

To: All Members and Substitute Members of
the Overview & Scrutiny Committee -
Housing
(Other Members for Information)

Cc: Portfolio Holder for Housing

When calling please ask for:

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Calls may be recorded for training or monitoring

Date: 12 March 2018

Membership of the Overview & Scrutiny Committee - Housing

Cllr John Ward (Chairman)
Cllr Pat Frost (Vice Chairman)
Cllr Carole Cockburn
Cllr Patricia Ellis
Cllr Michael Goodridge

Cllr Tony Gordon-Smith
Cllr Denise Le Gal
Cllr Richard Seaborne
Cllr Liz Townsend

Co-opted Members from the Tenants' Panel

Miss Brenda Greenslade

Mr Adrian Waller

Substitutes

Cllr Maurice Byham
Cllr Mike Band
Cllr John Williamson

Cllr Jerry Hyman
Mr Terry Daubney

Members who are unable to attend this meeting must submit apologies by the end of Tuesday, 13 March 2018 to enable a substitute to be arranged.

Dear Councillor

A meeting of the OVERVIEW & SCRUTINY COMMITTEE - HOUSING will be held as follows:

DATE: TUESDAY, 20 MARCH 2018

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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This meeting will be webcast and can be viewed by visiting www.waverley.gov.uk

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:

- is an independent, Member-led function working towards the delivery of the Council's priorities and plays an integral part in shaping and improving the delivery of services in the Borough;
- provides a critical friend challenge to the Executive to help support, prompt reflection and influence how public services are delivered;
- is led by 'independent minded governors' who take ownership of the scrutiny process; and,
- amplifies the voices and concerns of the public and acts as a key mechanism connecting the public to the democratic process.

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 (Pages 7 - 16)

The Minutes of the meeting of the Housing Overview & Scrutiny Committee held on 30 January 2018 are attached, and Members are asked to confirm them as a correct record.

2. APOLOGIES FOR ABSENCE AND SUBSTITUTES

To receive apologies for absence and note any substitutions.

Members who are unable to attend this meeting must submit apologies by the end of Tuesday 13 March 2018 to enable a substitute to be arranged, if applicable.

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 written questions received from members of the public in accordance with Procedure Rule 10.

The deadline for submission of written questions for this meeting is Tuesday 13 March 2018.

5. RESPONSE TO RECOMMENDATIONS FROM THE WAVERLEY SCRUTINY GROUP'S REPORT ON RECHARGES (Pages 17 - 44)

The Waverley Scrutiny Group has completed a review of how the Council manages the process of recharging certain costs to tenants and leaseholders. The report was presented to the Head of Housing Operations in February 2018, and is attached at Annexe 1.

The Recharge Policy, which was adopted in August 2017, is attached at Annexe 2.

This report informs the Housing O&S Committee how the Housing Service team will address the recommendations raised in the Waverley Scrutiny Group's report on recharges.

Recommendation

It is recommended that the Housing Overview & Scrutiny Committee:

- thanks the Waverley Scrutiny Group for their report;
- makes any comments or suggestions on the scrutiny recommendations and the Council's responses; and
- supports the implementation of the scrutiny recommendations.

6. HOMELESSNESS STRATEGY 2018-2023 (Pages 45 - 86)

The Council is legally required to produce a Homelessness Strategy at least every five years. Waverley's current strategy runs from July 2013 - July 2018. This report introduces Waverley's draft Strategy for 2018 – 2023.

Recommendation

The Housing Overview & Scrutiny Committee is asked to:

- note the Council's continued success in preventing homelessness;
- endorse the proposed Homelessness Strategy for 2018-2023; and,
- agree any comments it wishes to pass to the Executive.

7. DRAFT HOUSING STRATEGY 2018-2023 - STRATEGIC HOUSING AND DELIVERY (Pages 87 - 160)

This report presents a revised Housing Strategy for Strategic Housing and Delivery, following comments received after a presentation to the Committee on 30 January 2018. The aspiration is for this Strategy to be submitted to the Executive on 10 April 2018 before being formally adopted by the Council.

Recommendation

The Housing Overview and Scrutiny Committee is asked to endorse the attached housing strategy before it goes onto Executive in April.

8. OUTCOME OF CONSULTATIONS TO REMOVE AGE RESTRICTIONS FROM COUNCIL HOMES (Pages 161 - 166)

To advise the Committee of the outcome of consultations to remove "over 45 years" letting age restrictions to increase allocation flexibility, create balanced communities and maximise rental income.

