly”.

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St Mungos was set up in 1969 to tackle street homelessness in London and is the largest provider of hostel beds in the capital. As well as providing temporary and permanent housing, they offer a wide range of non-residential services covering outreach, resettlement, employment and training particularly for people with drugs, alcohol or mental health related problems.

Outside In was set up in 2005 to give St Mungos clients a say in how the organisation is run. All clients are welcomed to Outside In meetings, and their involvement is a key part of clients' recovery process, helping them to build self-esteem and confidence. Its core group now includes up to 30 active clients, with a further 30 who get involved sometimes. The group meets with Directors and Board members every six weeks - putting forward their concerns and ideas and helping to set the agenda for future developments.



Outside In set up a peer facilitation body – 10 times better – to help to signpost and motivate St Mungos’ clients and to support other residents to run their own meetings. They have also become training providers through NIACE’s Learning Champions programme – supporting the development of IT literacy and other areas and running presentations and workshops at staff inductions and helping to recruit new staff. Outside In also administer a grant scheme for St Mungos’ activities, and have developed a Social Policy Forum to enable debate with Government and DCLG.

Clients describe their ownership of Outside In as being important to them because it starts to give them some element of control over their lives. It is a vital means of tackling isolation, providing peer support, and personal development that helps clients through a difficult and challenging period in their lives.

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Stockport Homes' Tenant Scrutiny Panel was established in January 2011. The 8 original members were appointed with the involvement of a neighbouring scrutiny panel, but newer members have been appointed by the panel's elected chair and staff members. The panel has a paid independent mentor who has helped scope and carry out the panel's first review on void management. This was an area of strong performance, but the review made a number of outcome focussed recommendations which were all accepted following a roundtable with managers to develop an action plan prior to consideration by the Board.

The main benefits of the panel are considered to be that tenants can see their landlord being challenged by a tenant body, and that, in the absence of external inspection, the landlord is being held to account in an outcome focussed manner. It is also considered helpful that the Scrutiny Panel aims to identify positive issues as well as areas for improvement.

Stockport Homes also established a three person complaints panel in 2008 to act alongside a director to review complaints handling at the final stage of the complaints procedure. The complainant has a choice as to whether their case is heard by the panel or just by a director, and the panel hears from and can question the manager who considered the case at the second stage and the complainant. Stockport Homes anticipates expanding the panel to respond to the role of referring complaints to the Ombudsman.

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Stonham is part of Home Group, which owns 52,000 homes and is the largest provider of care and support services in the UK. Stonham delivers care and support to 26,000 clients a year including young people, family services, ex-offenders, people with mental health issues, people with learning disabilities and single homeless people.

Part of its governance structure, the National Client Panel, made up of 20 Stonham client members drawn from diverse backgrounds across the client base, provides advice and support to the Stonham Executive on how it can deliver products and services.

It provides a focal point for consultations with clients, particularly acting as a key channel of communication between the Home Board and clients, and it challenges policies, processes and communications.

The role of the National Client Panel was co-developed by the Involving You Steering Group, as part of their process to make Stonham client led. Formed originally in 2005, the Involving You Steering Group is made up of 20 clients, each serving for one year. It steers the development of involvement nationally, writing and reviewing Stonham's National Client Involvement Strategy 2009-2012.

The Client Involvement Strategy has led to clients being involved in Stonham activities in many different ways. Clients are involved in training staff, delivering regional workshops and recruitment. They participate in KISS groups (Keep it Short and Simple) which ensure that documents are customer friendly. In 2011, 40 documents were 'kissed' by 126 people attending 13 KISS groups across the country.

Clients co-developed the Representing Equality and Diversity (RED) pilot to create the role of client diversity ambassadors and raise awareness and understanding of diversity.

Stonham's comprehensive impact assessment reports show multiple ways in which client involvement has improved services and products.

However, constant threads running through all activities are the increased confidence and self-esteem, development of new skills, peer support and friendship and increased confidence to return to work that clients gain from their involvement - "Hi – I'm Duncan. My involvement has been one of the best experiences I have ever had. Before I joined I had no confidence and I used to avoid life as much as possible. I have gained so much confidence and I have got involved in so much. I'm more positive and I want to live again and enjoy life".

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Tendring District Council owns 3,215 homes in a rural part of Essex. Its tenant panel was initially set up in 2001 as a “focus group” to represent tenant views at a time when there had been very little tenant participation prior to that. Since then it has developed into a body of tenants who fully participate in and influence council housing decisions before they are made.

The Panel is supported by dedicated staff and its bi-monthly meetings are attended by housing service managers and the Housing Portfolio Holder. All reports and policies are discussed with the Panel before they are presented to the Portfolio Holder or Cabinet. As well as considering all housing functions, the Panel has a remit to engage with other organisations, such as the Police and social services.



The Panel also operates a set of sub-groups that cover planned maintenance and improvements, responsive repairs, anti-social behaviour, communications, equality and diversity, tenant participation and allocations. There is also a performance and scrutiny group which, after relevant training, has an active role in scrutinising performance, monitoring and agreeing performance indicators and preparing the annual report.

Each of these sub-groups report back to the Panel. Recent examples of service improvements that have come about through work with the Tenant Panel have included alterations to the specification of lighting and electrical fittings, an improved standard of garden maintenance, the implementation of introductory tenancies, and an improved void letting standard.

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The Community Housing Group (TCHG) owns or manages 5,500 homes in Wyre Forest, as well as providing care and support services.

It has a long standing resident involvement structure largely developed before its homes were transferred from Wyre Forest District Council in 2000. Residents on a Task & Finish Group led a review of resident involvement during 2011 working with their resident involvement manager and an independent facilitator. Whilst residents were initially of the view that their structures represented best practice, following an impact assessment, they concluded that some of the existing structures were overly complicated and were not enabling residents to effectively influence TCHG.



The work of the Task & Finish Group has been supported by TCHG's Board and management, and now being consulted on with residents. The proposals include a new Central Tenant Panel (recruited through an interview process) set up to be an integral part of TCHG leading on resident involvement; continuation of the development of a scrutiny panel and involvement in service reviews; development of a neighbourhood strategy to maximise local involvement; changes to TCHG's cultural framework to embed resident involvement; and more extensive resident involvement in communications.

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Viridian Housing own about 16,000 homes in London, the South-East, the Midlands and West Sussex. Meeting quarterly, its National Residents Forum (NRF) oversees and monitors resident involvement, consultation and performance. The Forum manages Viridian's Resident Inspectors programme and is responsible for agreeing Viridian's annual aims for resident involvement and is a key part of the co-regulation structure.

In 2007, Viridian set up a Complaints Panel, which was developed into its current form in April 2009 working with a newly created Business Improvement team to improve complaints handling. There are currently nine residents on the Complaints Panel, with existing members leading on new member training and mentoring.



Open to all residents who meet the basic criteria, the Panel makes decisions on how complaints are resolved and levels of compensation, and it works with Viridian staff to generally improve complaints handling, as well as holding Viridian accountable for how it learns from complaints to address issues and improve services for residents.

The Panel hears complaints that have not been resolved at the previous stage of the formal complaints process, drawing on their own experiences as residents to identify solutions that satisfy residents and Viridian. Viridian has received feedback from both staff and residents about the Complaints Panel's professionalism.

Because it includes residents, most complainants feel at ease in their hearings, and see them as impartial and understanding residents concerns.

The Panel also monitors response letters; scrutinises Viridian's performance on complaints handling, using benchmarking and satisfaction data; and develops and delivers complaints training for staff. It also played a leading role in developing Viridian's Compensation & Redress Policy eg. ensuring that residents can choose between decorating vouchers or Viridian carrying out decorations.

The Complaints Panel also gets involved in wider issues related to complaints. They visited retirement housing schemes to make residents aware of the complaints procedure when statistics shows fewer complaints came from them. Having identified mental health as a factor in many complaints, they worked with staff to improve unacceptable behaviour and vulnerability policies.

The Panel's work with Viridian to improve complaints and in training delivery resulted in performance for responding to complaints within target improving from 59% to 91% during 2009. The Panel is now an established part of Viridian's co-regulation structure and has had considerable influence in driving performance improvement.

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Warwick District Council's Tenant Panel was established in September 2010. The Panel agreed a constitution that made membership open to any Council tenant, and there are currently around 25 regular members. The Panel and its activities are publicised in the Council's quarterly tenant newsletter, and it co-ordinates regular Tenant Roadshows at public venues which increases membership levels. The Panel has a dedicated office space in the central housing office amongst senior housing staff with access to all relevant IT facilities.

The Tenant Panel agrees the Customer Involvement and Empowerment Strategy. It also nominates "Tenant Champions" who lead four Service Improvement Groups (SIGs) which monitor and scrutinise the Council's performance in specific areas - housing management, allocations & lettings, repairs, and performance review (including complaints).

Each group meets monthly to receive performance monitoring reports, challenge performance and to evaluate service improvement proposals.

Performance reports are also supplemented with opportunities for tenants to "walk the system" - eg. tenants spending time at the Call Centre, listening to calls and understanding how the system operates. This approach, together with training provided through the Learning Equals Project (a consortium of landlords providing training to tenants and staff together), has improved scrutiny, accountability and performance outcomes. For example, void times have reduced by 50% and investment has been focussed on areas of concern to tenants such as call answering.

With a service-wide culture that "the customer is king", Warwick's Tenant Panel received an award from the Association of Retained Council Housing (ARCH) in 2011.

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Watford Community Housing Trust (WCHT) is a Community Gateway Association, where all tenants, leaseholders and shared owners are able to join as members, making them the legal owners of the Trust, with the right to shape policies, procedures and plans.

In 2011, WCHT reviewed its primary strategic tenant panel (an elected "Gateway Committee") and this will be replaced with an elected body of 9 tenant representatives, who will be responsible with other tenants for three major programmes of work around neighbourhoods and communities, communications and membership. These new structures will lead to tenants having more influence on strategic direction and will make it easier to attract active involvement from other tenants.

It is also intended to establish an independent scrutiny panel to build on a successful pilot scrutiny programme in 2011. The former Gateway Committee agreed this pilot programme, which included scrutiny of 30 promises set out in the previous year's annual report, asset management customer satisfaction returns, and estate services standards. The methodology for carrying out these reviews differed – with Gateway Committee members and new tenants involved in different programmes, and with various approaches to data and tenant inspections. Tenants involved have particularly valued looking at "real" issues and making recommendations (rather than focusing only on prescribed performance data). Ongoing scrutiny arrangements will be influenced by the new tenant body.

Alongside this work, WCHT also operates a variety of joint tenant/staff working groups, such as on customer service & satisfaction (which includes complaints), equality and diversity and communications. Tenants are also involved in scrutinising the improvement programme; hold appeals panels for tenants who are unhappy about proposed improvements; and hear third stage complaints.

Owning 1,700 homes in Walsall, WATMOS is based around eight Tenant Management Organisations (TMOs) who have successfully managed their own homes for many years. It is part of WATMOS's culture that local people should decide how their housing services are run, and the results of this have been exceptionally high tenant satisfaction statistics and quality of service over many years.



A tenant representative from each of the TMOs sits on WATMOS's Board alongside 4 independent members. As the landlord and owner of the homes, WATMOS is responsible for the strategic development, for the relationships with the Council, lenders and regulator, for major housing improvements, and for regulating the provision of housing services by the TMOs through a formal management agreement.

Having successfully managed their homes for many years (previously as TMOs with Walsall Council), the eight TMOs are tenant panels who provide local housing services on behalf of WATMOS, scrutinising the quality of their services through local management. They have tenant committees elected by a tenant membership open to all residents living in their area, and they employ staff to manage their estates.

Through WATMOS, the TMOs set up a 12 member Tenants Service Panel with membership open to any WATMOS tenant. Meeting once a month, the panel looks at customer documents before they are produced; they test and rate service levels as mystery shoppers and tenant inspectors and they support WATMOS wide consultation and involvement activities. Whilst independent

from the TMOs, the TSP has informal relationships with it – the TSP assisting TMOs with community activity and carrying out scrutiny activity that helps TMOs to improve services, and with some TSP members becoming TMO committee members.

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**WHERRY HOUSING
ASSOCIATION**

Housing Association

6,700 homes

Wherry Housing Association (WHA), a member of the Circle Housing Group, owns and manages approximately 6,700 homes in Norfolk, Suffolk and Cambridgeshire. WHA's primary tenant panel - Way Ahead with Wherry (WAWW) - has responsibility for co-regulation, tenant scrutiny and strategic direction with WHA. Created in 2008, WAWW has an Executive team who oversee its direction. With a membership made up of residents' forums, representatives and associations, nominations to the Executive come from 11 neighbourhood level Patch Panels (with up to 15 resident representatives) and from the Sheltered Housing Advisory Panel and Circle Living Panel (a leasehold residents panel.)

WAWW has appointed a sub group to oversee specific Scrutiny Reviews. This sub group investigates particular service areas, based on WAWW recommendations, and then makes recommendations for service improvements to the Wherry Board via WAWW. WHA is also creating a Youth Forum, which will mirror and feed into WAWW to ensure that younger residents are given a voice at a strategic level. With a predominantly rural stock, WHA uses fundays and other methods to recruit their patch panels, and has had success in using social networking sites to engage with residents.

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What we know at a Glance!

	2010/2011	2011/2012	2012/2013	2013/2014
Tell Us'	268	263	290	
Complaints	97	103	142	
Compliments	170	147	128	
Service requests	/	13	20	
MP Enquiries	56	50	39	
Complaints	27	14	/	
Compliments	/	/	/	
Service Requests	29	36	39	
Councillor/Other	190	257	122	
Complaints	159	87	11	
Compliments	/	61	4	
Service Requests	31	109	107	
Other	Council/Other correspondence was separated at the beginning of 2012/13 to determine the most popular means of communication.		207	
Complaints			84	
Compliments			52	
Service Requests			71	
Year Total	514	570	658	
Response time	7 days	7 days	8.75 days	

Complaints & Compliments

	2010/2011	2011/2012	2012/2013	2013/2014
Number of complaints	283	204	237	
Number of stage 1 complaints			214	
Number of stage 2 complaints			17	
Number of stage 3 complaints			5	
Number of complaints upheld			18	
Number of compliments	171	208	184	

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CABINET

THURSDAY, 3 APRIL 2014

REPORT OF THE PORTFOLIO HOLDER FOR PUBLIC HOUSING AND VULNERABLE PEOPLE

ALLOCATIONS POLICY REVIEW

EXEMPT INFORMATION

PURPOSE

To agree the Council's Housing Allocations Policy and to agree arrangements for future reviews and changes to this policy.

RECOMMENDATIONS

**That the Council's Allocations Policy shown at Appendix One is agreed
That the Portfolio Holder for Public Housing and Vulnerable People be authorised to make non material changes to the policy**

EXECUTIVE SUMMARY

The Council's Housing Allocations Policy was last reviewed in March 2010 at which time the Council introduced a Choice Based Lettings scheme and moved from a points based system to Choice Based Lettings based on Bands and on line bidding by applicants. This change has been successful with 88% of applicants expressing satisfaction with the new scheme.

Since the Policy was last reviewed the National and Local Policy position has developed and the local position in relation to housing need is also changing. Welfare Benefit Reform has had an impact on the relative need for properties as has the need to relocate households from areas subject to redevelopment as part of the regeneration of Tinkers Green and Kerria areas.

The demand for Social Housing continues to be greater than the supply and the purpose of the Housing Allocations Policy is to seek to ensure that those in greatest housing need are allocated properties which meet their need. The policy has to balance a number of competing factors and cannot make every circumstance or applicant a priority. Given the pressure of housing need within Tamworth it is important to note that for the majority of residents with an ambition or desire to move but without a housing need social housing will not be accessible. In parallel with the implementation of the new policy the Council will continue to work to develop its resources to advise and support residents to meet their own housing needs.

The revised allocations policy is shown at Appendix One and a summary of the proposed changes are shown at Appendix Two. An implementation timetable is shown in the main body of the report below.

RESOURCE IMPLICATIONS

The implementation of the revised allocations policy can be delivered within existing budgets. These include budgets for training, printing and IT development.

LEGAL/RISK IMPLICATIONS BACKGROUND

The revised Allocations Policy has been subject to a legal assessment which has confirmed that the policy complies with current legislation. A full impact assessment has also been undertaken and is shown at Appendix Three to this report. This has identified no material issues relating to the revised policy.

The implementation plan for the revised policy will be subject to a full risk assessment

SUSTAINABILITY IMPLICATIONS

Social rented housing is an important factor in ensuring access to safe, warm and properly managed housing for those who are not able to meet their own housing needs. How the available stock is allocated has a significant impact in supporting a range of positive outcomes and in the delivery of the Council's corporate objectives. In addition the policy has an impact on the sustainability of the housing stock and the need for the Council to ensure that it makes best use of its own and partners' housing assets.

BACKGROUND INFORMATION

In March 2013, Cabinet approved the commencement of a review of its allocations policy. This review has included comprehensive consultation with stakeholders, including those currently registered. In addition a legal review of the proposals has been undertaken along with an impact assessment. The new policy is shown at Appendix One to this report. The Allocations policy aims to:

- Ensure greater choice and maximise options for prospective and existing tenants', preventing homelessness.
- Create more mixed and sustainable communities within Tamworth, supporting greater community cohesion
- Promote greater mobility by removing barriers to housing
- Make best use of stock through 'incentive to move schemes' for releasing under-occupied properties or adapted properties
- Provide an open, transparent and equitable service to all customers that is tailored to individual needs and vulnerability
- Ensure value for money by improving customer satisfaction and sustaining tenancies longer-term

National Policy Position and Local Housing Need

The Government expects social housing to be allocated to people who can't access housing on the open market – either rented or owned – and that local people will be prioritised over those with no connection to the area. In recognition that waiting lists were growing, they included substantial numbers of applicants with no defined housing need, and many applicants stood no realistic chance of being allocated social housing, the Localism Act 2011 opened up the potential for Allocations policies to be more tailored to local needs and circumstances. Part 6 of the Housing Act 1996 was subsequently amended to reflect its provisions. These amendments give local authorities the power to define who qualifies to join their housing register. However, amongst those that qualify, reasonable preference must still be accorded to those that fall into one of the groups defined by statute. Statutory guidance

issued in June 2012 and December 2013 encourages Councils to reflect local housing circumstances and priorities, and to limit entry to the housing register to those in housing need and who have a local connection.

Public spending has been, and continues to be cut, as a key element of the Government's response to the recession and efforts to reduce national debt. Welfare reform has introduced changes to social tenants' Housing Benefit entitlement with reductions where their household size indicates that they have more bedrooms than they require. This has increased the demand for smaller homes and decreased demand for 3 bed or larger family homes. In Tamworth this means that households with little or no housing need are more likely to bid successfully for a family home, whereas in the past these would have been let to higher banded applicants. There is a risk that some family homes will be left void if Tamworth restricts access to the register to those with housing needs: as is happening elsewhere in the country.

The Council wants to continue to encourage economic prosperity including through enabling mobility for work. However, because of the increased demand for some types of home, the Policy reflects the need to prioritise Tamworth citizens by reducing the relative priority of applicants with no local connection.

