

To: All Members of the CORPORATE
OVERVIEW AND SCRUTINY
HOUSING IMPROVEMENT SUB-
COMMITTEE

Cc: Portfolio Holder for Housing

When calling please ask for:

Fiona Cameron, Democratic Services Officer

Policy and Governance

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Direct line: 01483 523226

Calls may be recorded for training or monitoring

Date: 24 February 2017

Membership of the Corporate Overview and Scrutiny Housing Improvement Sub-Committee

Waverley Borough Council's
Representatives

Cllr Pat Frost
Cllr Michael Goodridge
Cllr Christiaan Hesse
Cllr Anna James
Cllr Richard Seaborne

Tenants' Panel Representatives

Mr Adrian Waller
Mr Terry Daubney
Miss Brenda Greenslade
Mrs Gillian Martin
Vacancy

Dear All

A meeting of the CORPORATE OVERVIEW AND SCRUTINY HOUSING
IMPROVEMENT SUB-COMMITTEE will be held as follows:

DATE: MONDAY, 6 MARCH 2017

TIME: 7.00 PM

PLACE: COMMITTEE ROOM 1, COUNCIL OFFICES, THE BURYS,
GODALMING

The Agenda for the Meeting is set out below.

Yours sincerely

ROBIN TAYLOR
Head of Policy and Governance

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Waverley Corporate Plan 2016-2019

Priority 1: Customer Service

We will strive to deliver excellent , accessible services which meet the needs of our residents.

Priority 2: Community Wellbeing

We will support the wellbeing and vitality of our communities.

Priority 3: Environment

We will strive to protect and enhance the environment of Waverley.

Priority 4: Value for Money

We will continue to provide excellent value for money that reflects the needs of our residents.

Good scrutiny:

- provides a constructive ‘critical friend’ challenge, holding decision makers to account
- amplifies the voices and concerns of the public
- is led by independent people who take responsibility for their role
- drives improvement in public services and makes a difference

Centre for Public Scrutiny *Good Scrutiny Guide 2003*

NOTES FOR MEMBERS

Members are reminded that contact officers are shown at the end of each report and members are welcome to raise questions etc in advance of the meeting with the appropriate officer.

AGENDA

1. **MINUTES**

To confirm the Minutes of the Meeting held on 9 January 2017 (to be laid on the table half and hour before the meeting).

2. **APOLOGIES FOR ABSENCE AND SUBSTITUTES**

To receive apologies for absence.

3. DECLARATIONS OF INTERESTS

To receive from Members declarations of interests in relation to any items included on the agenda for this meeting, in accordance with Waverley's Code of Local Government Conduct.

4. QUESTIONS BY MEMBERS OF THE PUBLIC

The Chairman to respond to any questions received from members of the public, of which notice had been duly given in accordance with Procedure Rule 10.

The deadline for receipt of written questions for this meeting will be 5pm on Monday 27 February.

PERFORMANCE SCRUTINY

5. HOUSING SERVICE PERFORMANCE MANAGEMENT REPORT, QUARTER 3 2016/17 (OCT - DEC 2016) (Pages 5 - 16)

This report details performance against the indicators that fall within the remit of the Housing Improvement Sub-Committee for the third quarter of the 2016/17 financial year.

Recommendation

It is recommended the Sub-Committee:

1. **reviews the performance figures for Quarter Three 2016/17; and**
2. **agrees any observations or recommendations about performance to be passed to the Executive.**

6. UPDATE ON THE PLANNED MAINTENANCE PROGRAMME (Pages 17 - 20)

The purpose of this report is to provide an update to the Corporate O & S Housing Improvement Sub-Committee on the Council's Planned Works Programme as at the end of the 3rd Quarter (Oct to Dec) of the 2016-17 financial year.

Recommendation

It is recommended that the Housing Improvement Sub-Committee notes the contents of the report.

SERVICE IMPROVEMENT UPDATES

7. HOUSING MAINTENANCE CONTRACTS VERBAL UPDATE

To receive a verbal update on the Housing Maintenance Contracts options appraisal.

8. OCKFORD RIDGE PROJECT UPDATE

To receive a presentation on the current progress with the Ockford Ridge redevelopment. The presentation will highlight the history of the scheme, the phases of the project, the current level progress as well as future development plans.

POLICY UPDATES

9. UPDATE ON HOUSING WHITE PAPER (Pages 21 - 24)

To receive a presentation on the Housing White Paper 'Fixing our broken housing market' and the potential implications for Waverley. The Executive Summary of the White Paper is attached to this agenda.

COMMITTEE WORK PROGRAMME

10. COMMITTEE WORK PROGRAMME (Pages 25 - 26)

To note the Overview and Scrutiny arrangements which take effect in 2017/18 and to review the potential work programme for the Housing Overview and Scrutiny Committee.

EXCLUSION OF PRESS AND PUBLIC

11. EXCLUSION OF PRESS AND PUBLIC

To consider the following recommendation on the motion of the Chairman:

Recommendation

That pursuant to Procedure Rule 20 and in accordance with Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the meeting during consideration of the following item(s) on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present during the item(s), there would be disclosure to them of exempt information (as defined by Section 1001 of the Act) of the description specified in the appropriate paragraph(s) of the revised Part 1 of Schedule 12A to the Local Government Act 1972 (to be identified at the meeting).

12. ANY ISSUES TO BE CONSIDERED IN EXEMPT SESSION

To consider any matters relating to aspects of any reports on this agenda which it is felt may need to be considered in Exempt session.

**For further information or assistance, please telephone
Fiona Cameron, Democratic Services Officer, on 01483 523226 or by
email at fiona.cameron@waverley.gov.uk**

WAVERLEY BOROUGH COUNCIL

CORPORATE OVERVIEW & SCRUTINY COMMITTEE HOUSING IMPROVEMENT SUB-COMMITTEE

6 MARCH 2017

Title:

**HOUSING SERVICE PERFORMANCE MANAGEMENT REPORT
QUARTER 3, 2016/17 (OCT – DEC 2016)**

[Portfolio Holder: Cllr Carole King]
[Wards Affected: All]

Summary and purpose:

This report details performance against the indicators that fall within the remit of the Housing Improvement Sub-Committee for the third quarter of the 2016/17 financial year.

How this report relates to the Council's Corporate Priorities:

Waverley's Performance Management Framework, and the active management of performance information, helps ensure that Waverley delivers its Corporate Priorities. The Housing Service indicators support the Customer Service, Community Wellbeing and Value for Money Corporate Priorities.

Financial Implications:

The Performance Management Framework ensures that services are on track and provide evidence of performance against spend. There are no direct financial implications included within this report.

Legal Implications:

There are no direct legal implications associated with this report.