Recommendation

It is recommended that the Housing Overview & Scrutiny Committee supports the outcome of the consultations and removal of age restrictions at 18 schemes, and retention of age restrictions at College Gardens and Lucas Fields.

9. OCKFORD RIDGE REDEVELOPMENT UPDATE (Pages 167 - 174)

The Committee to receive and note the latest update on the redevelopment at Ockford Ridge.

10. REVIEW OF HOUSING STANDARDS DESIGN REVIEW - INTERIM REPORT FROM THE MEMBER WORKING GROUP (Pages 175 - 184)

The report sets out the interim recommendations from the Member Scrutiny Review Working Group into Housing Design Standards for New Council

Homes. Good quality homes consist of well thought out and spacious internal design, provide adequate and well designed external amenity space and are high performing in terms of energy performance and sustainability. It is expected that the recommendations of this Scrutiny Review will inform the design proposals for Site C at Ockford Ridge and future housing development schemes.

Recommendation

For Members of the Housing Overview and Scrutiny Committee to note and comment on the proposed new design standards contained in this report.

11. HOUSING SERVICE PERFORMANCE MANAGEMENT REPORT - QUARTER 3 2017/18 (Pages 185 - 192)

This report provides a summary of the housing service performance over the third quarter of the financial year. The report details the team's performance against the indicators that fall within the remit of the Housing Overview & Scrutiny Committee.

The Committee has the opportunity to comment and scrutinise the presented performance data. In addition the Committee may identify future committee reporting requirements regarding performance management.

Recommendation

It is recommended that the Housing Overview & Scrutiny Committee:

1. considers the performance figures, as set out in Annexe 1, and agrees any observations or recommendations about performance it wishes to make to the Executive.
2. considers performance and identifies suggested scrutiny areas for the Committee future workplan.

12. TENANCY AGREEMENT REVIEW - UPDATE

To receive a verbal update from the Head of Housing Operations.

13. HOUSING REPAIRS AND MAINTENANCE CONTRACTS PROCUREMENT - UPDATE

To receive a verbal update from the Head of Housing Operations.

14. COMMITTEE WORK PROGRAMME (Pages 193 - 208)

The Housing Overview & Scrutiny Committee, is responsible for managing its work programme.

The work programme (attached) takes account of items identified on the latest Executive Forward Programme (Annexe 2) as due to come forward for decision.

A Scrutiny Tracker has been produced to assist the Committee in monitoring the recommendations that have been agreed at its meetings. The Tracker details the latest position on the implementation of these recommendations and is attached as Part C of the work programme.

Recommendation

The Committee is invited to consider the work programme and make any comments and/or amendments they consider necessary, including suggestions for any additional topics it may wish to add to the work programme.

15. EXCLUSION OF PRESS AND PUBLIC

To consider, if necessary, 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 items 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 items, there would be disclosure to them of exempt information (as defined by Section 100I of the Act) of the description specified in the appropriate paragraph(s) of the revised Part 1 of Schedule 12A to the Act (to be identified at the meeting).

16. 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 need to be considered in Exempt session.

Officer contacts:

Yasmine Makin, Graduate Management Trainee
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WAVERLEY BOROUGH COUNCIL

MINUTES OF THE OVERVIEW & SCRUTINY COMMITTEE - HOUSING - 30 JANUARY 2018

(To be read in conjunction with the Agenda for the Meeting)

Present

Cllr John Ward (Chairman)	Cllr Tony Gordon-Smith
Cllr Pat Frost (Vice Chairman)	Cllr Richard Seaborne
Cllr Carole Cockburn	Cllr Liz Townsend
Cllr Patricia Ellis	Miss Brenda Greenslade (Co-Optee)
Cllr Michael Goodridge	Mr Adrian Waller (Co-Optee)

Apologies

Cllr Denise Le Gal

Also Present

Councillor Carole King

WELCOME

The Chairman welcomed members of the Tenants' Scrutiny Group who were in the public seating area and observing the meeting.

35. MINUTES (Agenda item 1.)

The Minutes of the Meeting held on 14 November 2017 were confirmed as a correct record.

36. APOLOGIES FOR ABSENCE AND SUBSTITUTES (Agenda item 2.)

Apologies for absence were received from Cllr Denise Le Gal.

37. DECLARATIONS OF INTERESTS (Agenda item 3.)

There were no declarations in relation to items on the agenda.

38. QUESTIONS BY MEMBERS OF THE PUBLIC (Agenda item 4.)

There were no questions.