Tamworth has a considerable stock of properties designated for mature/older people, and sheltered housing. It is not in the Council's interests to restrict access to the register for older homeowners or those with no apparent housing need. The Policy reflects these differential demands on properties.

Outcome of the Impact Assessment

The impact assessment showed that while some people were adversely impacted by the changes, only one group was unreasonably adversely impacted: gypsies and travellers. The potential for adverse impact on some other applicants is outweighed by other adverse impacts from:

- Allocating an unsustainable tenancy (because of restrictions to housing benefit)
- The potential for adverse impacts to neighbours or the local community because of applicants' anti-social behaviour or failure to comply with their tenancy conditions.

Gypsies/travellers are detrimentally impacted because the Policy states that only applicants with a local connection to Tamworth will be placed into bands above Band 4. Gypsies and travellers find it considerably more difficult to establish a local connection because there is no designated site in the Borough. To mitigate this, the allocations procedures are being changed to recognise that applicants who have no local connection with any area should qualify as locally connected under the 'any other special reason' clause.

Future Reviews of the Policy

It is recognised that given the pace of change at both a National and Local level the Council needs to ensure that its allocation policy is responsive and that the process of making changes to the policy is flexible. It is important that fundamental reviews of the policy are undertaken frequently as has been the practice to date. However, it is proposed that specific authority is delegated to the Portfolio Holder for Public Housing and Vulnerable People with the support of the Director of Housing and Health to make non material changes to the policy as this is required within the context of the overall aims.

Such changes could include the reprioritisation of specific needs groups, changes to the bidding system and changes to excluded groups categories.

The role of Members in the Allocations Process

Councils with housing responsibilities are required to adopt an Allocations Policy that complies with Part 6 of the Housing Act 1996 (as amended) and must make allocations of

social housing in accordance with that policy. Elected Members' role is to determine and approve the Policy.

Members do however have a role in advocating for constituents that are unhappy with officers' decisions. The Policy sets out a comprehensive and stringent review procedure that ensures that applicants (whether or not supported by Members) can challenge officers' decisions and have these reviewed by a more senior officer who has had no prior involvement in the case.

Implementation of the Revised Policy

The implementation of the revised policy will be a significant undertaking for the Council. This will include the need for the Council to:

- Clearly communicate the changes to all applicants
- Revise and publish new guidance and application forms for applicants
- Review and revise procedures and ensure training for TBC staff and partners
- Re-assess all existing applicants under the new policy
- Make changes to IT systems including the 'Finding a Home' bidding system

The implementation of the new policy will also be supported by improvements in the use of Information Technology including the development of on-line applications, improved feedback for applicants relating to the assessment of housing need and the outcome of bids. In addition the development of improved advice and guidance resources for applicants will support applicants to meet their own housing needs wherever possible. This will include better signposting to alternatives including access to private sector renting and low cost home ownership.

Budgetary resources exist to enable the delivery of the new policy however this will be a considerable undertaking for staffing resources and is a significant corporate project requiring the involvement not only of housing teams but also Customer Services and ICT. A full project plan including both financial and staffing resource assessment and risk assessment will be prepared to support the delivery of the project.

An outline plan for implementation is shown below.

Milestone	Date
Cabinet Approval of Policy	April 2014
Finalisation of Policy Documents and Procedures	July 2014
Introduction of Local Lettings Policy	August 2014
Reassessment of Applications	September 2014
Implementation of new policy	September 2014

REPORT AUTHOR

Robert Barnes: Director Housing and Health

LIST OF BACKGROUND PAPERS

APPENDICES

Appendix One: Allocations Policy

Appendix Two: Summary of Proposed Changes

Appendix Three: Impact Assessment

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Tamworth Borough Council

Finding a Home Allocations Scheme

Revised: February 2014



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1.0 Introduction

This document sets out Tamworth Borough Council's (the Council's) scheme for allocating social housing¹. This Allocation Scheme sets out in detail who is and who is not eligible or qualified to join the scheme and how this assessment is made. It also sets out how applicants can apply for and access housing and what service standards an applicant can expect.

The Housing Act 1996 (Part VI), as amended by the Homelessness Act 2002 (*the Act*), requires all Local Housing Authorities to have an allocation scheme to determine priorities and define the procedures to be followed in allocating social housing.

The Scheme has been drawn up with regard to the Council's statutory duties and other Council policies. It has been informed by wide-ranging consultation with all parties and a summary is set out at Appendix 1².

The aims of this scheme are to:

- Enable choice and informed decision-making
- Meet individual's housing needs and prevent homelessness
- Make the best use of under-occupied and adapted homes
- Ensure that the way applicants are prioritised and homes are allocated is fair and transparent

The scheme contributes to the council's ambitions for households in Tamworth to aspire and prosper, to be healthier and safer.

A copy of the Allocations Scheme is available free of charge³. A summary is available routinely to everyone making an application for social housing.

Advice and assistance relating to access to housing is also available free of charge from the Housing Advice Team based at Marmion House, Lichfield Street, Tamworth, Staffordshire (telephone 01827 709459 or email housingadvice@tamworth.gov.uk).

1.1. What is an Allocation?

The Housing Act 1996 as amended provides that the Council allocates housing accommodation when they⁴:

- Select a person to be an introductory or secure tenant of housing accommodation held by the Council
- Select a person to be a fixed term tenant of housing accommodation held by the Council

¹ Social housing includes council owned housing and housing association (referred to as Registered Providers) homes that are let under a nominations agreement with the council.

² S3a Local Government Act 1999 (as amended by the Local Government and Public Involvement in Health Act 2007) and Part 6 of the 1996 Housing Act

³ S.168 Housing Act

⁴ S159 Housing Act 1996 as amended by the Homelessness Act 2002

- Nominate a person to be an introductory or secure tenant of housing accommodation held by another housing authority
- Nominate a person to be a starter tenant (also known as probationary) or assured tenant of housing accommodation held by a Registered Provider

1.2. What is not an Allocation?

Secure, introductory or demoted tenancies arising in the following circumstances are not covered by the allocations provision of the Act⁵, and therefore fall outside of the scope of this document. These are contained within the revised Tenancy Management Policy (2009):-

- Succession to a tenancy on the death of a previous tenant
- Assignment of a tenancy by way of a mutual exchange
- Assignment of a tenancy to a person who would be qualified to succeed to the tenancy on the death of a current tenant
- Transfer of the tenancy pursuant to a court order under family law or the Civil Partnership Act 2004
- Where a person becomes a secure tenant on ceasing to be an introductory tenant.

1.3. The Housing Register

The Council operates a housing register, also known as the “waiting list”, which is a list of people (applicants) who have applied for social housing in Tamworth. Section 2 sets out how the Council administers this list.

1.4. Choice Based Lettings - Finding a Home

The majority of homes will be advertised and let through Tamworth’s Choice Based Lettings scheme, *Finding a Home*. The home is advertised and applicants express an interest (also known as bidding). This process is described in more detail in section 8.

Some advertised properties will give reasonable preference to certain households, for example older people and disabled people who would benefit from an adaptation. Applicants who fit the criteria will be given preference over the rest of the housing register.

1.5. Annual Lettings Plan

The Council wants to be fair to all applicants, so that they are clear about the realistic opportunities for successful bidding for home. Therefore, each year the Council will publish a Lettings Plan based on an estimate of the number and type of properties that are anticipated to be available for letting. This plan will include specific opportunities for bidding, which may include limiting bidding for homes in higher demand to those in higher bands.

1.6. How do we know whether this scheme is achieving our objectives?

The aims of this policy are to:

- ✓ Ensure greater choice and maximise options for prospective and existing tenants’, preventing homelessness.
- ✓ Create more mixed and sustainable communities within Tamworth supporting greater community cohesion

⁵ S160 Housing Act 1996 as amended by the Homelessness Act 2002

- ✓ Promote greater mobility by removing barriers to housing
- ✓ Make best use of stock through 'incentive to move schemes' for releasing under-occupied properties or adapted properties
- ✓ Provide an open, transparent and equitable service to all customers that is tailored to individual needs and vulnerability
- ✓ Ensure value for money by improving customer satisfaction and sustaining tenancies longer-term

We will carry out annual impact assessments of the scheme to check whether it is still achieving its aims.

The Council recognises that people need to understand how social housing is allocated to inform their decisions about housing. We will therefore communicate information about this scheme and how it is delivering through:

- Dedicated web and online information, including performance information
- Regular articles in the Council's Talkback and Landlord publication Open House
- Regular press and news statements
- Regular dialogue with tenants' through tenants forums and involvement groups
- Monitoring customer satisfaction

This allocations scheme has been framed in accordance with equality legislation. The Equality Impact Assessment (Appendix 2) will be reviewed and published annually.

2. Applying to join the housing register

In order to be considered for an allocation and take part in the choice based lettings scheme, a person/household has to be registered on the Council's housing register.

Anyone can apply to join the Housing Register. The Council will consider each application on the basis of whether they:

- Are eligible to apply for housing
- Qualify under the scheme rules
- Have housing need within the reasonable preference categories

The eligibility and qualification criteria are set out in section 3 – people who intend to apply should check whether any of these apply to them and their household.

Multiple or duplicate applications for the same household are not allowed.

2.1 How to apply

An application to join the housing register must be made using a Council housing application form. These are available from Marmion House, Lichfield Street, Tamworth, Staffordshire B79 7BZ and can also be downloaded online at www.tamworth.gov.uk

Applications are subject to verification checks and will be assessed:

- At the point of initial application
- Following any change of circumstance notified to the Council by the applicant
- Following an annual review of the application
- At the point of an offer of accommodation

- At the point of letting.

Applications must be accompanied by any supporting information and evidence as well as relevant proof of identification.

The Council will contact any current and/or former landlords to make the following checks:

- Current property details and type of tenancy held
- Whether the applicant or household is in rent arrears or owes any monies to any landlord
- Whether the applicant or household has been involved in any anti-social behaviour.

Advice and assistance regarding any aspect of the housing application process is available free of charge from the Housing Advice Team, Tamworth Borough Council, Marmion House, Lichfield Street, Tamworth, Staffordshire, B79 7BZ, or by ringing 01827 709459 or by emailing housingadvice@tamworth.gov.uk.

2.2 Who can and cannot be included on the application form

The Council will accept single and joint applications. The persons who can be included on a housing application must be members of the applicant's immediate family who normally live with the applicant. Any other person will only be included on an application if the Council is satisfied that it is reasonable for that person to live with the applicant. This will exclude lodgers or anyone subletting from the applicant. Anyone over 16 years included on an application as part of a household will also be included in the full assessment of the application including income, capital and assets.

Children of applicants are only allowed on the application of the parent who has residency of the child(ren) and to whom the appropriate benefits are in payment (eg, child benefit). For the purposes of this scheme a child is defined as someone who is either under the age of 18 or who is still dependant on the applicant e.g. due to continuing education.

2.3 Applicants Under 18 years Old

Applicants aged 16 or 17 are only able to join the housing register where a statutory duty is owed.

All efforts, including family mediation, will be made to prevent homelessness and assist young people to achieve an appropriate housing solution to meet their need.

As a 16/17 year old cannot hold a tenancy in law, there will also be a requirement for a 16/17 year old to have an approved person to act as their trustee in relation to the tenancy agreement. This would normally be a family member or third party and is at the discretion of the Housing Advice Team.

2.4 Councillors, board members, employees and their close relatives

Councillors or members of the board of a Registered Provider working with the Council as well as employees of Tamworth Borough Council and their close relatives (parents; children & spouse or former spouse) can apply to the housing register. However, they must make their position or relationship with the Council or Registered Provider known at the point of application. The Council will neither give an advantage to nor disadvantage an applicant

falling into this category in line with the Disclosure Policy of the Council, attached at Appendix 3.

2.5 How applications are processed

Once an applicant, with their household, has been checked against the eligibility and qualification criteria, their application will be assessed in accordance with this scheme to ensure that those in greatest need are given preference for an allocation, and the application will be awarded a banding (see section 6 for determination of bands).

The application will be registered by entering details onto the Council's Housing IT system. Once an application has been registered, the applicant will be sent written confirmation of key details including their registration number and date, the band they have been assessed for, and which types of properties they can bid for. The letter will also confirm how to bid for properties, summarised in the '*Finding a home*' guide.

2.6 Confidentiality

The Council abides by the Data Protection Act 1998 and other relevant legislation to protect applicants' personal information and will process it for the purposes stated, and in accordance with the applicants' rights.

Disclosure of this information to other parties shall be either:

- With the agreement of the applicant, or
- Where an exemption exists, or
- Other legislation places an obligation on the Council to disclose.

2.7 Misrepresentation or information withheld by the applicant

It is a criminal offence for anyone to try and obtain accommodation from the Council or any other social housing provider by knowingly and recklessly giving a false statement or deliberately withholding information. Offences are prosecuted in the magistrates' court and are punishable by a fine of up to £5000.

Applicants found guilty of such an offence will be considered to not qualify for access to the Housing Register and treated in accordance with the procedure detailed in section 3.

The Council or other Registered Provider will also seek possession of any tenancy granted as a result of information later found to be false or misleading.

2.8 Keeping the Housing Register up-to-date

The Council will take a robust approach to managing the housing register to ensure the focus remains on those in housing need.

2.8.1 Annual Review

Each year, on or around the anniversary of an applicant's registration, an annual review letter will be sent to the applicant asking if they want to remain on the housing register and asking them to confirm their household's housing needs and circumstances.

If no reply is received within 28 days of the date of this letter, and provided the applicant has been actively bidding (ie, has placed bids on homes within the last three months), a

reminder will be sent. If there is no reply within a further 14 days then the application will be cancelled. Cancelled applications can be reinstated at the discretion of the Housing Advice Manager provided there were reasonable grounds for not responding, e.g. the applicant was away from home, in hospital and appropriate evidence is provided.

Where the Council identifies that an applicant has special requirements around correspondence, for example the applicant is known to have literacy issues, the housing advice team will make all reasonable efforts to contact them through known third parties or by visiting them at home.

2.8.2 Changes in Circumstances

Applicants must keep the Council up-to-date on changes in their personal and household circumstances since such changes may result in a change in eligibility, qualification and/or priority or banding for housing.

If the change in circumstances results in a change to the application's banding or position within a band then a letter will be issued informing the applicant of the change.

2.8.3 Cancelling Applications

Applications will be cancelled from the housing register in the following circumstances:

- A written request has been received to do so from the applicant (or, where a joint application, both applicants).
- There is no reply to the annual review within the allowed timescales and there is no reason to extend this. Reasons might include where the applicant is known to have certain vulnerabilities. In these cases we will make other attempts to contact applicants via named workers.
- The applicant is not actively bidding – the applicant has not placed any bids on any advertised home within the last three months.
- The applicant has been rehoused
- The applicant has become disqualified (see section 3)

3. Eligibility criteria and qualifications for the housing register

There are some circumstances where people are disqualified from joining the housing register as the Council will only allocate social housing to those people that it has defined as “qualifying persons” under Section 160ZA(6)(a) of the Act. These criteria are set out in this section.

Disqualified applicants can ask for a review of the decision – see section 4

Whether or not disqualified for the housing register, all residents are able to access advice and assistance on other housing options, such as privately renting, mutually exchanging and/or access to shared ownership from the Housing Advice Team of the Council.

Where an applicant has been accepted onto the housing register but subsequently becomes disqualified for an allocation (for example, for reasons of behaviour) or is discovered to have been disqualified when the application was made, the application will be suspended and the applicant notified in writing that the Council intends to cancel their application and the reasons. The applicant has a right to ask for review of this decision (see

section 4). If the Council has not received a request for a review within 21 days of the date of the notification letter, the application will be cancelled.

The Council will also apply a reduced preference (ie, a lower banding than indicated by housing need) to some applicants. The circumstances where this will be applied are described in section 6.7.

3.1 Persons from abroad

The following persons are **not eligible** to join the register:

- People who are “*subject to immigration control*” (unless they fall within a class prescribed by regulations made by the Secretary of State (section 160ZA(2))
- People who are not subject to immigration control, but are nevertheless prescribed by regulation as being “*persons from abroad*” (this may include British citizens who are not habitually resident in the UK)
- Any other person as prescribed by the Secretary of State

Persons who fall into these categories will not be considered by the Council to be part of the household of an applicant, even if the applicant is themselves eligible.

If a person who has been admitted to the register ceases to be eligible under the above criteria, he or she will be removed from the register.

3.2 Homeowners

Applicants who own their home (either freehold, leasehold, under mortgage or shared ownership) cannot join the register unless they can demonstrate that:

- They are in housing need, and
- Their personal circumstances prevent them from securing suitable accommodation to meet these.

Examples may include:

- They have insufficient resources to pursue low cost home ownership
- They are homeless or likely to become homeless within 3 months of their request due to the repossession or the sale completion on their current home
- A joint owner who has left the property, or is leaving the property in order to escape domestic violence, and the violent partner is the other joint owner
- There has been a breakdown in a relationship between joint owners and one has requested housing. This is subject to them providing evidence that:
 - The property has been sold, and
 - They have insufficient resources to purchase a suitable home.

Owner-occupiers where at least one applicant is aged between 50 and 60 years will be able to register to be considered for high-rise retirement housing only.

Owner-occupiers where at least one applicant is aged 60 years or above will be able to register to be considered for sheltered housing only.

Offers of housing will be subject to provision of evidence of the sale of the property.

Those who are disqualified from the register because they are homeowners can still access appropriate advice regarding their housing options (as per Section 3 above) and assistance in resolving their housing needs.

3.3 Unacceptable behaviour

Where an applicant or a member of their household who would be rehoused with them has been guilty of 'unacceptable behaviour' in the conduct of their current or a previous tenancy, they **will not be qualified** to join the register.

Unacceptable behaviour is defined as behaviour that would, if an applicant or member of their household was a secure tenant, entitle a landlord to possession under any of the Grounds 1 to 7 under Schedule 2 of the Housing Act 1985.

Unacceptable behaviour can include, but is not limited to:

- Conviction for using premises for illegal or immoral purpose
- Causing nuisance and annoyance to neighbours or visitors
- Convicted of criminal offences in or near the home and still posing a threat to neighbours or the community
- Convicted of a criminal or civil offence relating to abusive behaviour towards a Tamworth Borough Council employee, partner or contractor.
- Convicted of housing or welfare benefits-related fraud
- Being violent towards a partner or members of the family or anyone in neighbourhood
- Obtaining a tenancy by deception, for example by giving untrue information

In determining whether an applicant is disqualified due to unacceptable behaviour, the Council will consider:

- Has the applicant or a member of the applicant's household been guilty of unacceptable behaviour?
- Was the unacceptable behaviour serious enough to have entitled a landlord to obtain an order for possession, whether or not such an order was sought?
- At the time of the application, is the applicant still unsuitable to be a tenant by reason of that behaviour, or the behaviour of a member of his/her household?

Unacceptable behaviour will initially result in disqualification for 12 months, which may be extended. To be admitted to the register the disqualification must have been rectified, for example if an applicant pays off or significantly reduces their current or former rent arrears. If an applicant's behaviour has been such that they have received a criminal conviction, then a fixed term disqualification may apply until any conviction has been spent.