Background

1. The nine Performance Indicators for the Housing Service are set out in Annexe 1.
2. The Housing Service performed well during Quarter Three. Only two indicators did not meet the target. Comments on performance can be found for each indicator within Annexe 1. Additional information on re-let, gas and responsive repairs follows.

Re-let Performance

3. There has been a dip in the continued improvement in the re-let performance for normal voids. In Quarter 3 the target of an average of 20 working days to re-let was not met, with an average of 23 days. The re-let process involves all the Housing service teams and during 2015/16 all teams focussed on implementing the process and making the best use of the notice period. A small number of difficult cases

impacted the performance figure. A detailed breakdown of performance is set out in Annexe 2.

Gas Servicing

4. The Property Services Team has achieved 100% performance in carrying out gas services and safety checks due.
5. The team have a clear process working with the contractor to make an appointment to service the boiler before the expiry of previous notice. Difficulty with accessing homes can be an indicator of other issues eg a vulnerable or isolated tenant, non occupation, or tenancy fraud. If the contractor cannot arrange access the case is passed to the Tenancy and Estates team for investigation and action prior to legal action.
6. The team's proactivity and diligence are reflected in the quarter three performance.

Responsive Repairs

7. The team worked with Mears to appoint an independent market research company, Voluntas, to carry out customer satisfaction surveys by telephone of a sample of responsive repairs customers. Customer satisfaction collected in this way was expected to be lower than that collected by Mears' operatives, but also a more accurate view of performance.
8. In 2016/17, only the independent data collected by Voluntas is being reported, replacing the data collected via the handheld devices. New targets have been agreed to reflect the new means of collecting data and to drive service improvements. The targets are based on previous performance and Voluntas benchmarking data. These targets are not contractual KPIs and the team is currently negotiating the contract targets.
9. The performance relating to overall satisfaction and keeping appointments remains on target. However the number of repairs completed right first time is below target as reported by tenants. Contractor information shows an increase in recent performance from 83% in October, 87% in November and 90% in December. The property service team and responsive repairs contractor monitor this performance weekly.

Conclusion

10. The Housing Service has performed well during Quarter Three and continues to show signs of good performance in a number of areas including new affordable homes, rent collection and gas safety checks.
11. The teams are working to increase performance in re-lets and right first time repairs.

Recommendation

It is recommended the Sub-Committee:

1. reviews the performance figures for Quarter Three 2016/17, and
2. agrees any observations or recommendations about performance to be passed to the Executive.

Background Papers

There are no background papers (as defined by Section 100D(5) of the Local Government Act 1972) relating to this report.





CONTACT OFFICER:

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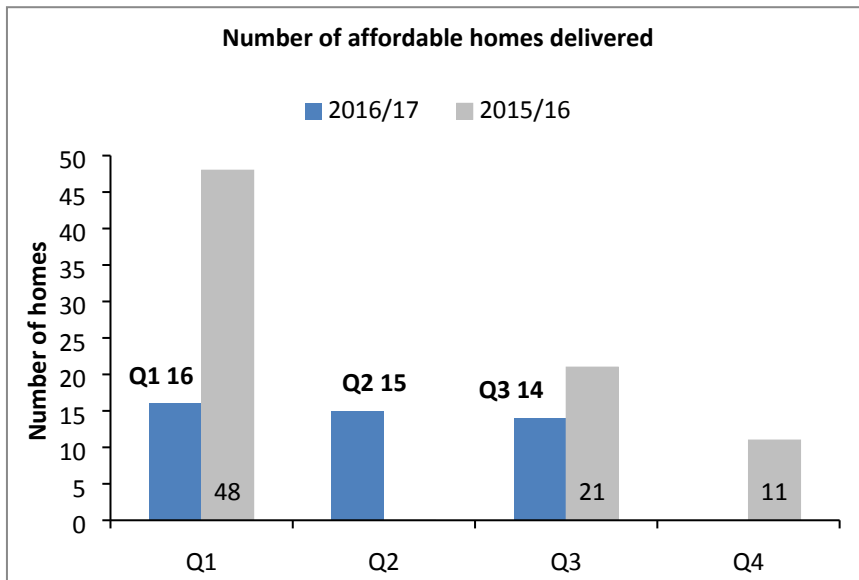
Housing Improvement Sub-Committee Quarter 3 Performance Report 2016/17 (October– December 2016)

RAG Legend		Graph Lines Legend	
On target	Green	Waverley 2016/17 (current year outturn)	
Up to 5% off target	Amber	Waverley Outturn 2015/16 prior year	
More than 5% off target	Red	Waverley Target	
Data not available	Not available	UK Average	
Data only/ no target/ not due	No target		

HOUSING

H1: Number of affordable homes delivered by all housing providers

No target



Time period	2016/17	2015/16
Q1	16	48
Q2	15	0
Q3	14	21
Q4	0	11

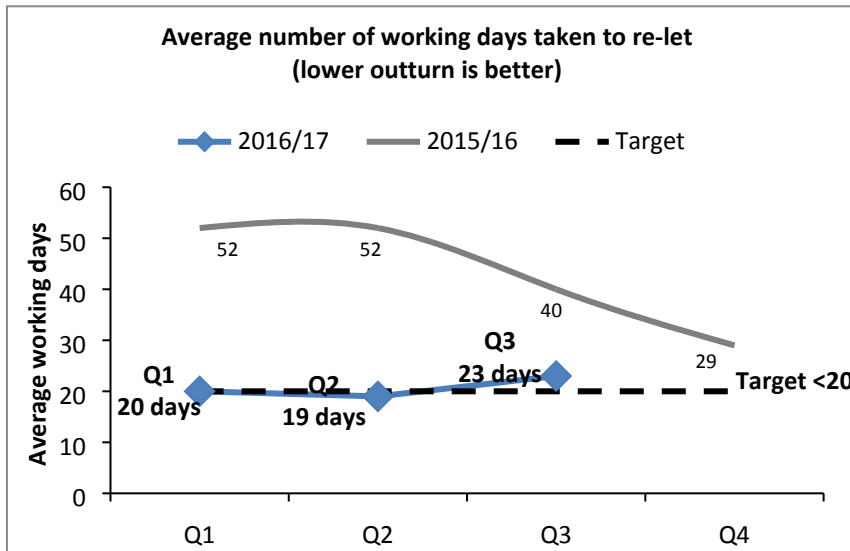
Comments

14 affordable homes were completed in Q3. All homes were delivered at Church View Waverley's Station Road development in Godalming, for rent. 10 two bedroom homes (2 maisonettes, 6 flats and 2 houses) and 4 three bedroom houses.