39. HOUSING REVENUE ACCOUNT BUSINESS PLAN, REVENUE BUDGET AND CAPITAL PROGRAMME 2018/19 (Agenda item 5.)

Hugh Wagstaff, Head of Housing Operations, introduced the report setting out the updated 30-year Housing Revenue Account (HRA) Business Plan, and the proposed Revenue Budget and Capital Programme for 2018/19.

The HRA Business Plan incorporated the changes to HRA finances implemented by the Government in 2016, most notably the 1% per year rent reduction for 4-years from 2016/17. Housing rents for 2018/19 had been set at 1% below 2017/18 levels. The policy in relation to the sale of high-value voids (High Value Asset Levy) was now expected to come into effect in 2019/20. Welfare reforms including Universal Credit also posed a risk to Waverley's rental income.

The main headline with regard to the HRA Revenue budget for 2018/19 was that there was no growth in staff costs, and the pay rise agreed by the Council had been absorbed through efficiency savings.

Cllr Seaborne queried the Contingency line, and asked how this had been calculated: the average was 3.4% of total income, but it varied from year to year. Peter Vickers explained that this was effectively a balancing item and recognised that there were a number of potential costs that could not be identified separately with any certainty at this time, but needed to be provided for in the budget.

The Capital Programme had been reviewed in 2017 and adjusted to accommodate the reduced rental income over the 4 years to 2019/20. Now there was some certainty about resuming rent increases from 2020/21, it would be possible to start planning for an enhanced capital programme.

The Housing Overview & Scrutiny Committee reviewed the proposed Housing Revenue Account Business Plan, Revenue Budget and Capital Programme 2018/19. Overall, the Committee was pleased to see the prudent approach to budgeting, and endorsed the recommendations to the Executive and Council.

40. MEDIUM TERM FINANCIAL PLAN 2018/19 - 2020/21 AND GENERAL FUND BUDGET 2018/19 (Agenda item 6.)

Peter Vickers, Head of Housing, introduced the report setting out the 3-year Medium Term Financial Strategy and General Fund Budget for 2018/19. At the start of the budget process in July 2017, there had been a £2.7m budget shortfall for the period 2018/19 to 2020/21. Whilst the latest projections showed that the shortfall had increased to £3.2m due to higher inflation estimates, a balanced budget for 2018/19 had been achieved. This was based on a proposed increase of 2.99% in Council Tax, a transitional funding agreement with SCC in relation to recycling credits, new income from property investments, and increased fees and charges, as well as other efficiency savings across all Services.

The Housing Overview & Scrutiny Committee considered the Medium Term Financial Strategy 2018/19-2020/21 and the General Fund Budget 2018/19. Whilst certain parts of the Housing Service were funded from the General Fund rather than HRA, this was not a significant part of the overall General Fund budget. It was noted, however, that there was a risk in relation to the cost of implementing the requirements of Homelessness Reduction Act which would become clearer as the year went on.

The Committee endorsed the recommendations to the Executive and Council.

41. HOUSING SERVICE PLAN 2018 - 21 (Agenda item 7.)

The Housing Overview & Scrutiny Committee reviewed the draft Housing Service Plan for 2018/19, and noted the continued focus on improving service delivery, service reviews to maximise productivity, and implementing new initiatives.

The Committee noted that the ongoing work to maximise rental income included the management of the risks arising from the continued roll-out of Universal Credit.

The Committee endorsed the Housing Service Plan for 2018/19 to the Executive for approval, and recommended that it be reviewed by the Housing Heads of Service once the new Corporate Strategy is agreed.

42. WAVERLEY DRAFT HOUSING STRATEGY 2018 - 2023: STRATEGIC HOUSING AND DELIVERY (Agenda item 8.) (Pages 7 - 10)

The Housing Overview & Scrutiny Committee received a presentation on the *Housing Need and Local Affordability Analysis* which informs the draft Housing Strategy 2018-2023 for Strategic Housing and Delivery.

The analysis highlighted the need in Waverley for affordable housing, as buying or renting privately was well beyond the reach of many local families. Average house prices in Waverley were significantly higher than the south-east, and typically required a deposit of over £50,000 and mortgage payments of over £2,000 per month. Private rents ranged from £790/month for a 1-bed dwelling to £2,250/month for a 4-bed. For households needing support, a contribution towards rent could be paid by Housing Benefit, but the shortfall that tenants would have to cover increased with the size of the property. Even though average incomes were higher in Waverley compared to England, the south-east and Surrey, they still fell short of what was needed for many to be able to buy or rent on the open market: in Waverley, 28% of Housing Benefit claimants were in work.