An applicant can re-apply to the Housing Register at any time for their situation to be reviewed.

3.4 People with no housing need

Applicants who are assessed to have no housing need under the terms of this Scheme are allowed to join the housing register but will be placed in Band 4. Applicants are advised that the likelihood of an offer of housing is very low, and they should seek advice from the Housing Advice team about other housing options.

Applicants who are assessed as having a Band 4 priority will be excluded from bidding for certain property types where there is a particularly high demand or low turnover, in accordance with the Annual Lettings Plan. Advertisements for available homes will state where such restrictions apply.

3.5 No connection to Tamworth

Tamworth Borough Council's housing register is open to people who do not have a 'local connection' to Tamworth through residence or work or family in the area. However, those who fall outside the 'local connection' definition below will have a reduced preference for an offer of housing. This means that their application will be placed into Band 4.

Definition of local connection

Applicants will need to meet at least one of the following criteria to be defined as having a local connection to Tamworth. They:

- Have lived in the district for a period of at least 6 out of the last 12 months continuously prior to acceptance onto the Housing Register, or
- Previously lived in the district for 3 out of the past 5 years, or
- Have permanent employment within the district, or
- Have close family members* who have lived in the district for at least the last 5 years, and where there has been frequent contact, commitment or dependency immediately prior to the date of application, or
- Have a special reason for needing to live in the area

*Close family members are defined as parents, children, siblings, grandparents or grandchildren including step relatives, where there is evidence of frequent contact, commitment or dependency.

Applicants will need to prove that they qualify as having a local connection.

Serving Members of the Armed Forces, Reservists, bereaved spouses/civil partners of Armed Forces personnel that have to leave Service Family accommodation will be considered to have local connection.

4 Applicants' right to a review of the Council's decisions

Potential applicants to the Housing Register will be notified in writing as to whether they are ineligible or disqualified. Where accepted for the housing register they will be notified of which banding they will be placed in according to their housing need and other relevant circumstances (eg, reduced preference may apply – see section 6.7).

Applicants have the right to request a review of these or any other decisions made by the Council. Examples of circumstances where a review of the Council's decision can be requested are where:

- The applicant is found to be ineligible
- The applicant is found to be disqualified
- The applicant accepted the disqualification but is unhappy with the duration of the exclusion from the housing register
- Due to a change in circumstances, the applicant's banding is altered
- The applicant is unhappy with the banding awarded
- The applicant does not believe that an offer of accommodation was reasonable

Applicants requesting a review must submit a written request within 18 days of the date of the notification letter. Where the applicant cannot write their own letter, they can visit the Council's reception at Marmion House, or telephone the Housing Advice team, and a Council officer will help them.

The request for a review should be addressed to:

Housing Advice Team
Tamworth Borough Council
Marmion House,
Lichfield Street
Tamworth
Staffordshire
B79 7BZ

Applicants are entitled to provide a written submission in support of their request for a review as well as supporting and additional evidence.

4.1 Review of banding & access to the waiting list

A Council officer who was not involved in the initial decision will carry out the review within 28 days of receipt of the review request. The review must be considered on the basis of policy, law and known fact at the date of review. It will consider any representations, written or otherwise, made by the applicant or on the applicant's behalf.

A written notification of the decision, including the grounds of the decision, will be sent to the applicant. All correspondence will be sent to the applicant's home address or a mailing address of their choice. If the applicant is of no fixed abode, the decision letter can be collected from the Council offices in Tamworth where it will be held for 28 days after the decision is made.

If an applicant remains dissatisfied, a request for a further review of a decision must be made within 21 days of the applicant being given the previous decision. A more senior officer who was not involved in the original decision will carry this out within 28 days.

4.2 Review of 'suitability' of an offer of accommodation

Applicants that have been accepted as statutorily homeless are entitled to request a statutory review where they consider that an offer of accommodation was not suitable. This right to review is also extended to all applicants in band 1 and band 1+ who refuse an offer of housing and have their banding reduced in consequence of the refusal.

Requests for a review must be made within 21 days of notification of the Council's decision to either:

- Discharge their housing duty to an applicant accepted as homeless, or
- Reduce the banding of an applicant previously placed into Bands 1 or 1+ for reasons other than homelessness

When refusing an offer of accommodation, the reasons for refusal must be provided to the Housing Advice Manager who will review the case and make a decision on the applicant's review request within 56 working days.

The applicant/s will be advised to take the offer, as the property will not be held whilst this decision is being made. Any other bids made on other properties during this period will be discounted. If the decision is that the offer was not suitable the applicant's priority will be reinstated to that prior to the refusal and they will be able to continue to bid.

If the review decision is that the offer was suitable and the applicant did not accept the property prior to requesting a review, the Council will either:

- Where the applicant had been accepted as homeless, notify them that it has discharged its duty under the homelessness legislation, or
- Where the applicant had not been accepted as homeless, reduce their banding to the previous level (ie, before band 1 or band 1+ was awarded).

4.3 Further reviews

Where an applicant is unhappy with the Council's review decision, they are entitled to write to the Housing Ombudsman, 81 Aldwych, London, WC2B 4HN.

In certain circumstances, applicants can apply for a judicial review.

5 Tell Us about complaints, compliments and comments

The right to review is included in section 4. If there are any complaints, compliments or comments about this process, applicants are encouraged to use the Council's Tell Us scheme.

6. Determining priority for housing

6.1 Reasonable Preference Groups

The Housing Act 1996 (as amended) requires all Local Authorities to have an allocation scheme for determining priorities.⁶

The Council operates a choice based letting system known as 'Finding a Home'. To improve transparency the Council operates a banding system. This prioritises the 'reasonable preference groups' set out in the Housing Act 1996⁷ (as amended). These are:

- All statutory homeless households as defined in Part VII of the Housing Act 1996
- People who are owed a duty by Tamworth Borough Council under section 190 (2), 193 (2) or 195 (2) of the 1996 Act (or under section 65 (2) or 68 (2) of the Housing Act 1985)
- People occupying unsanitary, statutory overcrowded or otherwise unsatisfactory housing
- People who need to move on medical or welfare grounds (including grounds relating to a disability)

⁶ S167(1)

⁷ S167(2)

- People who need to move to a particular locality within the district to avoid hardship to themselves or others

6.2 Banding applications

There are 5 bands, with Band 1+ being the highest priority. Each of the bands is categorised according to need.

Applicant(s) meeting two or more of the categories described in Bands 1 or 2 will be promoted to the band above. This is to recognise their exceptional and urgent housing need.

Relative priority amongst bidders for any particular home is determined:

- Firstly by the Band, and
- Secondly by the date that the application joined the Band, so that those that have been in any Band for longer periods of time are given preference over those that joined the Band at a later date.

Where an applicant's circumstances change and an alternative banding is awarded, the date the applicant is accepted into the Band is used to prioritise their application compared to bidders in the same Band.

Band 1+

Applicants in the following circumstances will be placed in this highest band:

- Applicants assessed as having exceptional additional housing need determined by having two or more the characteristics in Band 1
- Applicants whose current home is within Tamworth and is due to be demolished, or is subject to a Demolition Order.

Band 1

Applicants in reasonable preference categories are deemed to have an urgent need for re-housing due to the following circumstances:

- Applicants assessed as statutory homeless and owed a full housing duty in Tamworth. The process set out in paragraph 6.3 below will apply
- The applicant's current home is subject to a Prohibition Order covering a main part of the dwelling, or has been included within a Clearance Area or has a lack of facilities. This would include situations where the condition of the property occupied is seriously detrimental to the health of any of the household and the defects to the property cannot be readily remedied following an assessment by the private sector housing team.
- Applicants who are unable to continue to occupy their current accommodation due to high medical need or disability (see paragraph 6.5) and the current accommodation cannot be adapted to meet the housing need.
- Applicants with a high need for alternative accommodation on the grounds of significant social welfare need including issues of vulnerability (see paragraph 6.6)
- Applicants with a need to move to a particular locality where significant hardship would be caused if they did not move (see paragraph 6.6)
- Applicants who are deemed by the Private sector housing team to be statutorily overcrowded, or who are overcrowded by two or more bedrooms according to this Policy
- Applicants who are under-occupying social rented accommodation by two or more bedrooms
- Applicants that are presently tenants of Tamworth Borough Council, and are prepared to move to a flat or bungalow, thereby making their current home available to a household that needs a house (see paragraph 6.8 - incentive to move)
- Applicants that are presently living in short or medium term supported housing and are required to move on. In accordance with Service Level Agreements or other specific arrangements, the supported accommodation provider will be required to confirm that the applicant(s) has completed a support programme and is ready to move on (see section 6.11).

Band 2

Applicants in the following circumstances will be placed in Band 2:

- Applicants with a medium medical need who have been assessed as requiring suitable alternative accommodation because their medical condition and/ or disability is having a significant detrimental effect on their ability to live independently at home (see paragraph 6.5)
- Applicants with a medium need for alternative accommodation on the grounds of serious social/welfare need including issues of vulnerability (see paragraph 6.6)
- Applicants who are overcrowded by one bedroom
- Applicants who are under occupying social rented housing by one bedroom.
- Applicants who are leaving Armed Forces accommodation and who have not been dishonourably discharged. A Discharge Notice will be required.

Band 3

Applicants in the following circumstances will be placed in Band 3:

- Applicants who are assessed under the legislation as homeless or threatened with homelessness but to whom a full housing duty is not owed. This includes accepted homeless applicants that have refused a reasonable offer of accommodation (see 4.2).
- Applicants with a low medical need or disability where a move to more suitable alternative accommodation would improve their health (see paragraph 6.5)
- Applicants who have a low housing need on welfare grounds (see paragraph 6.6)
- Applicants who are single and aged 35 or over who are living in shared accommodation that includes sharing facilities such as the bathroom or kitchen with other people in unrelated households
- Joint applicants who are a couple and living in shared accommodation that includes sharing facilities such as the bathroom or kitchen with other people in unrelated households

Band 4

Applicants in the following circumstances will be placed in Band 4:

- Applicants who are not in housing need
- Applicants that do not have a local connection with Tamworth (as defined in section 3.6 above)
- Applicants that have sufficient income and assets to meet their own housing needs

6.3 Accepted statutory homeless households

Households to whom the Council has accepted a full duty under Part 7 of the Housing Act (as amended) are entitled to one offer of suitable accommodation.

Applicants are able to bid for advertised properties. They may, within the provisions set out in the Localism Act 2011, also be considered for an offer of suitable private rented accommodation.

If applicants fail to bid or actively explore all other housing options open to them then the Council will make bids on their behalf. If applicants are not satisfied with any resulting offer of accommodation then they can request a statutory review under s202 of the Housing Act 1996, or appeal under S204 of the Housing Act 1996.

If the offer is deemed to be suitable but the applicant refuses the offer, the Council may discharge its duty to the applicant and their priority for housing will be reassessed in line with this Allocations Scheme. Applicants will also have a right to review on the decision to discharge duty under s202 and s204 of the Housing Act 1996.

The Council's policy regarding the use of the private rented sector to rehouse homeless households can be found in the Private Rented Sector Discharge Policy.

6.4 Priority Cards

Applicants placed into Band 1+ and Band 1 will be subject to a 2-month 'priority card'. This will ensure that housing staff are monitoring and supporting applicants in bidding or identifying housing options. At the end of the 2 months, subject to a satisfactory review, the priority can be extended by a further 2 months, by which time there is an expectation that the applicant's housing needs would have been met or the duty to re-house discharged.

Senior managers will oversee all Band 1+ and Band 1 cases every month to ensure that local case management and housing options are being fully explored.

6.5 Medical grounds for rehousing

The Council has three levels of medical priority that determine which band an application will be placed in:

Band 1 = High Medical Award

Band 2 = Medium Medical Award

Band 3 = Low Medical Award

The assessment process requires the applicant to provide evidence from relevant care or medical professionals that clearly links the health concern to the current accommodation.

6.5.1 High medical need

Where current housing conditions are having a major adverse effect on the medical condition of either the applicant or a member of their household, the application will be placed into Band 1. This will require evidence from a senior health practitioner or a consultant and be a tailored assessment clearly linking the medical condition with the current accommodation and making a recommendation as to which type of property would alleviate the condition.

Examples might include:

- A wheelchair user occupies a home where facilities are upstairs and therefore inaccessible and flatted accommodation or a bungalow is recommended
- An applicant is due to be discharged from hospital and cannot be discharged into their current accommodation because its design is totally unsuitable

- A referral has been received from a consultant or other similar health care professional stating that their current housing is having a severe effect on an applicant's (or member of their household's) mental well being
- An applicant or a member of their household who needs to move to suitable adapted accommodation because of their serious injury, medical condition or disability. This would be assessed by an Occupational Therapist. Consideration will be given to applicants' eligibility for Disabled Facility Adaptations or a Disabled Facilities Grant.

An award will be subject to an officer completing a report and approval by a senior officer.

6.5.2 Medium medical need

Applicants who have been assessed as requiring suitable alternative accommodation because their medical condition and/ or disability is having a detrimental affect on their ability to live independently at home would be placed into Band 2. This would require evidence from medical practitioners who must also recommend suitable property types or characteristics based on their knowledge of the applicant's medical needs.

Examples might include:

- An applicant who fulfils a risk assessment for the need to have sheltered accommodation
- An applicant who needs an additional bedroom for a carer, taking into consideration issues regarding affordability under welfare reform.
- An applicant who requires a different type of accommodation or a different layout of accommodation including but not limited to someone who needs level access accommodation.

6.5.3 Low medical need

Applicants whose move to suitable alternative accommodation would improve their health will be placed in Band 3. This is typically evidenced by a letter from the GP or community health services and must also recommend suitable property types or characteristics based on their knowledge of the applicant's medical needs. .

Examples might include:

- Someone with a degenerative condition whose needs are likely to occur in the future, typically within 12 months time.

6.6 Social, welfare and hardship grounds

The Council has three levels of social, welfare and hardship priority that determine which band an application will be placed in:

- Band 1 – High Social, Welfare and Hardship Grounds
- Band 2 – Medium Social, Welfare and Hardship Grounds
- Band 3 – Low Social, Welfare and Hardship Grounds

The Council seeks to sustain tenancies and will engage in multi-agency discussions to determine the best way to resolve issues. Social, hardship and welfare is an umbrella term that will include any discretionary issues other than medical.

6.6.1 High Social, Welfare and Hardship need

Those applicants needing to move urgently on social welfare grounds will be placed in Band 1. Priority of this level will only be awarded if the current situation is so significant that it will

have a serious impact on the wellbeing of the applicant/s or a member of their household. This is likely to require third party corroboration from an agency involved in the case.

Examples might include:

- Child/ren separated from parents (where they previously lived together) because the child can not currently occupy the home of the parent, which prevents them living as a family unit.
- Applicants with a high degree of vulnerability whose housing situation is having a detrimental affect on their life (as determined by the Council)
- Applicants who need to move to recover form the affects of violence, emotional or sexual abuse
- People who need to move because of racial or homophobic abuse
- An applicant needing to move to a particular area to take up employment where, if they did not, they would suffer significant financial hardship
- An applicant needing to move to be closer to a relative where either is very vulnerable, there is no alternative solution and where not to do so would cause significant hardship or either or both

The Borough Council may also carry out a home visit if this is deemed necessary in order to verify the details provided by the applicant.

An award will be subject to an officer completing a report and approval by a senior officer.

6.6.2 Medium Social, Welfare and Hardship need

Applicants who have a medium housing need on welfare grounds will be placed in Band 2; this would require third party supporting evidence.

Examples might include:

- Applicants who need to move as part of an agreed support plan to re-integrate them into the community.

6.6.3 Low Social, Welfare and Hardship Grounds

Applicants who have a low housing need on welfare grounds will be placed in Band 3.

6.7 Reduced Preference

The Council will apply a 'reduced preference' in certain cases.

6.7.1 Applicants placed into Band 4

The following applications will be placed in Band 4:

- Applicants who do not have a local connection with the Borough of Tamworth (see section 3.6).
- Applicants with income and assets sufficient to resolve their own housing needs (see section 3.3)

6.7.2 Applicants placed one Band below that indicated by their housing need

The Council is likely to apply a reduced preference by placing these following applicants into a band that is one band lower than their assessed housing need:

- Households that have taken action, or failed to take action, resulting in a worsening of their housing circumstances to the extent that this would have resulted in an

increased level of priority through banding. An example might be where a household moves in to live with family, resulting in overcrowding that previously did not exist.

- Applicants that owe housing debts to their current or a former landlord of:
 - £250.00 or over, or
 - 4 weeks rebated rent⁸

So, for example, applicants whose housing need would place them into Band 2 would be placed into Band 3.

Where the applicant owes arrears of rent that are lower than either of these two amounts, then their application will not be demoted but they will be expected to clear the arrears before being signed up for any new tenancy.

The Council reserves the right not to apply reduced preference for rent arrears where these are directly attributable to bedroom subsidy sanctions, and there is a sound business case to do so. The Director of Housing & Health must approve this type of over-ride.

6.8 Incentive to Move Scheme

In making best use of stock the Council uses its Incentive to Move scheme to encourage people to move out of under-occupied properties. The policy enables a payment to be made towards moves from:

- Houses to flats or bungalows
- Adapted properties to non-adapted properties (where a suitable match has been made for the adapted property)
- Chain lets – effectively giving up 2 or 3 properties to move into 1 larger property that is assessed as solving multiple needs

Where someone has moved and received an incentive payment, they should expect to stay in that property for 3 years before making an application to transfer home again.

The payment will be recovered from tenants that move within 3 years unless there is an exceptional circumstance such as:

- Moving into residential care or long-term hospice
- Death
- Moving in with relatives

The terms of the Incentive to Move scheme are subject to review and set out in the Guide.

6.9 Decanting social housing tenants for major repairs

Where the applicant lives in a Tamworth BC property, the Council will seek to deal with any repairs before it considers moving them. However, where major works are required, the tenant may need to move out in order for these to take place. Any letting made will be on the basis that it is a temporary move (a decant) and the tenant will be able to return to their original home once the works have been completed.

⁸ 'Rebated rent' means the net amount that the tenant is expected to pay over and above any housing benefit or housing allowance.

These tenants will therefore be offered a licence agreement to occupy the temporary home, as their substantive and principle dwelling will remain their tenancy.

Decants to allow major repairs to private sector housing will be managed in accordance with the Housing Act 2004 and/or other relevant legislation or statutory instruments. Where issues of disrepair are so significant that an Emergency Prohibition Order is necessitated, the occupier(s) of the dwelling will qualify for Band 1 status from the date of the Order.

6.10 Child / Children in Need in an existing household

A child in need is defined under the Children Act 1989 as:

‘A child who is unlikely to maintain or to have the opportunity of achieving or maintaining a reasonable standard of health or development without the provision of services by the Local Authority; the child’s health or development is likely to be significantly impaired for further impaired without the provision of services...’