HOUSING

H2: Average number of working days taken to re-let

AMBER



Quarter	Target	2016/17	2015/16
Q1	20	20	52
Q2	20	19	52
Q3	20	23	40
Q4	20		29

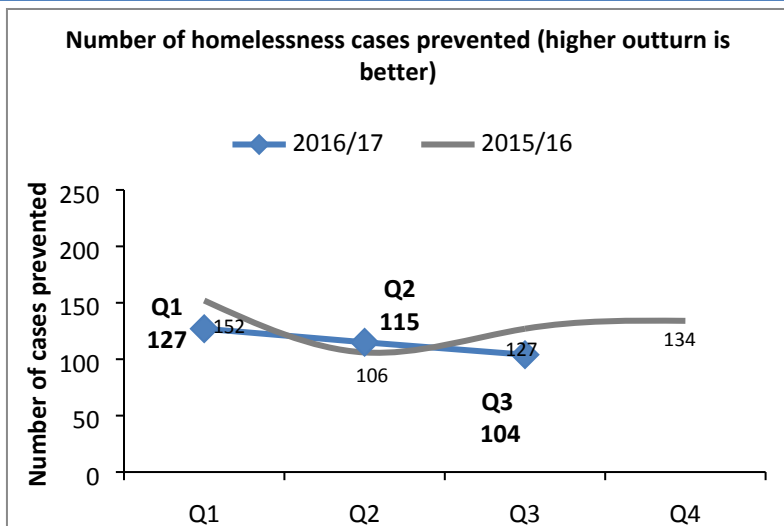
Comments

56 homes were relet in Q3. The average time taken from tenancy end to tenancy start was 23 working days. Thus not meeting the target. Problems with the return condition and harder to let homes impacted performance this quarter. Further details provided at Annexe Two.

HOUSING

H3: Housing advice service – homelessness cases prevented

No target



Quarter	2016/17	2015/16
Q1	127	152
Q2	115	106
Q3	104	127
Q4		134

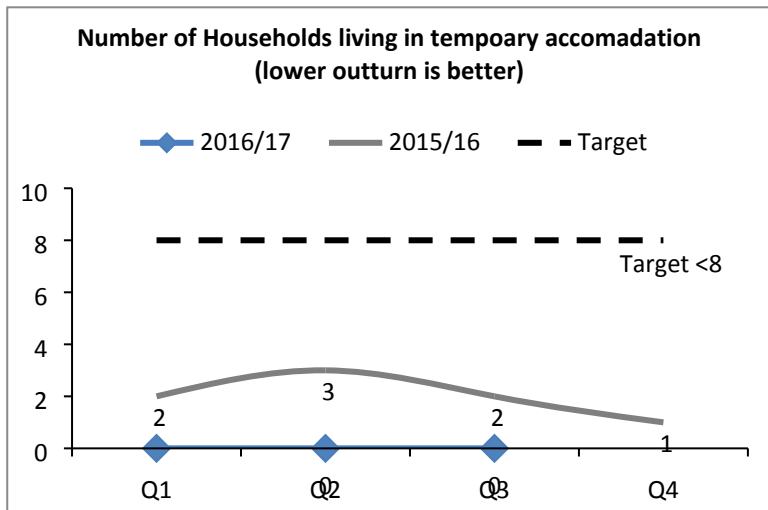
Comments

The data includes results from all housing teams and Waverley CAB. This indicator uses the P1E definition. The prevention is to be as a result of casework and the solution to last for six months.

HOUSING

H4: Number of households living in temporary accommodation

GREEN



Quarter	Target	2016/17	2015/16
Q1	<8	0	2
Q2	<8	0	3
Q3	<8	0	2
Q4	<8		1

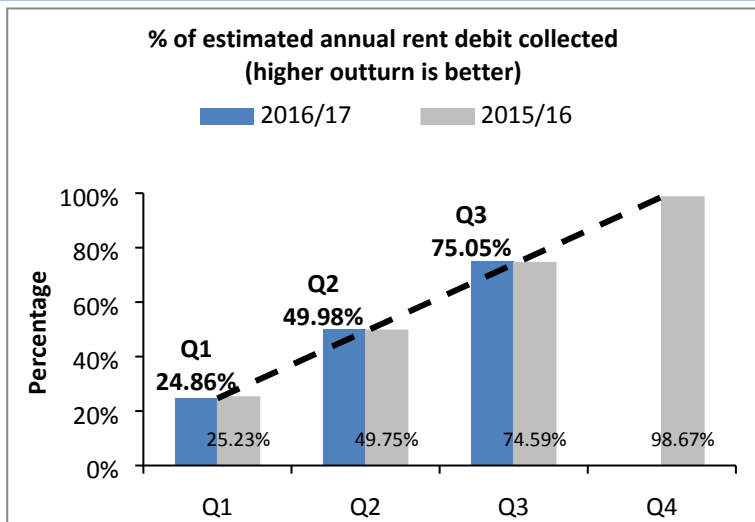
Comments

There were no households in temporary accommodation at the end of December. There have been five households in temporary accommodation so far this year (max period seven days).

HOUSING

H5: Percentage of estimated annual rent debit collected

GREEN



Quarter	Target	2016/17	2015/16
Q1	24.65%	24.86%	25.23%
Q2	49.30%	49.98%	49.75%
Q3	73.95%	75.05%	74.59%
Q4	98.65%		98.67%

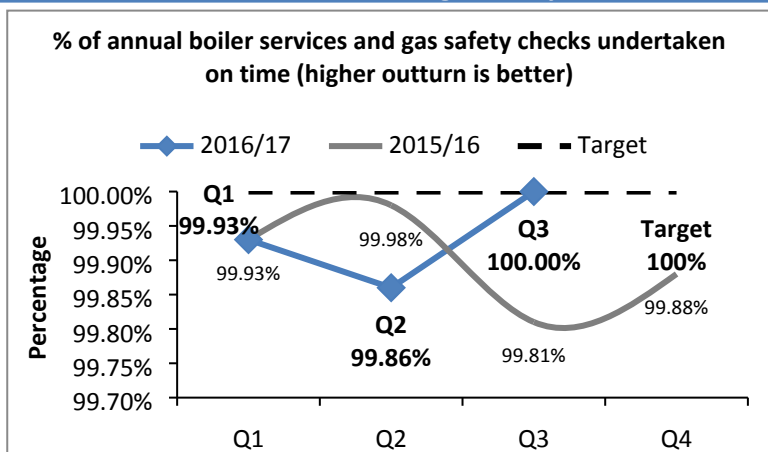
Comments

The team performed above target and above last year's performance collecting some £7.7m rent due in Q3. In total £23.2m has been collected of the estimated annual rent of £31m.