Affordable housing was subsidised housing, usually for subsidised rent (social or affordable), shared ownership or shared equity. Housing Associations most often delivered new affordable housing for rent, in partnership with commercial developers, but in Waverley the Council had recently taken a lead in developing affordable housing for rent. The new Housing Strategy would set out Waverley's approach to meeting the need for affordable housing going forward.

The Committee noted that they would be emailed the Draft Housing Strategy and invited to submit comments to Officers; and that the Chairman and Vice-Chairman would be meeting with the Head of Strategic Housing and Delivery for a more in-depth review of the Strategy before it came back to the Committee in March.

43. TENANCY AGREEMENT REVIEW (Agenda item 9.)

The Committee noted the revised project plan for approving the updated Tenancy Agreement, and the new implementation date of 1 May 2018. Formal consultation with tenants would now be starting in February, following an open meeting for all tenants. The consultation would not have concluded in time to submit a final report

to the March meeting of the Committee, but an update would be provided to Members prior to the Tenancy Agreement being considered by the Executive.

All councillors would be notified when the statutory notice was sent to tenants in February.

44. HOUSING MAINTENANCE CONTRACTS PROCUREMENT UPDATE (Agenda item 10.)

Hugh Wagstaff, Head of Housing Operations, updated the Committee on the progress against the project plan for the procurement of new repairs and maintenance contracts from April 2019.

The Committee noted that the procurement of new contracts for responsive repairs and voids, planned works, and building works, was progressing well and on track to appoint contractors in June and July.

The Committee thanked the Tenants' Panel and Tenants' Scrutiny Group members for their significant contribution to the evaluation of tenders, and Annalisa Howson for her project management of the procurement exercise.

45. OCKFORD RIDGE REGENERATION PROJECT - UPDATE (Agenda item 11.)

The Committee received an update on progress of the Ockford Ridge redevelopment project, and was pleased to note that good progress was being made across all the work streams.

The Committee noted that there had been a slight delay in completion of Site D, but the s278 agreement with Surrey Highways had now been completed. Handover was expected at the end of March and properties had been allocated to tenants in accordance with the Ockford Ridge Allocation Policy.

Preparatory work had now begun on Site A and it was planned to appoint a media company to take periodic drone footage of the progress on this site.

The next phase of refurbishments was underway, and the Committee noted that the presence of owner-occupied properties had added a level of complexity not encountered in the pilot phase, particularly in relation to party-wall matters. This had reinforced the importance of taking time and care to engage with all residents, and to understand and respect their concerns.

The Committee asked if a site visit could be arranged to see some of the refurbished properties before they were re-occupied. Louisa Blundell would invite Members once the time-frame had been confirmed for the availability of the properties (likely end-March).

In future, Louisa to include the Project Gantt chart in the Committee papers.

The Committee noted the project update and congratulated the Housing Development team on the successful delivery of Phase 1 of the refurbishments.

46. COMMITTEE WORK PROGRAMME (Agenda item 12.)

Yasmine Makin introduced the Committee Work programme and drew attention to changes in the scheduling of certain items, and the change in format of the Recommendation Tracker.

The Committee noted the items due to come forward to the Committee in March 2018, and that the publication of the Housing Related Support White Paper had been delayed so the Committee's consideration of the implications would be picked up at the June 2018 meeting.

For March 2018:

Tenant Involvement progress report

Housing design standards in-depth review – final report

Review of age-related properties

Waverley Scrutiny Group – report on recharges

The meeting commenced at 7.00 pm and concluded at 8.00 pm

Chairman

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Overview and Scrutiny Committee - Housing



Alice Lean
30 January 2018




Our new Housing Strategy 2018-2023

Need for Affordable housing as reflected in Housing Need and Affordability Analysis

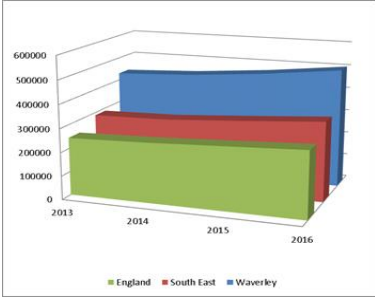


Why do we need affordable housing?