A high social need banding will be applied to the application for rehousing, placing the application into band 1, where:

- The child has been assessed by children’s social services via a statutory assessment procedure, and
- Social services have clearly indicated the aspect(s) of the child’s development hindered by the current housing circumstances, and
- The Council’s safeguarding and designated officers within housing are satisfied that the evidence supports an urgent need to move

For the purposes of this assessment the household to be considered is that which has care and control of the child for the majority of the time.

6.11 Moving on from supported housing

The Council works in partnership with a number of agencies that support move-on arrangements from hostels, supporting people funded and/or other specialist accommodation.

Applicants moving on from short term accommodation (up to 2 years duration) who are capable of independent living (with or without care and support plans) will be placed into Band 1, provided there is evidence from the support provider to confirm that:

- Their rehousing requirements constitute a high social and/or medical need and an appropriate move on package is in place

or

- Rehousing will free up a place for a vulnerable person(s) in supported housing

Applicants in this category will receive one offer of suitable housing only.

If applicants fail to bid, then the Council will make bids on their behalf. If applicants are not satisfied with any resulting offer of accommodation then they can request a review of the suitability of the offer – see section 4.2.

These terms are in accordance with service level agreements or other specific move-on arrangements agreed with providers.

6.12 Vulnerability assessment and support

The Council has described its commitment to reviewing applications in this Policy (see section 2.8).

Applicants with high medical and/or social needs are allocated case officers who will review these applications and work with customers to bid for properties and maximise their housing choices.

The Council supports the vulnerability checklist and approach that is shown at Appendix 4 to this Scheme.

6.13 Exceptional circumstances where the Allocations Scheme may be over-ridden

6.13.1 Over-riding the Policy

There are some exceptional circumstances where this Scheme may be over-ridden in order for a specific property to be allocated. Examples could include:

- There is no application on the housing register eligible for an offer of the home
- The home is adapted but applicants needing this adaptation would not ordinarily be eligible for that property type

Similarly, an over-ride may be approved in respect of certain applicants, for example:

- A direct match of a property is required for reasons of vulnerability or witness protection – in this case the home will not be advertised
- A need to decant tenants where their homes require major repairs, refurbishment or rebuilding
- Applicant households are eligible for a 4 or 5 bedroom property but they are willing to consider a smaller home. This will be subject to consideration of the sustainability of that home, and the legislation on overcrowding.

The Director of Housing & Health (and where appropriate the Council's solicitor/monitoring officer) must approve any policy over-rides. These will also be logged and routinely reported to the Portfolio Holder for Housing.

6.13.2 Direct Lets

By way of exception to the choice based lettings there will be some direct lets, often referred to as management moves, direct offers or direct lets. These will occur where:

- The letting is sensitive and it should not be advertised either due to the property or the person, eg, MARAC⁹ referrals.
- An adapted property is identified by an Occupational Therapist as a suitable match for someone on the adaptations waiting list
- The property is to be used as a decant or temporary accommodation
- Other occasions at the discretion of the Director of Housing & Health

⁹ Multi-Agency Risk Assessment Conference

A direct let is simply an offer made direct to an applicant without the property being advertised, and therefore properties will still be let in accordance with this Policy. Allocations of this nature will be kept to a minimum to maintain a fair and transparent allocation scheme, with the majority of applications being made to applicants that fall within the reasonable preference categories as set out in the Housing Act 1996.¹⁰

6.13.3 Local Lettings Plans

*The Act*¹¹ allows the Council to allocate particular accommodation to people of a particular description, whether or not they fall within the reasonable preference categories, provided that overall the Council demonstrates compliance with the Housing Act 1996.

The Council may at times use local lettings plans to allocate a property and facilitate sustainable communities. Factors that may prompt these include:

- Particular management problems identified in an area.
- Allocation of a new or refurbished development to ensure the creation of a balanced and sustainable community, for example consideration of child density levels.
- Planning requirements (also known as section 106 conditions)
- Assistance with the wider strategic objectives of the Council, for example to remedy under-occupation of existing social rented homes.

A local lettings policy is in operation for Thomas Hardy Court¹². Other local lettings policies will, subject to member approval, be published and appended to this Policy.

Annual impact assessments are undertaken of local lettings policies, allowing for detailed consultation, review and monitoring of each as appropriate and enabling the Council to respond to a changing social and economic climate.

7. Property eligibility and entitlement

7.1 The number of bedrooms

The Council will make best use of its stock. Accommodation will normally be offered according to applicants' needs and the criteria below:

One bedroom is allowed for:

- Every adult couple
- Any other person aged 16 or over
- Two children of the same sex under the age of 16
- Two children under the age of 10 regardless of their sex
- Any other child
- A carer (who is not part of your household) if you or your partner need overnight care
- A child who can't share a bedroom because of a disability or medical condition

A household containing a pregnant woman will be eligible for a bedroom for the unborn child at 20 weeks gestation if there is no other bedroom that the child would be expected to share. Since this would be deemed a 'spare room' prior to the child's birth, the financial

¹⁰ S167(2) Housing Act 1996 as amended by Homelessness Act 2002

¹¹ S167(2E) 1996 Housing Act

¹² Thomas Hardy Court – Extra Care in Sheltered Housing (49 units let through nominations)

implications of accepting the offer of a property with a room for the unborn child will be explained to the applicant prior to their acceptance of the offer. They will be entitled to refuse such an offer.

These household criteria largely reflect the changes made by Government to Welfare Benefits. This approach seeks to ensure that applicants are not allocated accommodation that has a 'spare' bedroom for benefit purposes and would be unaffordable and unsustainable as a result.

Under-occupying homes

The Council reserves the right to under-occupy homes if this is the best use of housing stock determined by demand, adaptation or through individual personal need and this type of over-ride will be approved by the Director of Housing & Health, subject to affordability.

Approved foster carers and adopters who need to move to a larger home in order to accommodate a looked after child or a child who was previously looked after by a local authority can apply to the Council to bid for homes that provide an additional bed space. This provision also includes special guardians, holders of a residence order and family and friends carers who are not foster carers but who plan to take on the care of a child. Approval for a 'size over-ride' will be given on a case-by-case basis.

Where under-occupation of a home would result in a reduction in Housing Benefit because there is a spare room, the implications will be discussed with the applicant prior to acceptance of an offer, to ensure that the applicant can afford to pay the rent and the tenancy will be sustainable.

Over-occupying homes

Households that require a larger property that is rarely available can apply to the Council to be allowed to bid for properties that have one bedroom less than is required under these eligibility criteria, provided:

- They would not be statutorily overcrowded, and
- There is assurance that the sleeping arrangements will be satisfactory

Approval for a 'size over-ride' will be given on a case-by-case basis.

7.2 Sheltered Housing

The Council has a number of sheltered schemes across the town and allocations are in accordance with this Scheme. The applicant (or at least one of a couple) must be 60 years or above. Prospective tenants will be required to have a needs and risk assessment before an offer is made to ensure that the property and support will meet their needs. This assessment will usually take place at the scheme you prefer.

As part of the interview, the independent living manager will explain the costs of living in the scheme in terms of rent and service charges related to the provision of the independent living manager, the community alarm and scheme communal areas. This promotes financial inclusion and enables applicants to make an informed choice about whether to accept an offer of housing.

Property advertisements include information on who can bid, and the charges payable.

7.3 Properties where bidding is limited to certain households or bands

Some other properties are designed and intended for households with specific characteristics. These include properties that are usually allocated to older people, or to disabled people. Where properties are so designated, the property advertisement will state which types or bands of applicants are eligible to bid and how their relative priority will be determined. The property advertisement will also state where a Local Lettings Policy (see 6.13.3 above) applies, and who is entitled to bid for the property.

Some properties, eg, some that are in high demand, will only be open to bids from applicants in higher bandings, as determined by the Annual Lettings Plan (see 1.5 above). This will also be stated in the property advertisement.

7.4 Summary of which households can bid for certain properties

Property type	Household criteria
Bedsit / studio flat	Single person
One bed flat	Single person / couple
One bed Bungalow	Priority is given to single persons or couples where at least one person is 60 years or above. In the absence of 60+ year olds, a single person or couple under the age of 60 but with mobility disabilities (as assessed by an Occupational Therapist) will be considered.
High rise – one bed flats	Single persons or couples - at least one person must be 50 years or above.
High rise – two bed flats	Couples where at least one person is 50 years or above who have either: <ul style="list-style-type: none"> • an assessed need for separate bedrooms or • require an overnight carer.
Two bed bungalow	Single persons or couples - at least one person must be 60 years or above and who have either: <ul style="list-style-type: none"> • an assessed need for separate bedrooms or • require an overnight carer. In the absence of 60+ year olds, applicants who are under 60 years old who have mobility disabilities (as assessed by an Occupational Therapist) will be considered.
Sheltered Housing	Single persons or couples - at least one person must be 60 years or above and they must have an assessed need for supported housing
Two bed flats (not high rise), maisonettes and houses	Households with children, whose bedroom requirements are as indicated in section 7.1
Three bed flats, maisonettes and houses	
Four bed houses	

Five bed houses	
Seven bed houses	

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Current Policy	Original proposal	Revised proposal	Comments
Open housing register With limited restrictions for ASB	Access to the Register to be via a set of qualifying criteria. Those who have no housing need will be excluded as will those who can afford to meet their own housing need	The Housing Register will remain 'open'. Those who have no housing need will continue to be able to join the Register.	
At present any household can bid for any suitable property	No proposal was originally made	The Council will publish an annual Lettings Plan. This will set out specific opportunities for bidding. This may limit bidding for high demand properties to those in higher bands.	This proposal will enable the Council to manage the expectations of those on the Register who are applying for higher demand properties.
All accepted homeless households are prioritised for social housing	Where possible the Council will make an offer of a suitable Private Rented Property and this will be considered to discharge our duty.	The proposal stands	A separate Discharge policy will govern how this is applied. It should be noted that due to the low numbers of Private Rented homes there will be a limit in the number of households housed into the private sector. The homes will be assessed to ensure that they are suitable, affordable to the household and free from hazards.

Bedroom need triggered by each child over 5 years of age if opposite gender to any sibling	Bedroom need calculated in the same way as HB. This means that children under the age of 16 will be expected to share, if they are the same gender. If they are under ten they will share regardless of gender.	Proposal stands	
A bedroom is allowed for parents with 50% access to a child who lives permanently elsewhere	Applicants with shared access to children will not be allocated additional bedrooms unless their household is the Childs permanent residence.	Proposal stands	The household receiving the Child Benefit will be the one allocated the priority.
No additional priority for households wishing to move because of property is too large unless they qualify for an incentive to move scheme	A phased level of need depending on the number of spare bedrooms: 2+ Spare rooms = B1 1 spare rooms = B2	Proposal stands. Banding award for the numbers of bed rooms short due to overcrowding will mirror the number of bed rooms under occupied	
Register is open to anyone aged 16 or over	Restricting the register to applicants aged 18 or over unless they are protected under the Children's Act.	Proposal Stands	

Additional priority is given to tenants of 1 st floor flats with children aged under 5 who wish to transfer	No additional priority will be given for transferring tenants based on the property type and /or age of the children resident	Proposal Stands	
Applicants who have more than 1 acknowledged 'need' within a band can be awarded a cumulative need to move up to the next band	Cumulative need will be removed	Additional preference will be given for those with multiple needs.	Consideration will be given to outsourcing the assessment of medical need.
No requirement to have a local connection with the Borough to access the housing register	Introduce local connection criteria as part of the 'qualification' element of access to the register	Local connection will apply however rather than exclusion from the Register those who do not meet the criteria will have a reduced priority to band 4	
An automatic band 3 priority for any applicant seeking to move out of the family home	This will be removed and applicants assessed on need	Proposal stands	
A bedroom need is awarded at the confirmation of a pregnancy where the birth of a baby will require an additional bedroom	A bedroom need will be applied at 20 weeks gestation where the birth will generate a need	Proposal stands	

Key issues summary discussion note

Access to the Housing Register:

The original proposal involved restricting access to the Housing Register for those without a housing need. The reason for implementing this change was principally to encourage those with no housing need to seek their own housing solutions

This proposal has evolved to allow for access to the register for all qualifying people. In summary non-qualifying people are:

People from abroad who have restricted access to 'public assistance'
Those who have been guilty of 'unacceptable behaviour'

Those with no housing need will therefore be able to join the housing register but will be placed in Band Four.

Why has this proposal changed?

The proposal has changed because:

1. Although some property types are in high demand there are others which are not- for example older person's accommodation.
2. The processing of assessing qualification at the point of allocation is likely to be administratively burdensome and will open the Council to risk of appeal and challenge
3. Although assessed as having no housing need under the scheme once registered these households can be offered advice and support on various alternative housing options

In addition the revised policy will include the delivery of an annual lettings plan. This will restrict bidding for some households in respect of some properties. This could be for a range of reasons including targeted geographical objective. It can also be applied to restrict bidding for targeted property types (for example 2 bedroom properties). It is considered that this changed approach will support the delivery of the original objective without the inherent risks.

Local Connection

The Council currently operates an open Housing Register with no geographical restriction. The original proposals included proposals to include a local connection requirement as part of the qualifying criteria.

It is proposed that the Council implements a Local Connection requirement and that those failing this criteria will result in a reduced preference. This will ensure that those applying from outside of the area for low demand properties will always be at a lower priority than those with a local connection who are in housing need.

The Council has considerable discretion in relation to the definition of Local Connection. The recommended definition is:

Applicants will need to meet at least one of the following criteria to be defined as having a local connection to Tamworth:

- Have lived in the district for a period of at least 6 out of the previous 12 months continuously
- Previously lived in the district for 3 out of the past 5 years
- Have permanent employment within the district
- Close family members, who have lived in the district for at least 5 years and where there has been frequent contact commitment or dependency immediately prior to the date of the application

The above criteria is considered balanced. However the Council could apply a stricter criteria- for example requiring residency for 2 years prior to application. One issue to consider is that the local connection criteria does not apply to those applying to be re-housed under homelessness legislation where a different set of criteria apply. If the criteria is set to restrictively this could increase the number of households who therefore seek re-housing via the homelessness route.

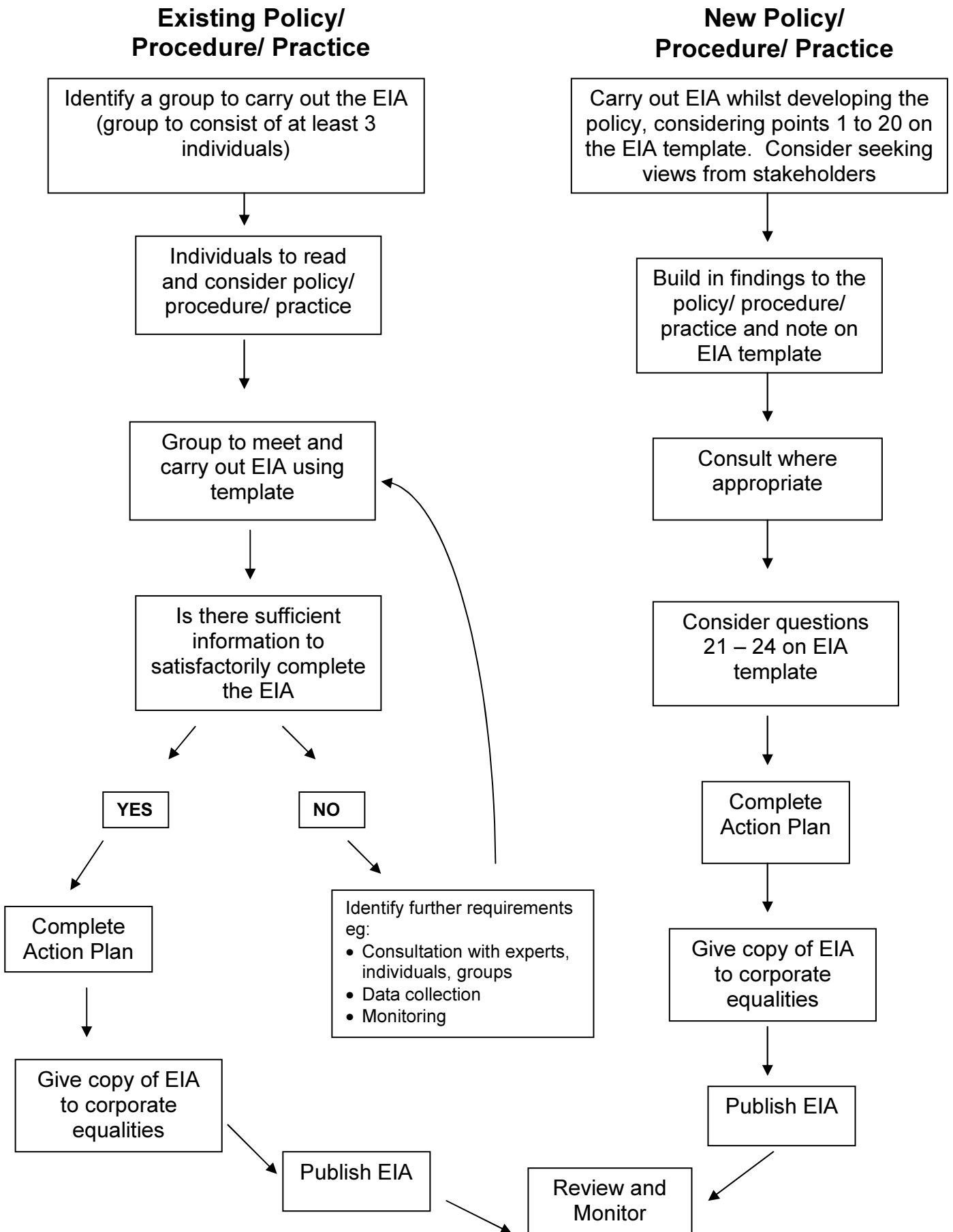
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Tamworth
Borough Council



Equality Impact Assessment Toolkit

Equality Impact Assessment Procedure



Equality Impact Assessment Template

Name of policy/ procedure/ practice to be assessed	Allocations Policy (reviewed March 2014)		Date of Assessment		March 2014
Is this a new or existing policy/ procedure/ practice?	Existing but recently reviewed	Officer responsible for the Assessment	Steve Pointon	Department	Housing & Health
1. Briefly describe the aims, objectives and purpose of the policy/ procedure/ practice?	<p>The objectives of this policy are to ensure that socially rented homes are let to applicants that are most in need; that best use is made of the housing stock; that applicants are enabled to make choices about their future home.</p> <p>The Policy sets out:</p> <ul style="list-style-type: none"> • How people can apply to join the housing register • Eligibility and qualification criteria for applicants • How applications are prioritised • Which households can bid for certain types of homes 				
2. Are there any associated policy/ procedure/ practice which should be considered whilst carrying out this equality impact assessment?	<ul style="list-style-type: none"> • Review/appeals process (outlined in Policy) • Assessment for sheltered housing • Procedure for processing applications; advertising homes and determining which applicant (bidder) will be made an offer • Procedure and practice for assessing discretionary priority on the grounds of social/welfare/hardship; medical need; other vulnerabilities 				
3. Who is intended to benefit from this policy/ procedure/ practice and in what way?	<p>Beneficiaries are</p> <ul style="list-style-type: none"> • People who are in housing need, depending on the urgency/level of need • People who live in, or have a strong connection with Tamworth. <p>The Policy sets out that:</p> <ul style="list-style-type: none"> • Those in highest housing need will be given preference for homes for which they express an interest (bid) • People who have been waiting longest will be prioritised over others with the same or equivalent level of housing need • People who can afford their own housing solution will not be prioritised above those that cannot • People who have no local connection with Tamworth will not be prioritised over those that do. 				