HOUSING

H6: % of annual boiler services and gas safety checks undertaken on time

GREEN



Quarter	Target	2016/17	2015/16
Q1	100%	99.93%	99.93%
Q2	100%	99.86%	99.98%
Q3	100%	100%	99.81%
Q4	100%		99.88%

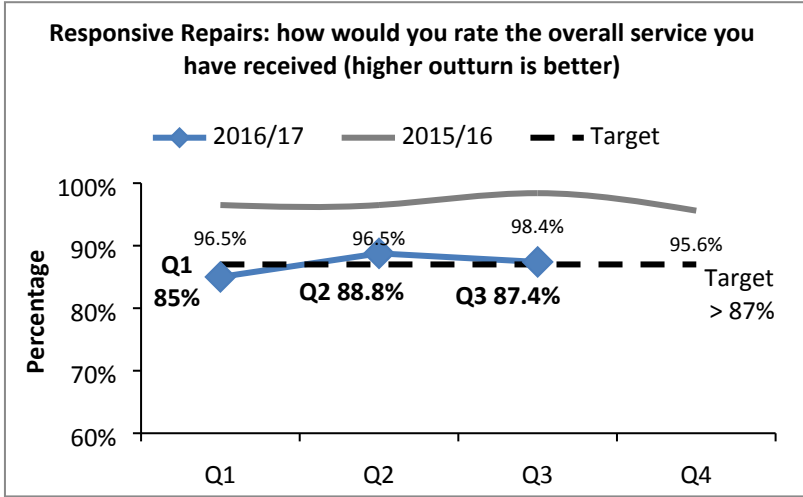
Comments

All checks were completed at the end of December. The team's proactive process is reflected in Q3 figures.

HOUSING

H7: Responsive Repairs: how would you rate the overall service you have received

GREEN



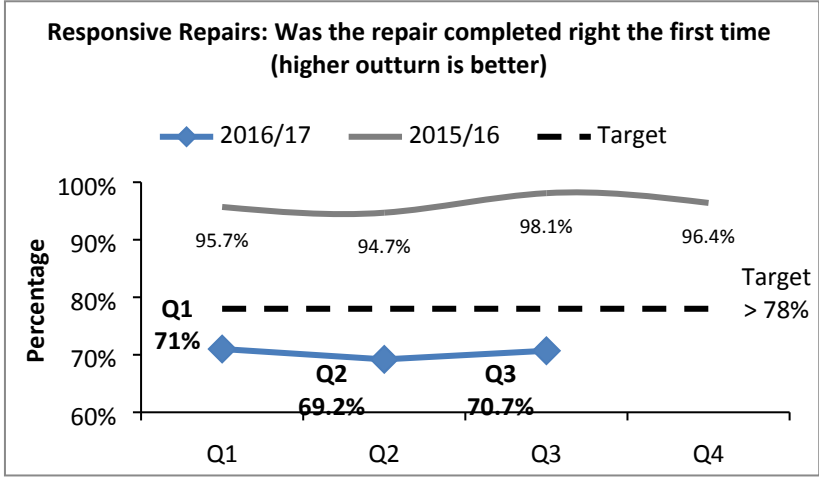
Quarter	Target *	2016/17	2015/16
Q1	87%	85%	96.5%
Q2	87%	88.8%	96.5%
Q3	87%	87.4%	98.4%
Q4	87%	-	95.6%

Comments
 The responsive repairs data is not truly comparable due to new means of collection. In 2015/16 data was collected through operatives handheld devices for 2016/17 tenants views are collected by an independent telephone survey.

HOUSING

H8: Responsive Repairs: Was the repair fixed right the first time

RED



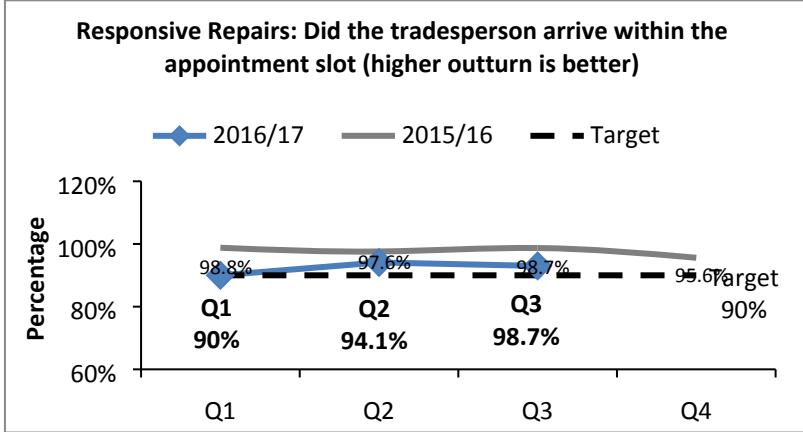
Quarter	Target *	2016/17	2015/16
Q1	78%	71%	95.7%
Q2	78%	69.2%	94.7%
Q3	78%	70.7%	98.1%
Q4	78%	-	96.4%

Comments
 The responsive repairs data is not truly comparable due to new means of collection. In 2015/16 data was collected through operatives handheld devices for 2016/17 tenants views are collected by an independent telephone survey.

HOUSING

H9: Did the tradesperson arrive within the appointment slot

GREEN



Quarter	Target *	2016/17	2015/16
Q1	90%	90%	98.8%
Q2	90%	94.1%	97.6%
Q3	90%	98.7%	98.7%
Q4	90%	-	95.6%

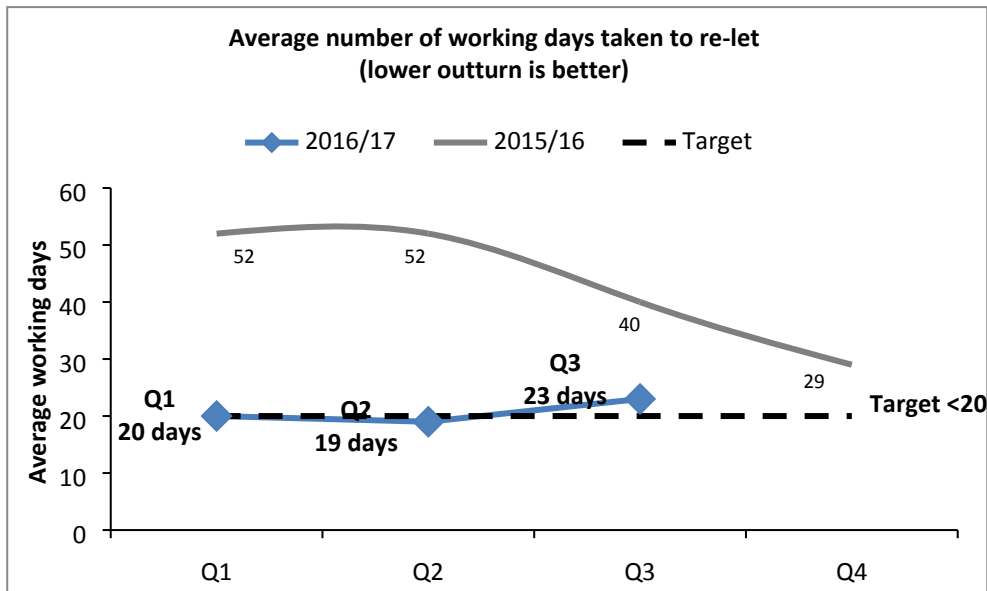
Comments
 The responsive repairs data is not truly comparable due to new means of collection. In 2015/16 data was collected through operatives handheld devices for 2016/17 tenants views are collected by an independent telephone survey.