- A family wanting to buy an average home in Waverley would now require an income of over £113,000 to afford a mortgage
- Average monthly rents now stand at £1,050 in Waverley



Buying a home in Waverley




Year	England	South East	Waverley
2013	~250,000	~350,000	~450,000
2014	~280,000	~380,000	~480,000
2015	~300,000	~400,000	~500,000
2016	~320,000	~420,000	~520,000




A worked example to buy an averagely priced property in Waverley

Total cost	£503,125
Deposit required	£50,312
Mortgage per month	£2,148
Income required	£113,203
Based on a 90% mortgage, 3% interest rate and lending at 4 x income	




Renting a home in Waverley

	Private rent £pcm	LHA £pcm	SHORTFALL £pcm
1 BED	£790	£739.57	£50.43
2 BED	£1,050	966.16	£83.84
3 BED	£1350	£1,161.46	£188.54
4 BED	£2250	£1,495.41	£754.59





Incomes in Waverley

	Waverley Workplace	Waverley Resident
Median Income	£22,797	£29,770
Lower Quartile Income	£11,991	£17,368



Work is no guarantee that local people will be able to pay all of their housing costs

28% of Waverley's Housing Benefit claimants are in work

So we need more
affordable housing...

... but what is
affordable
housing?



Waverley
BOROUGH COUNCIL

... what is affordable
housing?

- Homes provided for those who cannot afford to buy or rent on the open market
- Always contain some kind of subsidy
- Usually delivered by Councils and Housing Associations
- Usually for subsidised rent or shared ownership or shared equity

Waverley
BOROUGH COUNCIL

NPPF

“Affordable housing is social rented, affordable rented and intermediate housing, provided to eligible households whose needs are not met by the market. Eligibility is determined with regard to local incomes and local house prices.”

Waverley
BOROUGH COUNCIL

A new Housing Strategy: ‘HOME’

Four overarching goals:

- Increase delivery of high quality affordable **H**ousing
- **O**ptimise social and economic wellbeing
- **M**ake best use of existing homes
- **E**ngage with partners to achieve our joint aims

Waverley
BOROUGH COUNCIL

Next steps

- Consultation with O&S
- Take housing strategy through committee process
- Adopt and work towards achieving goals set out in action plan
- Review action plan on a regular basis
- Publish an annual Housing Strategy progress review

Waverley
BOROUGH COUNCIL

Any questions?



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HOUSING OVERVIEW & SCRUTINY COMMITTEE

20 MARCH 2018

Title:

**RESPONSE TO RECOMMENDATIONS FROM THE
WAVERLEY SCRUTINY GROUP'S REPORT ON RECHARGES**

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

Summary and purpose:

The Waverley Scrutiny Group has completed a review of how the Council manages the process of recharging certain costs to tenants and leaseholders. The report was presented to the Head of Housing Operations in February 2018, and is attached at [Annexe 1](#).

The Recharge Policy, which was adopted in August 2017, is attached at [Annexe 2](#).

This report informs the Housing O&S Committee how the Housing Service team will address the recommendations raised in the Waverley Scrutiny Group's report on recharges.

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

The report supports the Value for Money corporate priorities.

Financial Implications:

Implementation of the recommendations raised by the Waverley Scrutiny Group will ensure an improvement on the recouping of costs and also a more controlled, transparent and accurate interpretation of the information.

Legal Implications:

There are no legal implications arising from this report.

1. Introduction

- 1.1 The Housing Service is pleased to support independent tenant scrutiny and thanks the Waverley Scrutiny Group for their hard work, effort and dedication in producing the report and recommendations.
- 1.2 As part of the ongoing programme of tenant scrutiny reports, a review of how the Council manages the recharge process has been undertaken. The Waverley Scrutiny Group has been invited to present their report to the Committee. Please refer to [Annexe 1](#) for the full report.

- 1.3 The recharge process is relatively new, with the Policy (Annexe 2) being adopted in August 2017. In September 2017 the Housing Service appointed a Recharge Collection Officer to set up a process to maximise income, provide an emergency service and hold tenants to account for wilful damage.
- 1.4 The Waverley Scrutiny Group presented their report to the Head of Housing Operations and Recharges Collections Officer on 19 February 2018. The comprehensive report covered the following:
- Whether the recharge policy and process is fit for purpose and fair to tenants and leaseholders?
 - How the appropriate teams within the Housing Service are operating the new process?
 - What systems are being used to monitor and regulate collection of recharges?
 - What communication there has been to contractors and tenants in respect of recharge?
 - How cost effective the new process will be and whether it provides value for money?
 - What is being done to assist tenants in avoiding recharges?
 - Recommendations to improve the process.

2. Report recommendations and response

- 2.1 The report identifies fourteen recommendations which the Waverley Scrutiny Group concluded would result in improvements to the current recharge process.
- 2.2 The Housing Service has accepted seven of the recommendations, partially accepted five recommendations and has not accepted two of the recommendations. Annexe 3 sets out all recommendations and the Council's responses.