<p>4. What are the desired outcomes from this policy/ procedure/ practice?</p>	<ul style="list-style-type: none"> • Ensure greater choice and maximise options for prospective and existing tenants', preventing homelessness. • Create more mixed and sustainable communities within Tamworth supporting greater community cohesion • Promote greater mobility by removing barriers to housing • Make best use of stock through 'incentive to move schemes' for releasing under-occupied properties or adapted properties • Provide an open, transparent and equitable service to all customers that is tailored to individual needs and vulnerability • Ensure value for money by improving customer satisfaction and sustaining tenancies longer-term
<p>5. What factors/ forces could contribute/ detract from the outcomes?</p>	<p>Welfare reforms; increasing private sector rents; lower mortgage availability; unwillingness of private landlords to accept tenants on benefits;</p> <p>Impacts and consequences may include:</p> <ul style="list-style-type: none"> • Shortage of available homes (less choice) • Lack of demand for larger family homes (best use not made of housing) • Increased demand for social housing (less able to help people in housing need or to prevent homelessness) • Increased homelessness through loss of tenancy/mortgaged home (less able to prevent homelessness or help people in other types of housing need) • Lack of availability of smaller homes (less able to release under-occupied or adapted properties; more difficult to prevent homelessness as result of welfare reforms)
<p>6. Who are the main stakeholders in relation to the policy/ procedure/ practice?</p>	<ul style="list-style-type: none"> • Existing housing register applicants • Prospective applicants for housing • Private registered providers (who advertise homes via Tamworth's website) • Support providers • Organisations (statutory and voluntary) that work with people who are also likely to have a housing need • Neighbouring local authorities

<p>7. Which individuals/ groups have been/ will be consulted with on this policy/ procedure/ practice?</p>	<p>Open consultation via the Council's website on the main proposed changes to the Policy. Paper copies provided on request. Consultation opened on 27th August and closed on 15th October 2013</p> <p>Notification of the consultation provided specifically to:</p> <ul style="list-style-type: none"> • Tenant representatives • Housing register applicants • Organisations that work with people likely to be in housing need • Private registered providers • Neighbouring local authorities <p>A total of 136 responses were received and analysed on the Council's behalf by Staffordshire County Council's Insight Team. In response to feedback, amendments were made to some of the Policy proposals. Some proposed changes have been dropped altogether (eg, provision to close the housing register to new applicants from time to time) and some have been adjusted / amended (eg, additional priority for those with more than one housing need in the Bands 1 and 2 categories). Additional safeguards have been included where the Policy may unintentionally disadvantage an applicant (eg, because of welfare reforms). The Policy more clearly defines how qualification for the register will be determined and how this can change.</p> <p>An analysis of the current letting patterns and register profile was completed to understand how different customer groups might be affected.</p> <p>In addition, there were two workshops for Tamworth housing staff that sought to understand the impacts and any unintended consequences of the proposed Policy on customers who approach the Council on various housing-related matters.</p> <p>Elected Members are invited to a specific workshop on 19th March, after which the Policy will be finalised.</p>	
<p>8. Are there concerns that the policy/ procedure/ practice <u>could</u> have a differential impact on racial groups?</p>	<p>N</p>	<p>Impact assessment of existing Policy shows that registrations and allocations align with racial diversity of Tamworth. Access to the register and bidding already supported by existing arrangements. Changes made to the Policy do not disproportionately affect different racial groups.</p>

<p>9. Are there concerns that the policy/ procedure/ practice <u>could</u> have a differential impact due to gender?</p>	Y	<p>The Policy does not discriminate by gender. However, there are negative impacts on a parent who does not have residency of the child/ren in that there is no bedroom allowance made for the children of that parent, even if there are shared care arrangements. As fathers are less likely to have residency than mothers, this could be perceived as being gender-biased, although it is applied equally to whomever does or does not have residency, irrespective of gender, and the Council has no role in determining which parent has residency.</p> <p>This is discussed in more detail under 'dependant/caring responsibilities'.</p>
<p>10. Are there concerns that the policy/ procedure/ practice <u>could</u> have a differential impact due to them being transgender or transsexual?</p>	N	<p>The Policy does not differentiate by sexuality, sexual orientation or gender. Applicants are asked to complete a diversity form but this has no relevance to their application.</p>
<p>11. Are there concerns that the policy/ procedure/ practice <u>could</u> have a differential impact due to disability?</p>	Y	<p>The Policy provides additional priority where someone is disabled and their home is not suitable for their needs, ie, positive discrimination. This complies with the Equality Act 2010.</p>
<p>12. Are there concerns that the policy/ procedure/ practice <u>could</u> have a differential impact due to sexual orientation?</p>	N	<p>The Policy does not differentiate by sexuality, sexual orientation or gender. Applicants are asked to complete a diversity form but this has no relevance to their application.</p>
<p>13. Are there concerns that the policy/ procedure/ practice <u>could</u> have a differential impact due to age?</p>	Y	<p>There is an intentional positive discrimination for persons who are 60 years or above as owner-occupiers can register for sheltered housing (only).</p> <p>The Policy and the allocations scheme are available online, which can disadvantage people without internet access (more prevalent in older age groups). However, support is offered to understand properties available and to make bids in person at Reception or over the phone and other agencies are also able to make bids on applicants' behalf, provided the applicant gives permission.</p> <p>Where an older person wants sheltered housing, the Independent Living Managers see them in person to ensure they are clear about this choice.</p> <p>People in older age groups are not restricted to bidding for properties intended only for older people.</p>

14. Are there concerns that the policy/ procedure/ practice <u>could</u> have a differential impact due to religious belief?	N	The Policy does not differentiate by religion. Property advertisements are published on days that do not conflict with any regular religious holidays (or restricted days) so that applicants of any religion are able to bid. Bidding is not 'first come first served' – all bids are assessed only once the advertisement closes.
15. Are there concerns that the policy/ procedure/ practice <u>could</u> have a differential impact on Gypsies/ Travellers?	Y	<p>The introduction of a local connection policy is likely to disadvantage gypsies / travellers, as there is currently no gypsy/traveller site provision within the Tamworth boundary. This means that gypsies and travellers cannot establish a local connection by staying on a local site. Other ways of establishing a local connection include:</p> <ul style="list-style-type: none"> • Have permanent employment within the district, or • Have close family members who have lived in the district for at least the last 5 years, and where there has been frequent contact, commitment or dependency immediately prior to the date of application, or • Have a special reason for needing to live in the area <p>These may be applicable to this group but the second (family connection) is less likely owing, again, to the lack of a local site.</p> <p>People with no local connection can still join the housing register, but are placed into Band 4 so are unlikely to bid successfully for a property.</p> <p>Gypsies/travellers can apply to be considered for help with housing under the homelessness legislation. This provides a safety net for people who have no local connection with any area.</p>
16. Are there concerns that the policy/ procedure/ practice <u>could</u> have a differential impact due to dependant/caring responsibilities?	Y	The Policy aligns with welfare reform in restricting a bedroom allowance for the child/ren to the parent with residency, even if there are shared care arrangements. This is an unavoidable consequence of government policy on benefits, and already applies to private tenants. There has been one recent court challenge to this government reform under Human Rights

		<p>legislation (right to family life). Should there be a change in welfare policy this Policy will be amended.</p> <p>The Policy specifically provides for people who are carers (social/welfare grounds) and those that need overnight carers.</p>
<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>	<p>Y</p>	<p>People who have convictions for:</p> <ul style="list-style-type: none"> • Using premises for illegal or immoral purpose • Criminal offences in or near the home and still posing a threat to neighbours or the community • Criminal or civil offence relating to abusive behaviour towards a Tamworth Borough Council employee, partner or contractor • Housing or welfare benefits-related fraud <p>are restricted from joining the housing register under this Policy. These offences are relevant to the appropriate use and safe provision of housing, and are also intended to protect staff, neighbours and communities from the consequences of such behaviour.</p> <p>Disqualification lasts initially for 12 months or until the conviction is spent. The Policy has provision for appeals against disqualification from the list, and applicants who can show that their behaviour is unlikely to recur, or that they have made reparation to mitigate their offence may be allowed to join the register. Supporters, that might include Probation officers, can also support them in this review.</p>

<p>18. Are there concerns that the policy/ procedure/ practice could have an impact on children or vulnerable adults?</p>	<p>Y</p>	<p>Changes have been made that affect children as follows:</p> <ul style="list-style-type: none"> • There is no restriction to children living above the ground floor • Young people under 18 years usually cannot join the waiting list • Bedroom entitlement for children has been changed to align with welfare reforms <p>Whilst many parents would prefer not to live above the ground floor with a baby or young child, the pressure on housing has led to this change. Most other local authorities already have no restrictions on children living above the ground floor, and many parents living in private housing have to cope with this circumstance. Where a parent especially struggles to manage because of his or her own medical or disability needs, or where a child is disabled, this will be taken into account through assessment for medical priority.</p> <p>Applicants aged 16 or 17 are able to join the housing register where a statutory assessment under Section 17 of the Children Act 1996 has been undertaken and a statutory duty is owed. This safeguards younger adults who are at risk.</p> <p>The government has effectively determined bedroom eligibility through changes to housing benefit entitlement. These restrictions already apply to private tenancies. The Policy reflects these to prevent rent arrears and eviction. None of these changes endanger children's welfare.</p> <p>The Policy provides positive discrimination for vulnerable adults, eg, through move on from supported housing, medical and social/welfare priority. The scheme also provides for additional support to be provided to vulnerable people to help them to identify and bid for suitable properties.</p>
<p>19. Does any of the differential impact identified cut across the equality strands (e.g. elder BME groups)?</p>	<p>N</p>	<p>The impacts identified are not cumulative and they differ depending on the category. There is no likelihood that any individual affected by one impact will be more likely to be affected by another.</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		<p>Potential for adverse impacts identified for:</p> <ul style="list-style-type: none"> a) Gypsies/travellers b) Offenders c) Children living above the ground floor (and their parent/s) d) Parents who don't have residency of their child/ren
<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>See additional information below</p>
<p>22. As a result of carrying out the equality impact assessment is there a requirement for further consultation?</p>		N	<p>These provisions have not changed since the consultation outlined above. In each case, the majority of respondents agreed with the changes.</p>
<p>23. As a result of this EIA should this policy/ procedure/ practice be recommended for implementation in its current state?</p>	Y		<p>Most Policy changes have been driven by the increasing demand for social housing and welfare reform, together with the increased risks of unsustainable tenancies/eviction. Changes comply with government guidance under the Localism Act 2011. The Policy does not adopt the more stringent requirement for two years local connection, included in statutory guidance on local connection published in December 2013. This is because Tamworth works with neighbouring authorities to enable mobility for employment and economic development, which together support Tamworth to develop as a prosperous area. In addition, a more stringent local connection criterion of two years would leave some Council housing stock with low demand, which in itself threatens the sustainability of the stock and the HRA business plan. This longer local connection requirement would also further disadvantage gypsies and travellers.</p>

21. Can this adverse impact be justified:

- **On the grounds of promoting equality of opportunity for one group?**
- **For any other reason?**

a) Gypsies/travellers

The adverse impact cannot be justified.

The potential adverse impact arises from the inability of this group to form a local connection with Tamworth as there are no approved sites in the Borough. While people can approach the Council as homeless and the Council may have a duty towards them if they have no local connection with any other area, this is not an appropriate route where people want to settle into housing rather than continuing a travelling lifestyle. Housing Advice could give assistance to locate a private rented property, but this group experiences widespread discrimination, so it is quite likely that private landlords would refuse to offer them a tenancy.

The following will mitigate this impact:

The Policy provides for people to be accorded a local connection provided there is 'a special reason for needing to live in the area'. Policy and procedure guidelines for staff will therefore highlight the potential for discrimination because of the local connection criteria, so that people that identify themselves as gypsies/travellers are given a discretionary local connection. The information on the application form would indicate that someone is a caravan-dweller.

b) Offenders

The adverse impact can be justified

The adverse impact applies only to offenders that have committed a housing- or tenancy-related criminal or civil offence. These are relevant to the appropriate use and safe provision of housing, and are also intended to protect staff, neighbours and communities from the consequences of such behaviour. Disqualifying offenders for (only) these specific offences is justifiable to protect other tenants' and neighbours' rights to quiet enjoyment and to mitigate risks of anti-social behaviour.

Disqualification lasts initially for 12 months or until the conviction is spent. The Policy has provision for appeals against disqualification from the list, and applicants who can show that their behaviour is unlikely to recur, or that they have made reparation to mitigate their offence may be allowed to join the register. Supporters, that might include Probation officers, can also support them in this review.

c) Children living above the ground floor

The adverse impact can be justified

This change from the previous Policy has been introduced to manage the demand for housing and enable families to move into social housing more promptly. The previous Policy prevented people with young children from bidding for upper floor properties, which delayed access to housing and left people in unsatisfactory homes (including temporary accommodation) for much longer. This had a more deleterious impact on children, and put their health and wellbeing at risk. While living on an upper floor may not be ideal, the balance of judgement is that this is a better option than the alternative. Applicants can choose which properties they bid for, so people can make their own decisions about the urgency of their housing need, compared to the inconvenience of an upper floor property.

d) Parents who don't have residency of their children

The adverse impact can be justified

Following changes to housing benefit entitlement, social tenants who are not the main carer of their children are not entitled to housing benefit to cover a 'spare room' that they hold available for their children to stay in. Private tenants are already restricted in the amount of housing benefit receivable and cannot claim housing benefit for a room for their (separated) children.

The financial impacts on those that rely on housing benefit to be able to afford the rent are severe, and this places people at risk of losing their tenancies. Were we to allow separated parents to continue to bid for homes that are large enough to accommodate children for whom they don't have residency, we would be placing them at risk of losing their tenancy. Most properties do have a separate living room, which can be used for overnight visitors. Applicants in this situation can choose not to bid on bedsits or studio flats that would be too small to have overnight visitors.

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
<p><u>Re. gypsies and travellers</u></p> <ul style="list-style-type: none"> • Ensure that the Policy / procedure guidance for staff includes reference to the impact on gypsies/travellers so that discretion is applied, enabling them to register on the housing waiting list as having a local connection to Tamworth. • Ensure that the application form requires sufficient detail for gypsies/travellers to be identified and correctly prioritised. • Include a gypsy/traveller box in the Diversity page of the form. 	<p>Allocations manager</p>	<ul style="list-style-type: none"> • Applicants that are identified as gypsies/travellers are registered on Tamworth's housing list as having a local connection. • Staff are able to identify gypsies/travellers so the correct priority can be applied to their application 	
<p><u>For all applicants, the housing register and allocated tenants</u></p> <ul style="list-style-type: none"> • Quarterly monitoring and reporting (see below) • Complete annual impact analysis to check profiles against Tamworth population adjusted for known housing need profiles, that no group is being unintentionally disadvantaged and that feedback indicates there are no unintended consequences or inequities 	<p>Allocations manager</p>	<ul style="list-style-type: none"> • Applicants to, and those accepted on the register and allocated tenants match the Tamworth population profile, as adjusted for housing needs intelligence • All housing register applicants are able to bid for properties • Allocations are to those with highest priority amongst bidders • Feedback from applicants and 	

		other indicates that the process is fair and equitably applied	
Monitoring arrangements: Allocations manager will: <ul style="list-style-type: none"> • Check that all allocations and housing advice staff understand the discretion to be applied to gypsies/travellers • Quarterly checks that applicants identifying themselves as gypsies/travellers have been correctly prioritised • Weekly profile of lettings • Sample checks of applications processed by individual staff members (for quality and accuracy) 		Data collected quarterly <ul style="list-style-type: none"> • Number of gypsy/traveller applicants • Feedback from applicants, and specialist staff in contact with gypsies/travellers • Profile of applicants, housing register and allocations • Void periods and reasons 	
Publication: <ul style="list-style-type: none"> • Annual impact assessment reported and published on Tamworth BC and Finding a Home sites • Profile of lettings published weekly on Finding a Home site • Quarterly statistics and commentary on voids – performance management pack for involved tenants and Members • Annual report to tenants – statistics and commentary on allocations 			
Review Period:	One year from effective date of new Policy	Reviewed 12 monthly unless otherwise stated	12 monthly

Expand as appropriate

Signed
(Completing Officer)..... **Date**

Signed
(Head of Department) **Date**

Signed
Corporate Diversity/ Equality **Date**

THURSDAY, 3 APRIL 2014

REPORT OF THE PORTFOLIO HOLDER FOR PUBLIC HOUSING AND VULNERABLE PEOPLE**HOSPITAL TO HOME PILOT PROJECT****EXEMPT INFORMATION**

None

PURPOSE

To update Cabinet regarding the approach that has been developed to prevent delayed discharge from hospital that is related to housing issues. To seek Cabinet approval to further develop this approach in partnership with the South East Staffordshire and Seisdon Peninsular Clinical Commissioning Group (CCG) and other partner organisations for a six month period.

RECOMMENDATIONS

That Cabinet agrees to the further development of the "Hospital to Home" project in order that a full assessment can be made as to its effectiveness, value for money and future potential to facilitate effective partnership working between housing, social care and health.

To seek a waiver to financial regulations to deploy £25K of Homelessness Prevention Funding in order to continue joint working arrangements for the duration of the 6 month pilot of the "Hospital to Home" project.

EXECUTIVE SUMMARY

In line with the Council's ambitions contained within its Healthier Housing Strategy, the Council is actively working with partner organisations to ensure housing activity is aligned to the health agenda and contributes to improved health outcomes for local people.

As part of this approach, the Council's Strategic Housing Service has worked with health colleagues including the CCG to explore how residents might be effectively supported to return to their own accommodation and prevent expensive delayed discharge and unnecessary pressure on acute care hospital beds where the delay to returning home is due to housing related issues.

The approach developed to date aims to ensure that no Tamworth residents are discharged from Good Hope Hospital or the George Bryan Centre without their housing needs being addressed and to ensure a noticeable reduction in delayed discharges resulting from housing issues, shorter inpatient stays, reduced admissions due to housing related issues and prevention of 'revolving door' re-admissions to hospital.

This approach aims to contribute to a better understanding of local needs and issues and contributes to the national agenda on hospital admission and discharge for people who are homeless or unsuitably housed.