* The targets have been set using past performance data and the market research company's benchmarking data. The targets have been set to deliver realistic service improvements. These targets are **not** contractual KPIs the team are currently negotiating the contract targets.

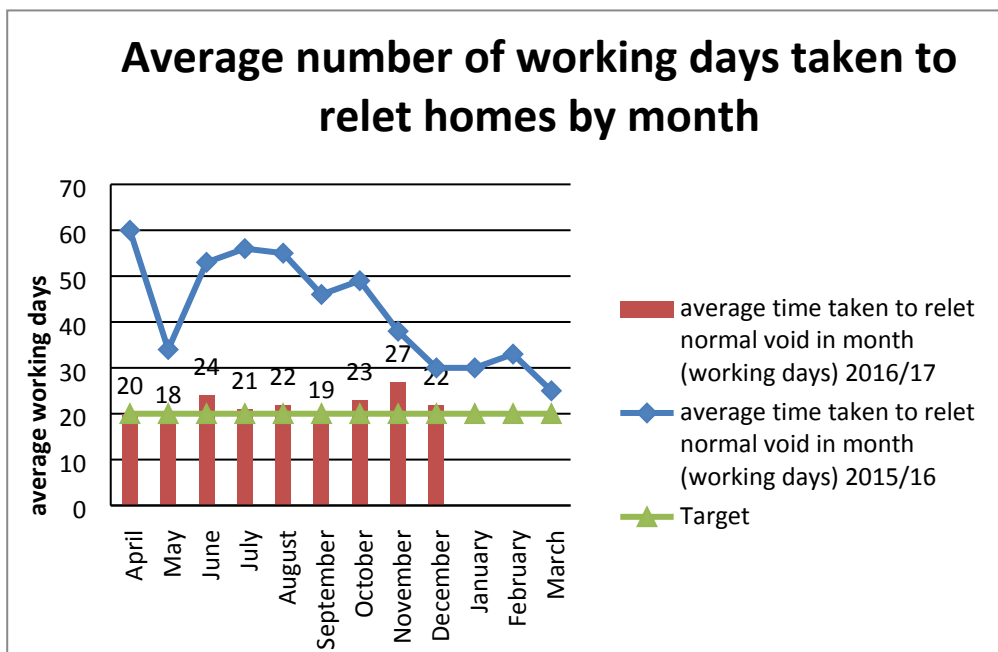
VOID PROGRESS REPORT - QUARTER THREE 2016/17

Overall Re-let time

1. The Council re-let 56 homes through the normal voids process in Quarter Three. It took an average of 23 days to re-let the homes classed as normal voids.
2. This performance does not meet the target of 20 days and shows a dip in the ongoing improvements built upon the 2015/16 performance.

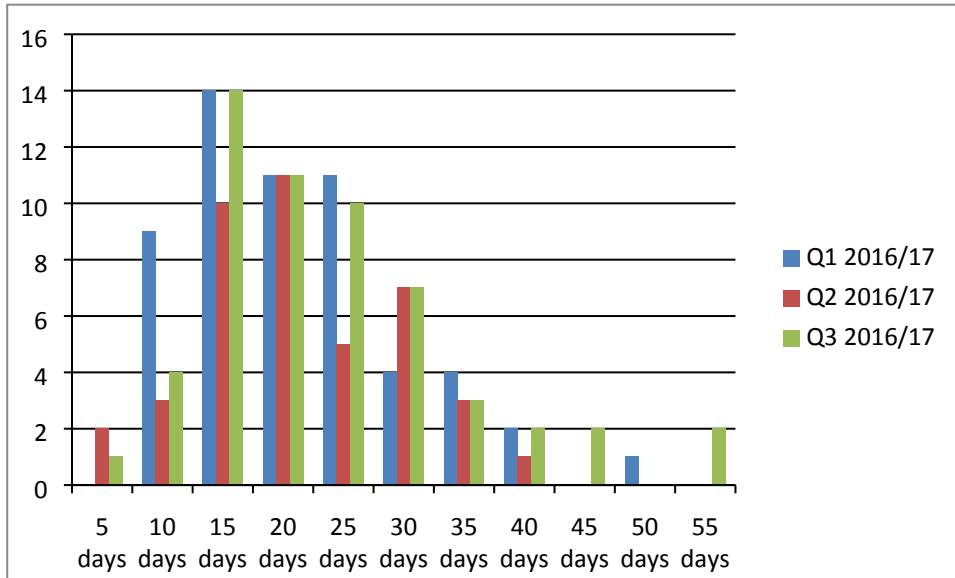


3. The monthly monitoring illustrates the variations and trends in performance over the financial year to date.



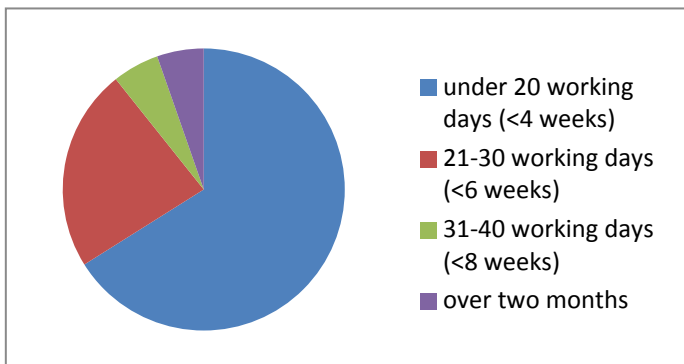
Normal Void relet performance by mode

4. The chart below shows the modal average (most frequent) number of days taken to re-let normal void homes in Q1 (15 days), Q2 (20 days) and Q3 (15 days). Four homes took over two months to relet in Q3 which impacted the overall average



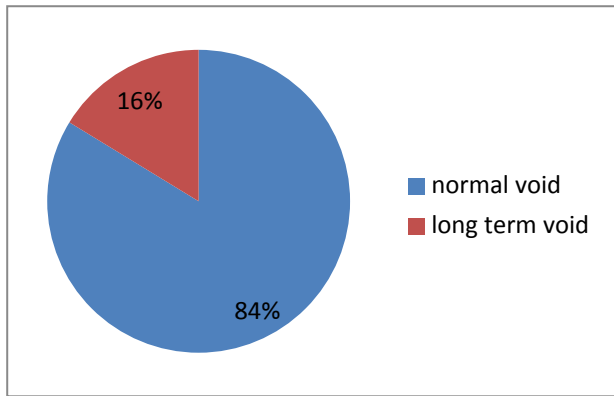
Time taken to complete void works

- 5. Of the 56 normal voids re-let in Quarter Three 2016/17, it took on average 12 days for works to be completed.
- 6. The majority of homes (66%) had the works completed within 20 days, 13 took between four to six weeks, three homes between six and eight weeks and a further three over two months. All homes had works completed within three months.