Recommendation

It is recommended that the Housing Overview & Scrutiny Committee:

- thanks the Waverley Scrutiny Group for their report;
- makes any comments or suggestions on the scrutiny recommendations and the Council's responses; and
- supports the implementation of the scrutiny recommendations.

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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Head of Housing Operations

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Waverley Scrutiny Group

Scrutiny Review of: The 2017 Recharge Policy and Process

Final Report February 2018

Introduction

1. This is the fourth scrutiny review carried out by the Waverley Scrutiny Group (WSG). The topic selected was the new Recharge Policy and Process in Waverley's general needs housing and work began in August 2017.
2. WSG highlighted recharges from their previous scrutiny report on Voids and both WSG and the Waverley Housing Service agreed this was an important area to be reported on. The Waverley Housing Service wished us to include in our report the new Recharge Policy and process; make recommendations on this and on delivering Value for Money (VfM) as The Council's 2016 – 2019 Corporate Plan had VfM as one of its four priorities.
3. The Waverley Housing Service was concerned about the lack of recouping costs and the lack of enforcement of the Tenancy Agreement.
4. The scrutiny review covered the new Recharge Policy and Process, how the policy was being implemented, providing VfM, reports produced and the IT systems supporting the delivery of the Recharge Policy and Process.
 - The scope of this report is to find: Is the recharge Policy and Process fit for purpose and fair to tenants and leaseholders?
 - How the Housing sections, Customer Services, Voids and Tenancy & Estates, are operating the new process.
 - What Systems are being used to monitor and regulate collection of recharges?
 - What communication there has been to contractors and tenants over the new recharge initiative?
 - How cost effective the new process will be and does it provide VfM.
 - What is being done to help tenants avoid a recharge claim?
 - Identify if any improvements can be made to the process (Recommendations)

Abbreviations

Waverley Scrutiny Group (WSG); Recharge Collection Officer (RCO); Value for Money (VfM); Schedule of Rates (SOR); Customer Services Team (CST); Tenancy & Estates (T & E); Rent account Manager (RAM).

Key findings

5. The Group used two methods to obtain information for this review. As a starting point we interviewed the then Rents Manager (Carl Lewis), who highlighted the need for a recharge policy within Housing. The interview gave the group a clear indication of who they should be talking to regarding implementation of the process, as to who is responsible for seeing, the policy and process is working and providing financial reports.
6. The main evidence collection method used was interviews with staff to gain a clear understanding of what happens in the field. This was supplemented by analysing recharge financial reports and the Recharge Policy (August 2017) and Process.
7. The Group used all the information gathered to form the basis of the recommendations.

Is the recharge Policy and Process fit for purpose and fair to tenants and leaseholders?

8. The Group had limited information available to them and relied on additional information requested from individual staff members along with statistical and financial information.
9. The Recharge Policy and Process document; August 2017, sets out the Councils expectations and tenants responsibilities. This document outlined the Councils Policy on recharging, but lacked substance and clarity on what is considered rechargeable works. The document did not consider or address areas of mental health and referred only to tenants suffering from a disability.
10. The document focussed on the recouping the financial cost of rechargeable work and was heavily reliant on correct identification and notification of a recharge being made either from a phone call to the Customer Services Team or the Tenancy & Estate Officers and Void Officer(s) reporting a recharge.
11. Tenants should be given a reasonable time to make good repairs. It is also not satisfactory to give verbal advice when visiting the property at an end of tenancy.
12. On a property being empty, work identified as a recharge would be invoiced, where possible, to the previous tenant. This did not allow for the previous tenant to put right any identified recharge work or to challenge the decision(s).

No timescale is given on when notification is sent to a previous tenant or when the invoice is to be sent.

13. We found no evidence to demonstrate that tenants/leaseholders were encouraged to consider home insurance to cover accidents in the home.
14. The Recharge Policy (August 2017) and Process document does not explain in detail how the cost is arrived at.
15. WSG were told that a 33% charge is added to the contractors cost for the work. An email explaining how the additional 33% charge was arrived at was provided to the group and quoted as follow: *“The job cost has the 36.44% contract price included as this is automatically applied in Orchard – this should not be added back to the job cost as we would then be making a profit as opposed to recouping losses. Overhead costs for central and local overheads are then added to this cost but we pay them in a lump sum split over 12 months – this equates to 33%. This 33% should be added to the job cost to give a true reflection of job costs. You will then add a subsequent 15% administration fee should you have to send chaser letters to your initial invoice.”*
16. The above explanation as to how the recharge was to be costed we found to be open to misinterpretation and over complicated, especially in the first paragraph. We believe the following explains how the final invoice total is arrived at:
17. An example of a recharge is the replacing of a WC seat:

The Schedule of Rates (SOR) provides the cost price, from this is deducted the contractors discount, giving an invoice cost to Waverley. For recharge purposes to this invoice cost is added the overhead cost; giving a final recharge invoice price.