The approach was initially discussed with health and social care colleagues and taken forward utilising existing staff resources within Strategic Housing Services. However, in September 2013 Brighter Futures, an organisation specialising in supported housing

provision who had expressed a interest in working with the Council, were successful in a bid to the Department of Health (DoH) Homelessness Hospital Discharge Fund for funding. Working with the Council, Brighter Futures agreed to utilise this funding to add a Complex Needs Worker element to the evolving “Hospital to Home” approach. Employed directly by Brighter Futures, a dedicated resource has been committed to Tamworth to provide ongoing support to patients with more complex needs to help prevent further homelessness or readmission to hospital. This strengthened the approach being developed and ensured service coverage for residents with more complex needs that would otherwise not have been incorporated into the scheme due to the specialist nature of this type of work.

No firm timescales were initially put in place due to the complex process of setting up the project although a project plan was developed that looked to monitor project development and outcomes over a 12 month period. The DoH funding secured by Brighter Futures was for a limited, 6 month period only so this became a key driver in terms of setting up the scheme and promoting it to partners over a short period of time.

As the “Hospital to Home” approach has been developed, it has become evident that the potential to further develop this approach to incorporate a wider area of coverage of service in terms of both the number of hospitals and partner organisations engaged has become apparent. A review of the approach to date (attached at **APPENDIX 1**) has been undertaken and this has highlighted a number of key outcomes for local people and the potential for the approach to be developed further with the ultimate aim of establishing a permanent, value for money service that can serve as an effective vehicle via which pooled resources and joint agency working can further enhance the health and wellbeing of local people and utilise valuable resources in the most cost-effective manner.

To this end, it is proposed that a waiver to financial regulations is agreed in order to utilise available Homelessness Prevention Funding to enable the complex needs element of this work to be continued and the project further developed over the next 6 months. This will also allow sufficient time to fully assess the effectiveness and value for money of the service with a view to going out to tender should the pilot phase outcomes indicate the service has a longer term benefit to both residents in need and partners across housing, health and social care services.

The project will be monitored via the local Health and Well Being Board and work is underway with CCG and Public Health colleagues to devise robust assessment methodologies that will ensure the pilot achieves value for money, delivers on agreed outcomes, links to related initiatives such as the Better Care Fund and is effectively linked to locality commissioning processes and aligned to shared objectives as set out in the Health and Well Being Strategy, the Council’s Corporate objectives and the outcomes identified in the Healthier Housing Strategy. Discussions via the Health and Well Being Board will ensure effective monitoring and assessment of the pilot will be utilised to plan for the longer term direction, sustainability and resourcing of this collaborative, multi-agency project.

RESOURCE IMPLICATIONS

To date, the “Hospital to Home” approach has been developed utilising existing staffing resources within Strategic Housing Services working in partnership with CCG, public health, social care, hospital staff and a range of other partners.

Key to the development of the approach is the work with residents with more complex needs that has been undertaken by staff at Brighter Futures. Utilising funding received from the Department of Health following a successful bid to the Homelessness Hospital Discharge Fund, Brighter Futures dedicated a full time post for 6 months to work alongside Council staff and other partner organisations to contribute to the further development of the “Hospital to Home” approach. Having deployed the £22,450 for this purpose, positive outcomes for service users have been achieved (as detailed in **APPENDIX 1**). Additionally, the expertise and skills of Brighter Futures workers have been key in facilitating a collaborative approach and ensuring linkages are effectively made across organisations and disciplines to generate

positive outcomes for residents.

In order to further refine and fully assess the “Hospital to Home” approach in Tamworth, it is proposed a waiver to financial regulations be agreed to enable Brighter Futures workers to continue their engagement in the project for a further 6 months. It is intended that the utilisation of £25K of Homelessness Prevention funding for this purpose will assist in the development of a fully formed, effective and value for money service that could then be subject to a formal tendering process with regard to putting in place permanent partnership arrangements and associated resources. This would be subject to securing longer term funding and commitment from partners and subsequently, makes this a key element that will be fully explored within the proposed 6 month pilot period.

Should the approach prove successful there would be scope to further develop the approach to be delivered on behalf of other local authorities. In time, it is intended the approach will facilitate the pooling of resources across organisations with the intended outcome being to better deploy ever decreasing public resources to generate positive, value for money outcomes in line with Government, CCG, Social Care and the Council’s aims and objectives.

LEGAL/RISK IMPLICATIONS BACKGROUND

There are no identified legal risks within the proposed approach. As Brighter Futures secured DoH funding that was in turn directed to support the “Hospital to Home” approach, it would be impracticable to engage another organisation at this juncture as this would disrupt the development of the project and established relationships with partners and residents build up over time. The risk of legal challenge can be tempered by this position and the re-assurance that should the pilot develop into a more permanent service, this would be subject to a formal tendering process in line with the Council’s agreed policies and procedures. It is important to note that a transparent tendering process would be essential so as not to put Brighter Futures at an unfair advantage against other potential service providers. To this end, scheme documentation, case files and publicity material will remain in the control of the Council and would be made available to all potential service providers expressing an interest in the scheme should a tendering exercise be undertaken.

A key risk is to have a poorly planned and executed exit strategy should the pilot not represent value for money or generate desired outcomes. Customers being assisted on the pilot will need to have outcomes successfully achieved or have alternative arrangements in place should the scheme not continue. This will be considered as a key element of the project and an exit strategy will be formulated and agreed within the 1st month of the 6 month pilot period.

Reputational risk to the Council may occur if the project does not continue beyond the 6 month pilot period. Work with partners will continue to mitigate this risk and it is anticipated that more effective joint working will become more prevalent and permanent regardless of the longer term fate of the project.

All partners involved to date (as listed below and within **APPENDIX 1**) are supportive of the project and governance arrangements are in place via the local Health and Well Being Board to ensure an approach is developed that meets both organisational requirements and achieves the best use of resources to deliver positive, shared outcomes

SUSTAINABILITY IMPLICATIONS

For Tamworth People:

Residents will be able to be discharged from hospital in a timely fashion and be enabled to return to their home. On going support can be provided and housing issues effectively dealt with to ensure those residents requiring this assistance are supported to live independently within a suitable and safe environment.

For Tamworth the Place:

Assistance is provided to residents to help them return back to their own home thus addressing issues of disrepair, reducing the number of potential empty properties, enhancing the environment and contributing to sustainable communities in which residents in need are supported to live independently.

Aspire and Prosper:

By assisting in improving the health and well being of resident and dealing with housing related problems and issues, a more preventative approach can be embedded that will encourage greater confidence in the community and a return for some residents to independent living that allows them to participate fully and contribute to the development of sustainable and more prosperous neighbourhoods.

Healthier and Safer:

Ultimately the scheme will contribute to enhancing the health and well being of residents by enabling them to be discharged from hospital in a timely fashion and supporting them in their home to prevent re-admissions in a home environment that is safe, decent and appropriate for their needs.

Additionally, it is anticipated the scheme will, in time, facilitate the pooling of resources across organisations with the intended outcome being to better deploy ever decreasing public resources to generate positive, value for money outcomes in line with Government, CCG, Social Care and the Council's aims and objectives. The development of a longer term, sustainable project will consequently link to related initiatives such as the Better Care Fund and be effectively linked to locality commissioning processes and aligned to shared objectives as set out in the Health and Well Being Strategy, the Council's Corporate objectives and the outcomes identified in the Healthier Housing Strategy.

BACKGROUND INFORMATION

Tamworth Borough Council (TBC) working in partnership with the South East Staffordshire and Seisdon Peninsular Clinical Commissioning Group (CCG) developed a Health Link project in 2013, set up to explore the potential to provide a co-ordinated pathway for patients over the age of 18 to return to their own accommodation and prevent expensive delayed discharges and unnecessary pressures on acute care hospital beds, where the delay is due to housing conditions.

The approach has been developed between key agencies in Tamworth working with people who may be homeless or have unsuitable housing and have had a stay in hospital. These agencies include:

- Heart of England NHS Foundation Trust – Good Hope Hospital
- Lichfield and Tamworth Hospital Discharge Service
- South East Staffordshire and Seisdon Peninsula Clinical Commissioning Group
- Staffordshire & Stoke on Trent Partnership NHS Trust (SSOTP) - Tamworth Locality Adult Care Team
- Tamworth Borough Council Strategic Housing Service
- Brighter Futures

The approach developed to date aims to ensure that no Tamworth residents are discharged from Good Hope Hospital or the George Bryan Centre without their housing needs being addressed and to ensure a noticeable reduction in delayed discharges resulting from housing issues, shorter inpatient stays, reduced admissions due to housing related issues and prevention of 'revolving door' re-admissions to hospital.

Initially, the scheme was developed with CCG and Public Health colleagues and utilised existing resources within Strategic Housing Services. However, in September 2013 Brighter Futures, with the support of Tamworth Borough Council, were successful in a bid to the Department of Health (DoH) Homeless Hospital Discharge Fund for funding to add a Complex Needs Worker to the emerging project. Employed directly by Brighter Futures, a dedicated resource has been deployed to provide ongoing support to patients with more

complex needs to help prevent further homelessness or readmission to hospital.

Service standards have been developed and effective promotion of the service has resulted in partner agencies contributing to the scheme to develop a co-ordinated approach within a multi-disciplinary context. The project review (as attached at **APPENDIX 1**) highlights progress against targets and performance against service standards and Key Performance Indicators (KPIs). The review also began to address the cost effective of the scheme and assesses outcomes for service users to date in terms of:

- Preventing homeless application directly from hospital
- Preventing hospital readmission
- Maintaining health and wellbeing at home

Some of the key outcomes achieved for service users are detailed below:

- Temporary accommodation secured (2 service users)
- House cleared and made habitable. Service user supported to ensure property remains habitable
- Re-housing into TBC Sheltered Accommodation
- Re-housing into Derwentio Supported Accommodation
- Re-housing into Saltbox Restart Project accommodation (for ex offenders)
- Referred to (and now working with) Bromford Floating support (2 service users)
- Supported to register with Primary Health Care
- Supported with healthcare appointments
- Supported to engage with Mental Health Services
- Supported to engage with Probation
- Supported to make contact with Pathway Project
- Referred to, and now working with, Tamworth Victim Support
- Referred to the Citizens Advice Bureau's Money Advice Service (2 service users)
- Referred HEAT and Metropolitan for help with heating
- Supported to apply to the Staffordshire Crisis Support Scheme for funding
- Evidence of improved mental health
- Reduction in self harm
- Information provided to service users family on support available re benefits, dementia services and carers services. Service user reported that prior to this she felt 'lost' and that this had relieved a lot of worry.

Many of these outcomes above (and others detailed in **APPENDIX 1**) have been achieved through the work of the Complex Needs Worker which demonstrates the value of their role to the project. Many of the outcomes to date may not have been achieved had this scheme and the expertise of the complex needs workers been in place.

The review clearly articulates conclusions and recommendations that support the further development of the "Hospital to Home" approach over a further 6 month period in order to fully evaluate and assess the scheme to determine a longer term approach that can be fully resourced and further developed to incorporate:

- A continuation and further development of a co-ordinated approach for customers with more complex needs
- The use of specialist temporary accommodation options
- Enhanced promotion of the service to facilitate effective engagement of partners and their front line staff
- The potential to expand the scheme to cover additional hospitals, other local authority areas, engage with a wider range of housing providers and support agencies, work on a sub-regional basis in partnership with other similar schemes

In addition, the local Health and Well Being Board will oversee the delivery of the pilot and

work is underway with CCG and Public Health colleagues to devise robust assessment methodologies that will ensure the pilot achieves value for money, delivers on agreed outcomes, links to related initiatives such as the Better Care Fund and is effectively linked to locality commissioning processes and aligned to shared objectives as set out in the Health and Well Being Strategy, the Council's Corporate objectives and the outcomes identified in the Healthier Housing Strategy. Discussions via the Health and Well Being Board will ensure effective monitoring and assessment of the pilot will be utilised to plan for the longer term direction, sustainability and resourcing of this collaborative, multi-agency project

REPORT AUTHOR

Steve Pointon, Head of Strategic Housing Services

LIST OF BACKGROUND PAPERS

APPENDICES

"Hospital to Home" Project: 6 Month Project review



Appendix 1

Tamworth Borough Council and South East Staffordshire and Seisdon Peninsular Clinical Commissioning Group

‘Hospital to Home’ Project

6 Month Project Review

1. Introduction

Tamworth Borough Council (TBC) working in partnership with the South East Staffordshire and Seisdon Peninsular Clinical Commissioning Group (CCG) developed a Health Link project in 2013, set up to provide a co-ordinated pathway for patients over the age of 18 to return to their own accommodation and prevent expensive delayed discharges and unnecessary pressures on acute care hospital beds, where the delay is due to housing conditions.

The approach has been developed between key agencies in Tamworth working with people who may be homeless or have unsuitable housing and have had a stay in hospital:

- Heart of England NHS Foundation Trust – Good Hope Hospital
- Lichfield and Tamworth Hospital Discharge Service
- South East Staffordshire and Seisdon Peninsula Clinical Commissioning Group
- Staffordshire & Stoke on Trent Partnership NHS Trust (SSOTP) - Tamworth Locality Adult Care Team
- Tamworth Borough Council Strategic Housing Service
- Brighter Futures

The project aims to ensure that no Tamworth residents are discharged from Good Hope Hospital or the George Bryan Centre without their housing needs being addressed and to ensure a noticeable reduction in delayed discharges resulting from housing issues, shorter inpatient stays, reduced admissions due to housing related issues and prevention of 'revolving door' re-admissions to hospital.

This approach aims to contribute to a better understanding of local needs and issues and contributes to the national agenda on hospital admission and discharge for people who are homeless or unsuitably housed.

In September 2013 Brighter Futures were successful in a bid to the Department of Health (DoH) Homeless Hospital Discharge Fund for funding to add a Complex Needs Worker to the pilot, employed by Brighter Futures, to provide ongoing support to patients with more complex needs to help prevent further homelessness or readmission to hospital.

2. Aims of this Review

The aim of this paper is to review and report on the performance of the developing project for the period of 19/08/13 to 28/02/14. It will review the development process and implementation of the approach, its documentation and working practices to explore if any changes are required and make recommendations for the future development of the scheme.

A requirement of the DoH funding was that any projects funded must be finished by the end of March 2014 and this review will inform the request to Tamworth Borough Councils Cabinet for funding from the Homeless Prevention Budget to continue the post of Complex Needs Worker for a further 6 month period.

3. How was the Review Completed?

To complete this review and make recommendations for the future of the service a full review of the following was undertaken:

- The service user data collected
- The policies, procedures and forms (all in draft form)
- Performance against targets and service standards set

4. The Service

Currently the service covers Tamworth residents over the age of 18 across all tenures of housing. There are two strands to the service, hospital discharge and admission prevention and professionals can refer people to the service through either of these strands. The pilot project has focused its delivery on Good Hope Hospital and the George Bryan unit.

Hospital patients can be referred to the service by any Health or Social Care professional working with them where their discharge is being delayed due to housing, the patient is likely to be discharged homeless or a potential housing issue has been identified.

If the person is at home and a housing issue that is having an impact on their health is identified, any Health, Social Care or support professional (whether social worker, ambulance worker, occupational therapist or other support worker) can refer the patient into the project.

A set of service standards was developed in association with key stakeholders:

- All referrals will be acknowledged within 24hours (excluding weekends)
- Housing Strategy Assistant (HSA) or Complex Needs Worker (CNW) will complete an assessment with the patient within 2 working days for urgent referrals and 5 working days for routine referrals.
- Referrers will be updated with the progress of their referral at least once a week
- Patients will be treated with dignity and respect
- Any information provided will be clear, concise and easy to understand

If any of those referred present with complex needs then the Housing Strategy Assistant will refer to the Brighter Futures Complex Needs Worker for ongoing support. See section 8 for more information on complex needs.

Where a referral does not meet the projects criteria then advice, information and signposting to a more suitable organisation will be given where possible.

This could be by the patient returning to their current accommodation or the patient seeking to be housed to more suitable accommodation.

The project will also work with Health and Social Care professionals working with people in the community to identify housing issues that may be contributing to repeat call-outs from the emergency services and repeat admissions to hospitals, alleviating pressures on hospital bed spaces and preventing 'revolving door' readmissions. This could be by improving the suitability of the home, rehousing to more suitable accommodation or ensuring support is in place to allow them to live independently in their homes

5. Promotion of the Service

The project has been widely promoted both with organisations that could refer into the service and organisations that could support the work of the project.

Poster and pens have been produced by Tamworth Borough Councils Communications Team to highlight the project and a sample of the poster is attached at appendix 1. Postcards have also been produced to leave with service users once an initial assessment has been completed to provide information on the service and contact details. This is included as appendix 2.

5.1 Referral agencies

There has been extensive hospital promotion, in Good Hope with regular meetings with the discharge team to maintain the profile of the project and since January 2014 the Housing Strategy Assistant and the Complex Needs Worker have regularly undertaken drop ins at Good Hope Hospital on a Wednesday morning visiting wards, promoting the service and advising staff how they are able to make referrals to the service. Posters and pens have been distributed to all relevant wards (i.e. not Intensive Care or High Dependency units) and contact has been made with Lead Nurses or Ward Clerks where possible so that they can disseminate information on the project to their teams. There has also been a meeting with the RAID Team at Good Hope Hospital who provide Mental Health Assessments to patients.

Close working links have been made with Trident Reach, who provide a similar service for patients from Birmingham in Good Hope Hospital. As a result of this joined up working Tamworth Borough Council were invited to deliver a presentation to Junior Doctors as Part of a wider seminar on looking at the wider needs of homeless patients. 21 Junior Doctors attended this session.

The Housing Strategy Assistant has also attended SSOTP team meetings and each area team meeting has been visited twice and additionally a combined team meeting once. An article was also put on their intranet and in their staff newsletter.

In addition to this a visit was made to the Integrated Occupational Therapists team meeting in October 2013 to advise them they can refer to the project if contact is made with a patient and their housing conditions make their property unsuitable to return home to.

Internally the service has been promoted to the wider housing team at Tamworth Borough Council by attending the TBC Supported and Sheltered Housing team

meeting and doing a presentation to the whole Housing Service as part of the monthly Housing Briefings. Information has also been provided to the Customer Services Team should any enquiries come through to the main switchboard.

5.2 Barriers to Promotion

Wider evidence suggests that there are a number of patients who regularly call ambulance services but then do not go to hospital, or make above average use of acute health services. To address this, a meeting was held with the West Midlands Ambulance Service as housing issues could be identified by ambulance crews attending patients. As a result of this meeting a list of possible criteria was then distributed to the Telemed desk and managers responsible for South Staffordshire so that they are aware of the issues that could be referred to the scheme. To date the project has received no direct referrals from the West Midlands Ambulance Service.

We have tried to access the Lead Nurse meetings at Good Hope Hospital to promote the service via our colleagues at the CCG, but have been unsuccessful.

In the George Bryan Centre we have met with the managers of the East Wing, West Wing and the Crisis Team. We made several attempts to access team meetings (particularly the West Wing) but had little response. Claire Hartland, Ward Manager for the East Wing supported us to organise 2 drop-in sessions for staff which were held on 28th January and 4th February 2014. We attended the staff handover meeting on the East wing on 28th January and on the West wing on 4th February to explain the scheme and its benefits to ward staff. We spoke to approximately 20 staff members over the two sessions

As with the Lead Nurse Meeting attempts were made to access the area GP's meeting via colleagues at the CCG but again were unsuccessful. However were able to put a short piece in the GP's comms pack.