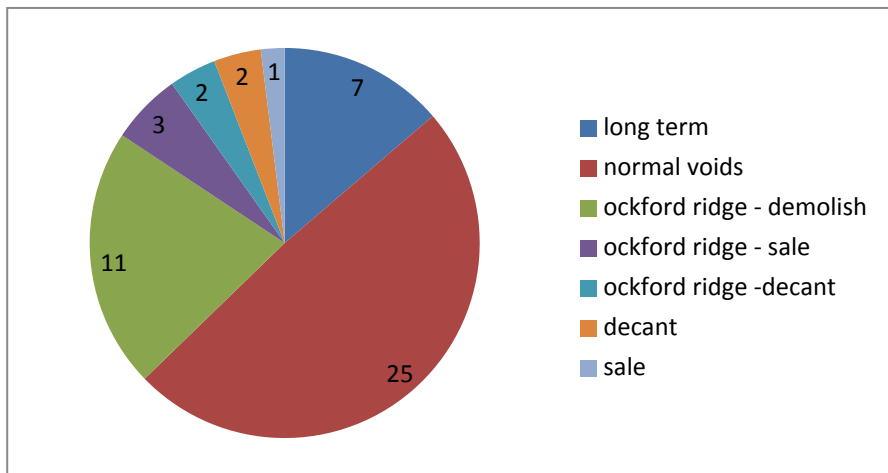
Ratio of normal and long term voids

7. The classification of voids continues to be on target with the majority of voids classified a “normal”.



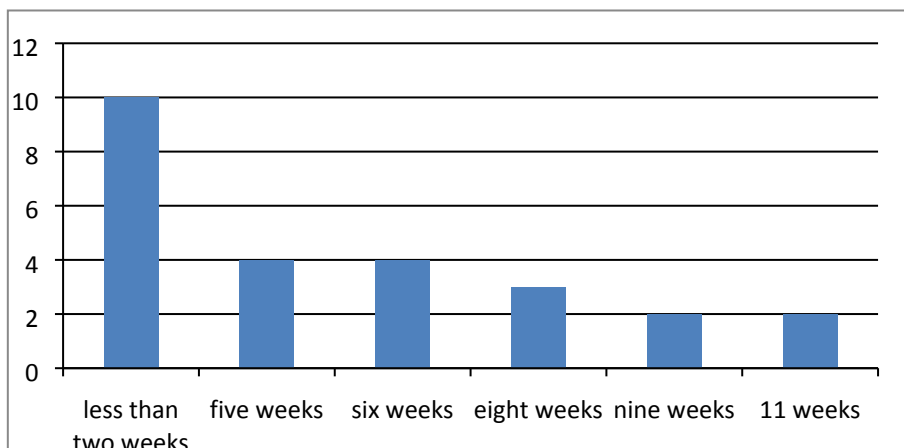
Volume of voids

8. As at 31 December there were 51 empty homes, including 25 normal voids and seven requiring major works.



9. There were 16 empty homes at Ockford Ridge. Eleven to be demolished, three to be sold and two to provide temporary homes while work is completed through the regeneration programme.

10. Of the 25 normal voids 15 have been empty for over four weeks. 13 of which had the works completed by 31 December and 11 were let in the first three weeks of January.



Reasons for fall in performance and actions taken

11. The fall in performance can be attributed to changes in staffing, the poor condition of a small number of homes and more difficult to let homes.
12. For example in November three homes were delayed to problems with the works:
 - a deep clean and full clearance was required following the death of the tenant with no next of kin
 - a second needle sweep following an initial needle sweep and full clearance was required
 - data entry error caused miscommunication on ready to let dates
13. A further three homes were delayed due to problems with lettings in November. It took over ten days from an applicant viewing to accepting in these cases. In December one home was offered four times before being accepted.

Action taken

14. A range of actions have been taken to support the current process and address issues:
 - The New HomeChoice Officer has received training and one to one support
 - An additional database permission was added to prevent incorrect “works completed” dates been entered.
 - Tenancy and Estates team are piloting viewings to be more flexible with viewing times
 - Ongoing weekly monitoring by Void Technical Officers
 - Monthly monitoring by Service Improvement Manager and Corporate Management Team

Conclusion

15. The re-let performance for “normal voids” has not met the target of 20 working days. The team are disappointed with this downturn in performance but believe a small number of issues had a detrimental impact on overall performance.
16. It should be noted that the majority of works were completed on time and the HomeChoice team are focusing on training after a period of unprecedented staff turnover.

WAVERLEY BOROUGH COUNCIL

CORPORATE OVERVIEW AND SCRUTINY HOUSING IMPROVEMENT SUB-COMMITTEE

6 MARCH 2017

TITLE:

UPDATE ON THE PLANNED MAINTENANCE PROGRAMME

[Portfolio Holder: Carole King]

[Wards Affected: All]

Summary and purpose:

The purpose of this report is to provide an update to the Corporate O & S Housing Improvement Sub-Committee on the Council's Planned Works Programme as at the end of the 3rd Quarter (Oct to Dec) of the 2016-17 financial year.

How this report relates to the Council's Corporate Priorities:

This report supports the Corporate Priority **Community Wellbeing** by improving the condition of our properties for tenants.

Financial Implications:

There is a provision in the 2016-17 capital programme for decent homes and planned works. It is anticipated that all work will be completed within the existing budget. Current forecasts suggest that a saving of £487,000 will be achieved this financial year.

Legal Implications:

The Decent Homes Standard was introduced by the Government in 2000 and set a 'decency' standard to which all social rented housing should be improved and, in some cases, allocated funding to enable that improvement.