WC seat SOR £32.16 minus the 36.44% equates to an invoice cost to Waverley of £20.44. Added to the £20.44 is the overhead of 33% giving a recharge invoice of £27.19 to the client.

A further 15% could be added to this for either a reminder invoice being sent or a repayment plan arranged giving a possible invoice total of £31.26. (Appendix 2. Pages 5 & 8.2).

WSG felt, to further add 15% where a payment plan was in place, was unfair and could put tenants/ leaseholders further into unnecessary debt.

WSG were also unsure if VAT should be included in the invoice.

18. Though stipulated within the Recharge Policy and Process *“the RCO has discretion for waiving any administration charges. These waived charges will be reported to the RAM on a monthly basis.”* WSG found no such reports were available making it impossible to see how the Process was being implemented where the tenant/ leaseholder had set up a repayment plan.
19. Cases for Exemption only referred to disability and did not mention if the tenant was a victim of racial and/or sexual harassment, domestic violence or anti-social behaviour; whether a tenant’s vulnerability is because of age, mental incapacity etc. (Appendix 2 3.2).
20. WSG found the Recharge Policy and Process document to be insubstantially, lacking in detail and came across as having little empathy with the tenant/leaseholder and not fair to tenants.
21. The Policy did not ensure accurate recording or give clear guidance on what are rechargeable works for both staff and tenants/leaseholders. The Recharge Policy and Process was heavily weighted on recouping the cost. It showed no balance in providing guidance to both staff and tenants on what is classed as a recharge; it did not mention of Out of Hours calls, Duty of Care and making the property safe. At no point did it state that charges must be fair and accurate and transparent.
22. WSG did note that the Recharge Policy and Process was to be reviewed in 2018.

How the Housing sections, Customer Services, Voids and Tenancy & Estates, are operating the new process

23. It became apparent there were a number of issues that were causing inefficiencies within the process and a lack of commitment within some Housing areas to the recharge process.
24. It was recognised that the Recharge Collection Officer (RCO) was placed in a difficult position over challenges to a recharge as other Housing managers were making decisions on i.e. should a recharge be waived; and the RCO perceived they had 5 managers not just their Rent Account Manager.(Tenancy & Estates, Customer Services, Housing Options, Housing Needs,). This is in contradiction to the Recharge Process and Policy 1.7, 3.6 and 8.4 (See Appendix 2, pgs. 2, 3 & 5).

- 25.** The Customer Services Team (CST) see this time as a period of change and a need to be refocused and admit ownership. The message on recharges needs to be right and consistent. The CST is aware, as part of the Councils Duty of Care, they have responsibility to make a fair assessment and explain to tenants why their work is rechargeable.
- 26.** We were told the CST provides “ball park” figures on the possible cost of a recharge when asked. This is being taken by the customer as final cost figure and when the invoice is received and found to be higher, is leading to complaints and the reduction or waiving of the invoice.
- 27.** We understand the reasons why a “ball park” figure is being given and as seen as good customer service, unfortunately it is leading to confusion, embarrassment and complaints.
- 28.** A possible solution to this is for the CST if giving a “ball park” figure, stipulate this is only a guide and the cost could be higher or lower once the repair has been carried out. The Waverley contractors are also giving a “quote” on a recharge leading to the same issue as above; where they should be reporting back to CST.
- 29.** From our interviews with staff it was mentioned that some of the Tenancy & Estate (T & E) officers were not following the procedures. The T & E section found the joint visit of a T & E officer and the RCO was not working well and did not think it was necessary. In consequence this part of the procedure was not being implemented but had not been communicated clearly to the RCO. The number of pre termination visits where recharges were required was not clear and with the IT issue, information was lacking. The End of Tenancy Process part 1a is ambiguous. (Appendix 2 pg. 7) It does not clearly state there will be a joint visit.
- 30.** 1b of the Recharge Process states *“Verbal advice will be given to the tenant during the visit, and a written confirmation will be sent by post clarifying work and approximate cost to give tenants the opportunity to undertake the work themselves”*. Here there is the possibility of confirmation letters not being sent and open to challenge by the tenant and it is not stated that photographic evidence is taken.