Difficulties have been experienced generating consistent engagement from partner organisations at the Hospital to Home Project Group Meetings which has raised concerns around the level of buy-in from these organisations.

5.3 Promoting joint working

To improve the effectiveness of signposting the project has been promoted to services that could be accessed to support the patient. Agencies targeted have been:

Metropolitan (the Home Improvement Agency)
Bromford Supported Housing and Floating Support Service,
Tamworth ADSIS (alcohol dependency service)
Addaction (substance misuse service)
Citizens Advice Bureau
TamCAN
Starfish Project
Tamworth Cornerstone Housing Association (supported housing project)

Additionally an article was placed in the Tamworth Centre for Voluntary Services (CVS) newsletter, which goes out to voluntary and community organisations in the Borough.

Time has also been spent with other organisations providing similar services in surrounding areas to share information and contacts and discuss joint working possibilities. In particular Birmingham City Council's Housing Hospital Discharge Team, Revival's Home from Hospital scheme in Stoke and Trident Reach's Homeless Patient Pathway Project team. With the latter there have also been joint ward visits.

An email was also sent to the housing managers at the three largest Registered Providers in Tamworth; Bromford, Midland Heart and Waterloo to promote the service. As a direct result of this email the Supported Housing Manager at Waterloo and the manager of McGregor Tithe came to a meeting to discuss the future of the project and presented an opportunity for joint working, based on a pilot from Birmingham.

6. Service Costs

The project is currently delivered utilising existing staffing resources within the Strategic Housing Service with appropriate support from partner organisations as required.

Provision of the Complex Needs Worker is funded through Brighter Futures from the DoH grant at a cost of £22,450 for the period of November 2013 to the end of March 2014.

£313 has been spent from the Homeless Prevention grant on promotional items - £15.00 for posters, £24.00 for postcards and £274.00 on pens.

7. Evidence

This review is based on the available evidence of the service collected by Tamworth Borough Council and Brighter Futures from August 2013 to February 2014.

7.1 Progress against targets

A provisional target of 20 referrals for the duration of the pilot was initially set. At the end of February 2014 there have been 24 eligible referrals to the service. This means that the 12 month target has already been exceeded within 6 months

In addition to the eligible referrals there have been a number of referrals for patients from other areas. There have been 5 referrals for residents of Lichfield and 2 potential referrals for residents of Cannock. After discussion with the Head of Strategic Housing the decision was made to work with one of the Lichfield referrals as it was on the border of Tamworth. In all other instances the referrer was advised to contact the relevant local authority and in 3 cases the referrer was also given some basic advice. Table 1 below highlights where the referrals have come from:

Table 1: Referrals

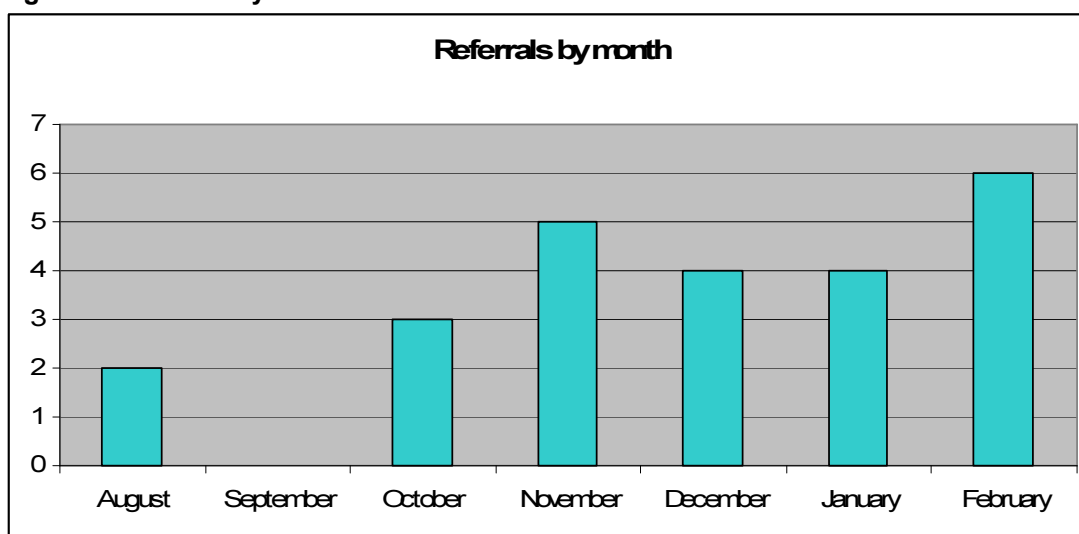
REFERRAL AGENCY	NO. REFERRALS
TBC internal	6
Hospital Discharge Team – Good Hope Hospital	6
Ward Staff Good Hope Hospital	1
George Bryan Centre	1

Hospital Discharge Team – Robert Peel Hospital	1
SSOTP	2
Health Visitor Team (part of SSOTP)	4
Lichfield and Tamworth Occupational Therapy Team	1
Trident Reach – Homeless Patient Pathway Project	2

To date there have been no referrals from WMAS or the RAID team which suggests a need to revisit these teams to ensure the project is well promoted.

Encouragingly there has been a continued steady increase in referrals since the pilot started. A breakdown of referrals by month can be seen in Figure 1 below:

Figure1: Referrals by month



The two months with the highest levels of referrals were also the two months with the highest levels of promotion done so it is possible that there is a link between these two factors. Ward visits to Good Hope Hospital commenced on the 22nd January 2014 and staff knowledge of the project can be seen to be increasing which has generated 3 referrals, though these later turned out not to be from Tamworth. There have however been 2 eligible referrals from the Hospital Discharge Team at Good Hope Hospital since the drop ins have started though it is unclear whether the drop-ins have impacted on this or not.

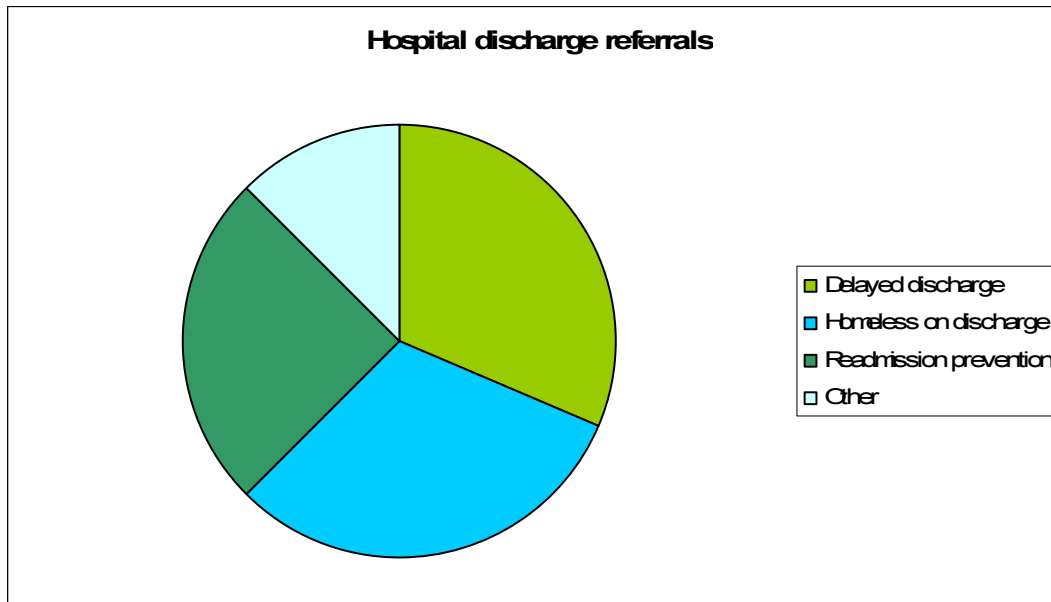
The majority of referrals received relate to discharge from hospital (16) but not necessarily delayed discharge. There have been 5 delayed discharge referrals and the KPI set was for 15 so this is not being met currently. However, given that the data provided by the Hospital Discharge Team prior to starting the pilot showed 2 delayed discharges due to housing in the previous year its possible the target is not realistic.

Overall the hospital discharge referrals received can be categorised as follows:

- Delayed Discharge
- Homeless upon discharge
- Re-admission prevention
- Other housing issue

A breakdown of the hospital discharge referrals so far can be seen in Figure 2 below

Figure 2: Breakdown of hospital referrals



The two cases where 'other' was the reason were when the service user had housing but did not want to return there (in both cases due to the threat of violence) and the ward were unlikely to delay discharge due to this.

8 of the referrals were community referrals from an admission prevention angle (33%) which is higher than the target of 5 which we set for the duration of the pilot.

Of the 4 referrals from the Health Visitor Team, extra assistance for two of the referrals was not possible (because support to deal with their rehousing was already being provided via Bromford) and with the remaining two only basic advice was able to be given. All 4 cases were then closed down. This suggests a need to provide Health Visitors with some extra information to clarify what the service can offer or maybe some basic housing advice training may be beneficial to make sure referrals are appropriate.

7.2 Complex needs referrals

For the period under review 7 service users have accessed support from Brighter Futures. Brighter Futures allocates 15 clients to each Complex Needs Worker and this was the target number of clients that Brighter Futures submitted in the Homeless Hospital Discharge Fund bid so the pilot has currently failed to meet this target.

However, the service users that have accessed to the Brighter Futures services have proved to be very complex and time consuming cases and without the support of the Complex Needs Worker the project may not have produced such positive outcomes (as detailed on page ?).

In two of the referrals the patient has not met the criteria to allow them to access the Brighter Futures Service, but have required additional work beyond the remit of the Housing Strategy assistant whose role is a signposting and referral role within the project. In these cases referrals were made to the Bromford Floating Support Service however they are unable to start working with clients until they have been discharged from hospital which has meant that the Housing Strategy Assistant has, on these occasions, had to provide more of a support function than initially anticipated.

8. Performance against service standards

Prior to the project commencing the following service standards were agreed by the project group and performance against these standards is detailed below:

- **All referrals will be acknowledged within 24hours (excluding weekends)**

23 or the 24 referrals were acknowledged within 24hours (96%).

The one referral that was not acknowledged within the agreed time was acknowledged after 3 days due to commitments which prevented the Housing Strategy Assistant from being able to make the contact and when contact was attempted the referrer was unavailable. This suggests that there possibly needs to be a process in place for acknowledging referrals if the Housing Strategy Assistant is out of the office.

- **Housing Strategy Assistant or Complex Needs Worker will complete an assessment with the patient within 2 working days for urgent referrals and 5 working days for routine referrals.**

Of the 24 referrals 4 were not assessed. One of the referrals refused the service, one only wanted basic advice and the other two referrals were not complete referrals and no contact details were provided in order for an assessment to be arranged and were later closed.

Of the 20 referrals that were assessed 10 were classed as urgent and 10 were classed as non urgent.

Of the 10 urgent referrals 7 were assessed within 2 working days of being received (70%) and of these, 2 were assessed within 1 day and 2 were assessed the same day they were referred.

Of the 3 that were not assessed within the time frame 2 were assessed within 3 days and 1 within 7 days, however there are valid reasons as to why there was a delay. 1 of them required the service users support worker to be present and they couldn't attend within 2 days, 1 required a family member to be present and they couldn't attend within 2 days and 1 was offered an appointment within the time frame but did not attend.

This suggests that perhaps the KPI needs to be changed to "Housing Strategy Assistant or Complex Needs Worker will **offer** an assessment with the patient within 2 working days for urgent referrals" to reflect the fact that there may be

circumstances outside of the projects control where a client may be unable to be assessed within 2 days.

Of the 10 non urgent referrals only 3 have been assessed within 5 working days of being received (and these were assessed in 3 days or less). Again, in the majority of cases where there was a delay there was a valid reason for this. 1 of the referrals required the Social Worker and a family member to be present and we couldn't find a mutually convenient time within 5 days, with 2 of the referrals we couldn't find a mutually convenient time within 5 days, 1 referral had an assessment booked within 5 days but did not attend and with one of the referrals we are still awaiting contact details from the referrer in order to arrange an assessment.

However, 2 of the referrals were not booked within the 5 days without a valid reason. This suggests that improvements need to be made in this area.

- **Referrers will be updated with the progress of their referral at least once a week**

Anecdotal evidence and evidence from client files suggests that updates at least weekly have been taking place for active referrals and that the referrer has been made aware where any referrals have been closed down. However this information has not been included in the monitoring form so is not being formally recorded. This may be something that needs to be officially recorded in order to ensure that this KPI is being met

- **Patients will be treated with dignity and respect**

Within the project plan there was a customer satisfaction survey for the service planned after 6 months. As this time has now elapsed this is currently being worked on by the Housing Strategy Assistant and the Housing Strategy Team Leader and will be undertaken imminently. Once this has been devised and distributed, this KPI can then be reported on.

- **Any information provided will be clear, concise and easy to understand**

Again this KPI is to be measured by the customer survey

Performance against KPIs

The following outcomes targets were suggested and are reported against monthly and performance against these targets is detailed below:

- **Of the delayed discharge referrals: 80% of cases where a delay is prevented or reduced**

There were 5 referrals relating to potential delayed discharge, outcomes are as follows:

Patient 1 – delayed discharge prevented

Patient 2 – delayed discharge probably reduced (3 days)*

Patient 3 – delayed discharge possibly reduced but unlikely **

Patient 4 – Ongoing - placed in interim bed space (2 weeks as at 07.03.14)

Patient 5 – Ongoing – 6 weeks delayed discharge as at 07.03.14

* The Discharge team at Good Hope Hospital felt that the delay would probably have been longer without the involvement of the project (as the ward cannot confirm they would have allowed the patient to stay longer).

** After 19 days working with the patient the family decided a care home would be more suitable so referral was closed.

If it is assumed that patient 2's discharge was in fact reduced then 40% of the referrals had their delayed discharge prevented or reduced which is below the target set.

4 of the 5 referrals related to the patient's housing being unsuitable to return to and in three of these cases the delay was due to the condition of an owner-occupied property, which is not as easy for the Council to assist with and is not a quick process to rectify.

Where the referral related to someone being homeless on discharge the patient required wheelchair accessible accommodation which made temporary accommodation unsuitable to meet identified needs and bidding on find a home was the only option. Whilst the Council worked speedily to obtain the evidence and have placed the patient in Band 1 within a week there is a lack of suitable accommodation to meet identified need therefore the patient remains in hospital.

The only way these delayed discharges could have been prevented would have been if suitable temporary accommodation was available to house patients who need time to secure permanent accommodation or to make their current accommodation more suitable.

- **Of the admission prevention referrals: Hospital admission prevented in 70% of the cases**

The data collected so far suggests that none of the admission prevention referrals have gone on to be admitted to hospital (100%)

8.1 Cost effectiveness

In terms of value for money, the average cost of a bed day in hospital is £225 and the average length of stay for a hospital admission is 4 days. Based on the project costs of £27,693 for the first 6 months, the project would need to have prevented at least 123 days in hospital within a 6 month period to be cost effective. This can be as a result of reducing the length of stay of the initial hospital admission or as a result of preventing future admissions.

9. Progress against the Project Brief

As well as the KPIs outlined above the Project Brief outlined further proposals for the scheme:

The Project Brief proposed *“a minimum of 2 workshop sessions delivered by the Housing Strategy Assistant and Homelessness Education Officer. These workshops*

would be around challenging the stereotypes of homelessness and sharing information on the support available”

Despite efforts being made to organise these with the help of the CCG there has been resistance from the lead Nurses. However, the Housing Strategy Assistant participated in the seminar to Junior Doctors with Trident Reach (as detailed on page 4) which covered all of the requirements as listed above. Therefore it could be argued that one of the ‘workshops’ proposed have been delivered

The brief also proposed *“Resource packs containing good written information about homelessness and housing options (including key contact details) for hospital staff”* and *“Resource packs containing good written information about housing, care and support options from a range of partners, as much for relatives as the patient”*

At present the resource packs have not been completed. Information to be included in the resource packs has been collected and is either stored electronically or paper copies of the information are kept in the project folder or the information relevant to each particular service user is selected and given to them.

10. Outcomes for Service Users

As well as preventing and reducing delayed discharges for hospital referrals and preventing admission to hospital for community referrals the project aimed to reduce homeless presentations at TBC directly after discharge from hospital, ensure people are supported to maintain their health, wellbeing and independence at home and to prevent hospital discharge referrals from being readmitted to hospital due to their housing.

No specific targets were set around these areas as outcomes will be specific to the individual but the outcomes recorded so far are detailed below.

- **Preventing homeless application directly from hospital**

There have been 3 homeless presentations directly from hospital since the pilot started. All 3 were patients at the George Bryan Centre who were identified as homeless at the point of discharge and sent to Tamworth Borough Council in order to make a homeless application.

For this reason significant efforts have been made to access ward staff at the George Bryan Centre to promote the project and request that housing be discussed at the earliest opportunity after admission so that if any issues were identified then the Council could be notified in advance to allow time to work with the patient and arrange suitable accommodation.

At the time of writing the first referral from the George Bryan Centre has just been received 5 days before the patient was due to be discharged. Although the patient was not homeless it does suggest that ward staff are willing to work with the council on the pilot which should hopefully prevent any further homeless discharges.

There have been no homeless presentation from Good Hope Hospital since the pilot began though of the 5 referrals received that related to someone being homeless on

discharge, only 1 was referred before they were ready to be discharged, allowing the Council time to arrange accommodation for them before discharge.

- **Preventing hospital readmission**

A hospital readmission is defined as an emergency admission to hospital within 30 days of the last, previous discharge from hospital.

16 of the referrals were for someone who had been in hospital and as at 28 February 2014 only 2 of them had been admitted to hospital again.

1 service user was admitted to hospital 1 week after his previous discharge due to injuries sustained in a fight whilst in temporary accommodation, which would count as a readmission (and possibly housing related).

1 service user was admitted to Hospital for a second time but this was nearly 4 months after his last previous discharge and this was in relation to a pre-existing condition that is not affected by housing.

Therefore 94% of our service users were not readmitted to hospital

Maintaining health and wellbeing at home

Some of the key outcomes achieved for our service users are detailed below:

- Temporary accommodation secured (2 service users)
- House cleared and made habitable. Service user supported to ensure property remains habitable
- Rehoused into TBC Sheltered Accommodation
- Rehoused into Derventio Supported Accommodation
- Rehoused into Saltbox Restart Project accommodation (for ex offenders)
- Housing provider (Bromford) improving the condition of current property and giving preference on a transfer to Sheltered Accommodation
- Referred to (and now working with) Bromford Floating support (2 service users)
- Supported to apply for Sheltered Accommodation likely to be rehoused soon
- Supported to register with Primary Health Care
- Supported with healthcare appointments
- Supported to engage with Mental Health Services
- Supported to engage with Probation
- Supported to make contact with Pathway Project
- Referred to, and now working with, Tamworth Victim Support
- Referred to the Citizens Advice Bureau's Money Advice Service (2 service users)
- Referred HEAT and Metropolitan for help with heating
- Home visit from HEAT secured
- Supported to apply to the Staffordshire Crisis Support Scheme for funding (awaiting outcome)
- Now confident bidding on find a home
- Reporting reduced feelings of anxiety
- Evidence of improved mental health

- Reduction in self harm
- Information provided to service users family on support available re benefits, dementia services and carers services. Service user reported that prior to this she felt 'lost' and that this had relieved a lot of worry.