Background

1. This report provides a summary of progress to date for the following key areas of decent homes and planned works:-

Boiler/Heating Upgrades
External Wall Finishes
Roofing Works
Kitchen & Bathroom Upgrades

Electrical Testing & Upgrades
Windows & Doors
Communal Heating
Lift Refurbishments

Boiler & Heating System Upgrades

2. There has been good progress on the programme with 153 out of a total of 228 properties being upgraded. 28 installations have been removed from the programme for a variety of reasons. These have been replaced with alternative addresses, of which 26 have been completed. Letters requiring access will be issued shortly to tenants who have not provided access for upgrade works.

External Wall Finishes

3. Surveys have been completed and instructions issued to Mears to carry out repointing and chimney work to 33 properties across the borough. 17 properties have been completed to date. The remainder of the contract has been postponed as Mears could not source suitable labour to complete the works to the required standard at their tendered rates. We have agreed with Mears to terminate this contract with them at the end of March this year and are re-procuring.

Roofing Works

4. Due to issues officers raised with the standard of work earlier this year, Mears changed their subcontractor. This has however delayed completion of the programme. Mears have completed 23 pitched roofs to date and 3 others are in progress. A further 35 properties have been identified for completion by year end in order to take up a full budget spend. Whilst Mears have taken up this challenge, weather issues may interrupt works and it is possible that some works may extend into next year. We have agreed with Mears to terminate this contract with them at the end of March this year and are re-procuring.

Kitchen & Bathroom Replacements

5. A total of 193 kitchens have been completed as at end December, with a further 40 in progress. 50 properties have been surveyed and we await install dates to filter through. We anticipate a full budget spend by year end.
6. We have completed installations to 144 bathrooms, with a further 24 in progress. 45 properties have been surveyed and we await install dates to filter through. We anticipate a full budget spend by year end.
7. Due to higher than expected level of associated works, expenditure for unit costs is higher than budgeted for at the start of the year and the targets have therefore been revised to match the budget available.

Electrical Testing & Upgrade Programme

8. A total of 332 properties from 522 properties have been tested and upgrading has either been completed or due for completion this financial year. 26 properties do not require any work and 7 have been removed from the programme as they have been sold or the works were completed when void. 56 properties have been referred to WBC for no access. Letters have been sent to the first batch of properties and a further mail shot will be issued shortly. The contractor continues to seek access for all remaining properties.

Windows & Doors

9. As previously stated there were delays in reaching contract stage. Works to 11 properties are complete and a further 94 are having windows manufactured prior to installation planned by financial year end.
10. The remaining properties will be completed in the early part of the 2017/18 financial year.

Communal Heating Systems

11. Two sites require full heating and hot water upgrades. All 9 sheltered sites require hot water upgrades. The work has been retendered and a programme for delivery is being finalised with completion due in June 2017. For works which will not be completed in this financial year, costs will be rescheduled to 2017/18.

Lift Refurbishments

12. Programmed work to refurbish lifts to 3 properties at The Chantry, Dower House and Moat Lodge is complete.

Summary

13. Overall the programme has progressed well during the 3rd Quarter of 2016/17. The table attached at Annexe 1 shows the original, and where applicable the revised target numbers and progress made against these workstreams as at the 3rd Quarter of 2016/17.

Recommendation

It is recommended that the Housing Improvement Sub-Committee notes the contents of the report.

Background Papers

There are no background papers (as defined by Section 100D(5) of the Local Government Act 1972) relating to this report.

CONTACT OFFICER:

Name: Hugh Wagstaff

Telephone: 01483 523361

E-mail: hugh.wagstaff@waverley.gov.uk

Work Stream	Work type	Target no. units	Revised Target no. units	Completed units	Notes
Kitchen & Bathrooms	Kitchens	340	285	193	
	Bathrooms	300	215	144	
Windows & Doors		230	105	11	Contract and mobilisation delay. Request to reschedule part budget
Roofing & Associated Work		32 inc flat blocks (64 dwellings)	61	23	Delays due to change of contractor. Full budget spend subject to weather
Structural & Damp Work	Chimney & External wall finishes	33	17	17	No further spend this year. Request to reschedule part budget
Building Services	Electrical testing & upgraded	522		322	Access issues, but anticipated budget spend
	Domestic Boilers & Heating	228		153	Access issues delaying works. Request to reschedule part budget
	Communal Boilers & Heating	11 (9 communal hot water system plus 2 communal boilers)		0	Delays in tendering process, went to market twice, now awarded. Request to reschedule part budget. Planned completion June 2017
	Lift Refurbishment	3		3	Works Complete

Executive summary

The proposals in this White Paper set out how the Government intends to boost housing supply and, over the long term, create a more efficient housing market whose outcomes more closely match the needs and aspirations of all households and which supports wider economic prosperity.

The challenge of increasing supply cannot be met by government alone – it is vital to have local leadership and commitment from a wide range of stakeholders, including local authorities, private developers, housing associations, lenders and local communities.

We have listened to concerns expressed by many within the housing and planning sector that the pace of change in policy and legislation can make local delivery more difficult. The White Paper addresses this issue by providing a long-term strategy to build the homes the country needs.

However we also need to help people now to find the right home while our strategy takes effect. So this White Paper sets out how we will address people's housing needs and aspirations in the shorter term. This includes supporting people to buy or rent their own home, preventing homelessness, improving options for older people and protecting the most vulnerable. Central to making our long term strategy work is the partnership between central and local government and developers. This White Paper sets out the support the Government will provide to enhance the capacity of local authorities and industry to build the new homes this country needs. In return we expect professions and institutions to play their part and turn these proposals into reality:

- For **local authorities**, the Government is offering higher fees and new capacity funding to develop planning departments, simplified plan-making, and more funding for infrastructure. We will make it easier for local authorities to take action against those who do not build out once permissions have been granted. We are interested in the scope for bespoke housing deals to make the most of local innovation. In return, the Government asks local authorities to be as ambitious and innovative as possible to get homes built in their area. All local authorities should develop an up-to-date plan with their communities that meets their housing

requirement (or, if that is not possible, to work with neighbouring authorities to ensure it is met), decide applications for development promptly and ensure the homes they have planned for are built out on time. It is crucial that local authorities hold up their end of the bargain. Where they are not making sufficient progress on producing or reviewing their plans, the Government will intervene. And where the number of homes being built is below expectations, the new housing delivery test will ensure that action is taken.

- For **private developers**, the Government is offering a planning framework that is more supportive of higher levels of development, with quicker and more effective processing and determination of planning applications, and is exploring an improved approach to developer contributions. In line with the industrial strategy, we will boost productivity, innovation, sustainability and skills by encouraging modern methods of construction in house building. We will encourage greater diversity of homebuilders, by partnering with smaller and medium-sized builders and contractors in the Accelerated Construction programme, and helping small and medium-sized builders access the loan finance they need. In return, the Government expects developers to build more homes, to engage with communities and promote the benefits of development, to focus on design and quality, and to build homes swiftly where permission is granted. Critically, we also expect them to take responsibility for investing in their research and skills base to create more sustainable career paths and genuinely bring forward thousands of new skilled roles.

- For **local communities**, the Government is offering a simpler and clearer planning process that makes it easier for them to get involved and shape plans for their area. We will ensure they see the benefits of housing growth and have greater say over the design of local developments. In return, the Government asks communities to accept that more housing is needed if future generations are to have the homes they need at a price they can afford.
- For **housing associations and other not-for-profit developers**, the Government has already announced funding worth a total of £7.1 billion through an expanded and more flexible Affordable Homes Programme. We will provide clarity over future rent levels. In return, we expect them to build significantly more affordable homes over the current Parliament.
- For **lenders, institutional investors and capital market participants**, the Government is offering a clear and stable long-term framework for investment, including products for rent. In return we call upon lenders and investors to back developers and social landlords in building more homes.
- For **utility companies and infrastructure providers**, the Government is offering a clear framework and simpler plans to help them understand the demands made on them, and is exploring an improved approach to developer contributions to help pay for new infrastructure. In return, the Government expects infrastructure providers to deliver the infrastructure that new housing needs in good time so that development is not delayed.

At the heart of the White Paper is the acknowledgement that the housing market is very different in different parts of the country. The Government is already putting in place devolution deals and large-scale strategies, such as the Northern Powerhouse, the Midlands Engine and our modern industrial strategy, that bring together public and private sector leaders across different regions.

However, we need a better understanding of the specific local issues that are holding back housing development and economic growth. We need to back mayors and local leaders to deliver in their areas for their communities. We will work with local authorities to understand all the options for increasing the supply of affordable housing.

The policies and proposals set out in this White Paper apply to England only. In Scotland, Wales and Northern Ireland, housing and planning policy is the responsibility of the Scottish Government, Welsh Government and Northern Ireland Executive respectively. The UK Government retains responsibility for housing and planning policy in England, including funding for England-only bodies such as the Homes and Communities Agency (HCA). The Mayor of London is responsible for the functions of the HCA in London.

List of proposals

Step 1: Planning for the right homes in the right places

- Making sure every part of the country has an up-to-date, sufficiently ambitious plan so that local communities decide where development should go;
- Simplifying plan-making and making it more transparent, so it's easier for communities to produce plans and easier for developers to follow them;
- Ensuring that plans start from an honest assessment of the need for new homes, and that local authorities work with their neighbours, so that difficult decisions are not ducked;
- Clarifying what land is available for new housing, through greater transparency over who owns land and the options held on it;
- Making more land available for homes in the right places, by maximising the contribution from brownfield and surplus public land, regenerating estates, releasing more small and medium-sized sites, allowing rural communities to grow and making it easier to build new settlements;
- Maintaining existing strong protections for the Green Belt, and clarifying that Green Belt boundaries should be amended only in exceptional circumstances when local authorities can demonstrate that they have fully examined all other reasonable options for meeting their identified housing requirements;
- Giving communities a stronger voice in the design of new housing to drive up the quality and character of new development, building on the success of neighbourhood planning; and
- Making better use of land for housing by encouraging higher densities, where appropriate, such as in urban locations where there is high housing demand; and by reviewing space standards.

Step 2: Building homes faster

- Providing greater certainty for authorities that have planned for new homes and reducing the scope for local and neighbourhood plans to be undermined by changing the way that land supply for housing is assessed;
- Boosting local authority capacity and capability to deliver, improving the speed and quality with which planning cases are handled, while deterring unnecessary appeals;
- Ensuring infrastructure is provided in the right place at the right time by coordinating Government investment and through the targeting of the £2.3bn Housing Infrastructure Fund;
- Securing timely connections to utilities so that this does not hold up getting homes built;
- Supporting developers to build out more quickly by tackling unnecessary delays caused by planning conditions, facilitating the strategic licensing of protected species and exploring a new approach to how developers contribute to infrastructure;
- Taking steps to address skills shortages by growing the construction workforce;
- Holding developers to account for the delivery of new homes through better and more transparent data and sharper tools to drive up delivery; and
- Holding local authorities to account through a new housing delivery test.

Step 3: Diversifying the market

- Backing small and medium-sized builders to grow, including through the Home Building Fund;
- Supporting custom-build homes with greater access to land and finance, giving more people more choice over the design of their home;
- Bringing in new contractors through our Accelerated Construction programme that can build homes more quickly than traditional builders;
- Encouraging more institutional investors into housing, including for building more homes for private rent, and encouraging family-friendly tenancies;
- Supporting housing associations and local authorities to build more homes; and
- Boosting productivity and innovation by encouraging modern methods of construction in house building.

Step 4: Helping people now

- Continuing to support people to buy their own home – through Help to Buy and Starter Homes;
- Helping households who are priced out of the market to afford a decent home that is right for them through our investment in the Affordable Homes Programme;
- Making renting fairer for tenants;
- Taking action to promote transparency and fairness for the growing number of leaseholders;
- Improving neighbourhoods by continuing to crack down on empty homes, and supporting areas most affected by second homes;
- Encouraging the development of housing that meets the needs of our future population;
- Helping the most vulnerable who need support with their housing, developing a sustainable and workable approach to funding supported housing in the future; and
- Doing more to prevent homelessness by supporting households at risk before they reach crisis point as well as reducing rough sleeping.

WAVERLEY BOROUGH COUNCIL
CORPORATE OVERVIEW & SCRUTINY
HOUSING IMPROVEMENT SUB-COMMITTEE

COMMITTEE WORK PROGRAMME 2016/17

At the Council meeting on 21 February 2017, Members agreed the proposed changes to the Overview and Scrutiny structure at Waverley. The new structure establishes four Overview and Scrutiny Committees, one of which will have responsibility for Housing.

The purpose of the Housing Overview and Scrutiny Committee will be to provide effective scrutiny of the Council's housing function and the following areas will fall under the remit of the Committee:

- HRA Business Plan
- Housing Development
- Provision of Housing Services
- HRA Asset Management
- Homelessness
- Housing Allocation
- Sheltered Housing
- Tenancy and Estates

The Housing Overview and Scrutiny Committee shall comprise nine councillors and two co-opted members from the Tenants' Panel with the Chairman to be nominated by the largest opposition group.

Potential items for the Housing O&S Committee work programme in 2017/18:

- Policy for disposal of Council dwellings including recent and in-progress disposals;
- Housing Strategy – outline report in June 2017;
- Waverley's Private Sector Housing Team;
- Working with Housing Associations;
- Sheltered Housing review;
- Tenant Scrutiny Group Reports to be scheduled during the year.

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