Many of these outcomes above have been achieved through the work of the Complex Needs Worker which demonstrates the value of their role to the project.

11. Paperwork review

The referral and assessment forms appear to be working as anticipated and are collecting the necessary data.

The option to refer over the phone is working well with busy hospital discharge teams. To date we have had no issues with people being referred without their consent via this method.

The procedure and accompanying flowchart is working as intended. A slight change was made after Brighter Futures became involved in the project in that, where it is clear at point of referral that the service user has complex needs the referral can go straight to the Complex Needs Worker rather than having to be assessed by the Housing Strategy Assistant first. It was felt that to do two separate assessments and/or arrange a joint visit could slow the process down and presented a duplication of work.

The flowchart still needs to be updated in order to reflect this and information also needs to be shared with the Housing strategy Assistant for recording and monitoring purposes including the date of referral and date of assessment.

Conclusions and Recommendations

The project has been extensively promoted which has contributed to higher than expected levels of referrals. A good proportion of these referrals have come from Hospitals (in most cases Good Hope Hospital) and there has been a higher than expected level of community referrals.

Brighter Futures' involvement in the project has been invaluable and the Complex Needs Workers have supported their service users to create positive outcomes for themselves such as being re-housed and engaging with Primary Healthcare and Mental Health Services.

Across all service users the project is beginning to demonstrate evidence of improved housing and health outcomes.

In terms of negative's the project has encountered difficulties accessing hospital staff but efforts have been made to find alternative ways to access these staff and improvements are starting to be seen. The service standards have not quite been met but with valid reasons in the majority of cases and the KPIs have not been met in all cases though this review has argued that the KPIs originally set may need to be reviewed to check they are realistic.

The review has generated some recommendations for the next 6 months to further develop the project in partnership with partners and guided by the local Health and Well Being Board:

Recommendation 1 – Continue to fund the Complex Needs Worker Role

A previously stated Brighter Futures' support with the project has been valuable, with positive outcomes for their 7 service users. The Complex Needs Worker secured accommodation for 3 of their service users provided advice and support with re-housing options for another 3 service users. This is time that would originally have been spent by the Housing Advice Team, which represents a saving to them in terms of staff time. Also by ensuring appropriate support is in place it is hoped that service users will remain housed, which could represent future savings to the service.

Also as previously stated, the 12 month target of 20 referrals has already been exceeded within the first 6 months and if the referral rate continues as it is the project could receive double the number of referrals planned for. This suggests that the extra support provided by Brighter Futures will be required for the next 6 months.

Recommendation 2 – investigate temporary accommodation options

Since the inception of the project there have been 4 service users who have been in need of temporary accommodation but there has not been anything suitable for their needs. If temporary accommodation suitable for someone with mobility issues had been available the delayed discharge in 3 cases could have been prevented.

Waterloo Housing Group have discussed the option of Tamworth Borough Council renting a room in their Extra Care Scheme, McGregor Tithe, at their weekly/monthly rental cost. This option would provide fully adapted accommodation with an on site carer. This could be explored further along with the potential to utilise void properties within Tamworth Borough Councils own Sheltered Housing Schemes.

Recommendation 3 – revisit organisations where promotion has already been targeted

There appears to be a need to revisit the Health Visitor Team (possibly attend a team meeting) so services provided can be clarified to prevent inappropriate referrals and ensure resources not being duplicated (some of the referrals from SSOTP could be better directed towards Bromford - in some cases they were already working with Bromford).

We have also received no referrals from WMAS or RAID which suggests a need to revisit these teams.

Recommendation 4 – Investigate options for expanding the pilot

There have been 7 out of area referrals in the first 6 months of the pilot; 5 referrals for Lichfield residents and 2 for residents of Cannock. There may be some scope to approach these local authorities to make them aware of the issues we have been approached with regarding their residents.

There has also been no promotion undertaken with any other hospitals where Tamworth residents may go such as Queens, Heartlands and George Elliot. All of these may receive Tamworth patients and the option to extend the pilot to these hospitals could be explored. There has been 1 referral from Trident Reach for a patient at Heartlands which suggests there may be some value in promoting with these hospitals.

Finally only limited promotion has been undertaken with Robert Peel because evidence suggests that they very rarely have discharge issues due to it being used primarily for out-patients and as a rehab facility. However 1 referral has been received from the Robert Peel, so again there may be some value in promoting further with them.

Appendix 1: Hospital to Home Poster

READY TO GO HOME...

HOSPITAL

TO HOME

...IS HOME READY FOR THEM?

WHO TO CONTACT:

During Office Hours
(9am - 5pm Monday - Friday)

Telephone: 01827 709469

Email: housingstrategy@tamworth.gov.uk

Housing is key to a safe discharge from hospital and in preventing repeat admissions.

Tamworth Borough Council's Hospital to Home scheme helps your patients return to a home that supports their health and wellbeing.

If you are concerned that a patient may be homeless, cannot return home or their home may be contributing to their ill health please contact us to make a referral.

A scheme for Tamworth Residents

Tamworth Borough Council

brighter futures

NHS

HEART of ENGLAND

South East Staffordshire and Sevidian Peninsula Clinical Commissioning Group

Appendix 2: Hospital to Home postcard

FRONT

YOU'RE READY TO GO HOME...

...BUT IS YOUR HOME READY FOR YOU?

HOSPITAL

TO HOME

You have been referred to the Hospital to Home scheme because a professional you are working with wanted to make sure that your home is supporting your health and wellbeing.

We can help you with:

- Information on making your home safer to live in
- Assistance with applying for more suitable housing
- Referral to other agencies that might be able to help you
- Ongoing support, where eligible, provided by Brighter Futures

BACK

WANT TO KNOW MORE?
YOU OR YOUR FAMILY CAN CONTACT HOSPITAL TO HOME

Contact: Housing Strategy Assistant
Telephone: 01827 709469
Email: housingstrategy@tamworth.gov.uk
Visit or write to us at: Marmion House,
Lichfield Street, Tamworth, B79 7BZ

Please note: It is not possible to self refer to this service. All referrals have to come through a professional.

If you require this information in another format or language please contact us on the details above.

Tamworth
Borough Council

brighter futures
improving health, housing and wellbeing

NHS

HEART of ENGLAND
and Midlands Trust

South East Staffordshire and Sekeston Peninsula
Clinical Commissioning Group

(8/13) 1539

3RD APRIL 2014**REPORT OF THE PORTFOLIO HOLDER FOR ENVIRONMENT AND WASTE
MANAGEMENT****Organic Waste Review****EXEMPT INFORMATION**

Nil

PURPOSE

To seek Cabinet approval to amend the Organic Waste Service

RECOMMENDATIONS

Cabinet is recommended to approve:

- The removal of all food waste from the Organic (Garden) Waste Bin from 13th October 2014.
- Authority granted to the Director of Assets & Environment to commence the procurement of a contract for the disposal of garden waste, including entering into suitable legal agreement with the preferred supplier.
- The commencement of negotiations with Biffa Waste, East Staffordshire Borough Council and South Derbyshire District Council with a view to securing either the early exit from the existing waste disposal contract for the treatment of co-mingled garden and food waste or a reduction in the minimum tonnage.

EXECUTIVE SUMMARY

The Authority has an opportunity to significantly reduce the cost of delivering the Organic Waste Service without having a major impact on service delivery, public satisfaction and recycling performance. Seizing this opportunity will require residents to make a simple change to the way they use the waste services. We will continue to encourage reductions in food waste but when disposing of it, instead of using their green bin residents would be asked to put food waste into their black bin or alternatively use home composting where this is practical.

This opportunity to reduce the cost of the Organic Waste Service has recently arisen following the commissioning of the County Councils W2R project at Four Ashes. All of the residual waste collected in the black bins by the Joint Waste Service now goes to the Four Ashes plant for incineration rather than landfill. Returning the food waste to the black bin means that it would be burnt and converted to energy along with all the other residual waste.

Garden waste, which is by far the biggest fraction of the mixed organic waste, could then return to being disposed of at a Windrow Composting facility at a much lower gate fee rather than being processed at an In Vessel Composter. In addition further savings on collection infrastructure (Vehicles, manpower and fuel) could also be realised if a local composting facility were procured by the Authority because the travelling distances to the two In Vessel Composters which are currently used is quite considerable. This will also help to reduce the waste miles travelled applicable to the service.

As with other services within the Authority a fundamental review of the Joint Waste Service

with our shared service partner Lichfield District Council has highlighted this opportunity and the significant financial savings it offers to both Authorities. However the financial savings can only be delivered if both Authorities approve the change because a standardised service across both Districts is needed in order to deliver maximum efficiency.

The amount of savings achieved will have to be transitional because the Authority is in a joint contract with two other local authorities for the provision of one of the In Vessel Composters and this contract doesn't expire until 31st March 2017. There is no break clause in the contract therefore the Joint Waste Service will probably have to continue to deliver the minimum tonnage of waste prescribed by the contract at the higher gate fee (Garden waste only) to this facility until the contract expires.

However the Authority could enter into negotiations with both Biffa Waste who are the operators of the facility and our Local Authority Partners about exiting the contract early or altering its conditions in order to maximise savings. The contract for the other In Vessel Composting facility used by the service which was procured by the County Council expires in October 2014.

Changing the Organic Waste Service is not without its challenges and an effective Communication Plan will have to be developed and delivered. Resources would also have to be allocated to the checking of bins and also the removal of any food waste that inadvertently continued to be delivered to the Windrow Composting facility. The costs of these mitigating actions have been factored in when assessing the potential financial impact of the proposals.

A decision on the future of the Organic Waste Service needs to be made as soon as practicable because we have to advise the County Council by April at the latest whether we wish our waste to be included in the retendering exercise for the In Vessel contract which expires in October 2014. There is no provision for extending this contract.

The changes if approved would be introduced on 13th October 2014 in order to tie in with the end of the County Council's In Vessel contract and to allow sufficient time to procure a Windrow disposal facility

Detailed discussions have taken place with Lichfield District Council and the Lichfield and Tamworth Joint Waste Committee who made the following recommendations.

On 5th March 2014 the Leisure, Parks and Waste Management (Overview and Scrutiny) Committee at Lichfield District Council was consulted on the proposal and made the following comments:

"Members asked if the compost produced by the garden waste was available for sale to the public and it was reported that it was for the operator of the facility to sell as they wished. It was noted that the Joint Waste Service did still encourage home composting and would continue to do so.

Members felt that education and communications to residents on the changes would be important and it was reported that it had been budgeted for. It was suggested that a dedicated phone line and up to date bin collection diaries be produced. Members were concerned that having bin inspectors would create negative feelings with residents and it was reported that even with a communications plan, some residents may not know of the change and contaminated bins would be cost to the Joint Waste Service and having people go out inspecting would mitigate this.

It was noted that there would be other changes forthcoming in the future regarding recycling including a focus on the quality of the materials recycled and not just the quantity and so a sustained education policy would be produced. It was noted that a report would be submitted when these changes were known.

Overall, the Committee accepted the proposed changes".

On the 19th March this matter was considered by the Tamworth & Lichfield Joint Waste Committee who recommended that the proposed changes to the Organic Waste Service should be implemented.

Staffordshire County Council who are the Waste Disposal Authority have also been consulted and advised that:

- The proposed changes will result in a financial pressure for the County Council of circa £65,000+ per annum.
- It is anticipated that the additional food waste tonnage mixed in with residual waste will not cause any difficulties for the Four Ashes facility.
- Payment of recycling credits will be in line with the Recycling Credit Handbook and based on the provision of appropriate duty of care paperwork.

RESOURCE IMPLICATIONS

The potential saving to the Authority on its share of delivering the Joint Waste Service would be £6.8k in 2014/15, £179k in 2015/16, £192k from 2016/17 onwards.

A detailed breakdown of the financial implications is attached as Appendix A to the report.

LEGAL/RISK IMPLICATIONS BACKGROUND

Risk	Likelihood/Impact	Countermeasure
Public dissatisfaction with the change	L/M	Robust Communication Plan which explains the rationale behind the decision. Education on the proper storage of waste during warm weather in order to minimise odours. Availability of a number of free home composters.
Residents continue to put food waste in the green bin	M/M	The deployment of a dedicated team to check bins and provide advice and education to residents. The deployment of resource at the Windrow Composting Facility to remove food waste from the garden waste.
The Authority is unable to secure a local Windrow Facility with a low gate fee	L/H	Robust procurement exercise
The Authority is unable to secure the projected savings on collection infrastructure especially as demand on the Organic service is subject to external factors such as the weather. In addition the workforce did transfer from task and finish to fixed hour working in August 2013 which has had an impact on	M/H	Undertake a round review to maximise logistical efficiency. Monitor collection efficiency.

collection efficiency.		
Unsuccessful contract negotiations with Biffa Waste and the two Local Authority partners.	M/M	Continue to take the 4,000 minimum annual tonnage to Etwall until the expiry of this contractual obligation.
Impact of putting the food waste in the black bin on the Residual Waste Service infrastructure	L/M	Promotion of home composting Proposed review of waste rounds should address any capacity issues

SUSTAINABILITY IMPLICATIONS

This proposal is in accordance with the efficiency strand of the refreshed Staffordshire municipal waste strategy the principles of which were adopted by Cabinet on the 20th February 2014.

The services that we provide are important as they enhance the environment for future generations. They also provide value for money.

Cabinet is asked to note that the implementation of this change is also subject to the approval of Lichfield District Councils Cabinet. This meeting is to be held on the 1st April 2014 and the outcome will be presented verbally at Tamworth's Cabinet.

It is not feasible for this service change to be operated only by one partner to the shared service.

BACKGROUND INFORMATION

In 2009 Tamworth Borough Council was able to offer its residents the opportunity to divert their food waste away from landfill by co-mingling it with garden waste in the green bin which was already being sent for recycling. This initiative was supported by the Waste Disposal Authority (Staffordshire County Council) as it helped them meet their Landfill Diversion targets for biodegradable waste. Initially Tamworth only used the Jack Moody Facility as part of the County Council Contract. However when the Joint Waste Service commenced in 2010, Biffa Waste agreed to allow some of Tamworth's organic Waste to be accepted at their Etwall Site.

Alternative disposal arrangements (In vessel Compositing) for the co- mingled garden and food waste had to be secured because this type of waste has to be treated before it can be reused as a soil improver on agricultural or recreational land. In contrast garden waste which does not contain any food just needs to be shredded and composted before it can be reused. Prior to the addition of food, Tamworth's Garden Waste was taken to a local on farm Windrow Composting facility at Wall. Windrow Composting is a very natural and relatively inexpensive process that takes place in the open air and has a typical gate of around £21 - £25 per tonne.

The Authority uses two In Vessel Composting facilities to treat co-mingled garden and food waste, one of which is at Shareshill near Cannock and the other is at Etwall near Derby. Use of the Shareshill facility was procured by the County Council who have a contract with the owner Jack Moody Ltd and which is due to expire in October 2014. The Etwall facility is operated by Biffa Waste Ltd and Lichfield D.C. jointly procured the contract with both East Staffordshire Borough Council and South Derbyshire District Council. This Contract doesn't expire until 2017 and joint service is committed to take a minimum of 4,000 tonnes per annum to the facility.

The systems employed in "In Vessel Composting" ensure that composting takes place in an enclosed environment, with accurate temperature control and monitoring. However In Vessel

Composting is twice as expensive as Windrow Composting because of the capital cost of the infrastructure with the typical cost being around £40 -£50 per tonne. However at the time mixing the food waste with the garden was the only affordable and practical way of introducing food recycling.

The Joint Waste Service collects in excess of 20,000 tonnes of Organic Waste per annum however it is estimated that less than 1,500 tonnes of the material is food waste.

The opening of the Four Ashes Incinerator means that the Authority no longer has to rely on In Vessel Composting as being the only option for diverting food waste from landfill. Returning the food waste to the black bin means that it would be burnt and converted to energy along with all the other residual waste.

The garden waste could then return to being disposed of at a Windrow Composting facility at a much lower gate fee. However the savings on the gate fee can only be realised if the Authority procures the disposal facility for garden waste itself or in partnership with other Waste Collection Authorities (WCA). This is because of the way that the economics of recycling work between WCA's and Waste Disposal Authorities (WDA). The Joint Waste Service may also have to continue to pay the higher gate fee on the 4,000 tonnes it is contracted to deliver to the Etwall facility until 2017.

The two In Vessel facilities which the Joint Waste Service currently uses for tipping off the co-mingled food and garden waste are not ideally located. In particular this puts a considerable strain on the operational infrastructure and the budget during the peak summer months when the collection vehicles have to tip off three times per day. There is however two Windrow Composting facilities located in the operation area which could receive garden waste if a decision was made to remove food waste from the green bin. Whilst it is not possible to pre-empt the outcome of any procurement exercise the authority can take into consideration the cost of tipping away when evaluating tender bids. An initial assessment has revealed that if a local Windrow facility could be procured then it may be possible to take the equivalent of one truck and crew off the road once the contract with Biffa Waste expires in 2017, which would save the Joint Waste Service approximately £150,000 per annum. A local Windrow facility would still save money on collection infrastructure prior to 2017 but this would be nearer to £120,000 per annum.

The changes if approved will need to be handled very carefully as there are a number of risks which need to be mitigated. A Communication and educational Plan which explains both the reasons for the change and the new arrangements will need to be prepared and delivered. Lichfield and Tamworth do however have a very good track record when it comes to managing changes to their Waste Services, this being borne out by the seamless transfer to the shared service back in 2010.

It is anticipated for the first few months of the service that resources will have to be allocated to checking garden waste bins in order to identify residents that continue to mix food waste with their garden waste. This will initially be quite an onerous task as there are in excess of 70,000 bins presented across both Districts every fortnight. Feedback from the crews and the composting facility will be used to target resource.

The Service will have to work very closely with the owners of the Windrow Composting facility to ensure that any food which continues to arrive on site is picked out of the garden waste and disposed of correctly. Ultimately if the problem persisted for a long time the Authority would run the risk of having loads rejected which would have financial and recycling performance implications.

Residents will be able to receive advice and education on the use of home composting. This would also satisfy the Waste Minimisation Agenda which is a key principle contained in the recently refreshed Joint Municipal Waste Management Strategy for Staffordshire and Stoke on Trent.

Removing food waste from the green bin and adding it to the residual waste stream will only have a modest impact on the recycling performance of the Authority. The anticipated reduction in the headline recycling rate is two percentage points.

In addition to removing the food waste consideration was also given to suspending the resulting Garden Waste Service over the winter months. However further savings would be minimal because the level of infrastructure on the service is already scaled back considerably during the cold weather.

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LIST OF BACKGROUND PAPERS

APPENDICES

Appendix A – detailed financial appraisal

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