31. Both the Customer Service Team and the Void Inspector(s) are raising the orders for recharge works. It was explained to WSG there is no separate Cost code to identify the recharge works.

32. The method of raising a recharge order on Orchard was described to WSG as follows:

For Responsive Repairs an order is raised against a cost code 1104H2110GR to identify this as a recharge an event code is entered, 206, this identifying this order as a recharge.

For a Void work a “dummy” recharge order is raised and then follows the same principal as above but uses the Cost Code 1104H2111XX, and then the event code 206 is entered denoting this as a recharge order. The “dummy” order is changed to an invoice order once the work has been identified.

WSG found this to be unnecessarily cumbersome.

33. The cost code is made up of three separate parts. 1/ 1104 identifies this is General Fund, 2/H2110 and H2111 identifies this is the Housing budget and 3/ GR and XX, called the attribute code, identifies the type of work.

34. Having to carry out a number of changes to an order to identify this as a recharge is open to error and unnecessarily cumbersome.

35. As the Attribute code identifies the type of work to simply end the cost code with a different 2 alphabetical index would avoid having to add an event e.g. RC. We could see no reason why a “dummy” order is raised on rechargeable void work. We are aware that a “dummy” order is raised on void work on a Monday morning so the contractor can order materials.

36. The void check list has been altered to identify where there is rechargeable work; on return to the office the Void Officer(s) can immediately raise an order using the specific cost code for recharges. This would easily identify recharge works for the RCO by asking for a report with the specific recharge cost code and be more efficient and provide better VfM.

- 37.** The Voids Team were recording rechargeable work on their joint visit with the contractor, both on the Void check list and photographically. The Void Officer was raising the recharge order on Orchard. The RCO is informed by email there are rechargeable void works and an order has been raised. Due to IT issues, relating to method used for entering a recharge order (see above), this part of the process is not working. As a consequence no invoices have been raised against rechargeable Void works.
- 38.** From our interviews with officers we are aware some were not delegating to their coordinator team and attempting to do all the work themselves. This may be due to pressure of work. There is an opportunity here, with the recent restructure, to address how the teams work individually or together and to identify where possible failings are.

What Systems are being used to monitor and regulate collection of recharges?

- 39.** In our opinion the financial reports provided to the WSG are muddled and do not provide exact figures on invoicing at any stage. Cancelled jobs were still included in the reports; there was no totalling of the figures of all but one report. The information provided on the status of the job was confusing and related more to the status of the work with the contractor and not the status of the recharge invoice. There is no cancellation report, nor an up to date report on invoices and their status.
- 40.** To confirm the financial position of invoices out and invoices paid or part paid, the RCO has a spread sheet which they complete manually.
- 41.** The automated weekly completion report only provides two financial columns, one with the work cost and one with the 33% cost added. There is no column identifying the actual 33% cost, nor if a 15% surcharge had been added.
- 42.** It was recently identified that Void recharge report was incorrect, this due to erroneous data being uploaded into the report. This is an IT problem where any change to an order is being identified as a new order (see Table 1 below).

An extract from a report on Void recharges:

Order No.	Property Address	Job No.	Job description	Job status	Job total	Job total + 33%
11128	16 Home Park	478719	Recharge Amended	Ready to invoice	770.16	1024.31
11128 2 nd job	16 Home Park Close	478719	Recharge claimed value	Ready to invoice	256.72	341.44

11128 2 nd job	16 Home Park Close	478719	Recharge Entered	Ready to invoice	256.72	341.44
11128 2 nd job	16 Home park Close	478719	Recharge Issued	Ready to invoice	256.72	341.44
11128 2 nd job	16 Home Park Close	478719	Recharge Ordered	Ready to invoice	770.16	1024.31
11128 2 nd job	16 Home Park Close	478719	Recharge Practically complete	Ready to invoice	256.72	341.44
11128 2 nd job	16 Home Park Close	478719	Recharge ready to invoice	Ready to invoice	256.72	341.44
Total					2823.92	3755.82
Actual recharge figure					256.72	341.44

- 43.** From the figures above, it is clear that any reporting on recharge costs is misleading and erroneous. Of the 23 void properties identified as having a recharge order, 5 were found to have repeated recharge orders as in the table above. There is no clear description of what the recharge is for. The report also includes recharges that have been cancelled but still calculated within the figures, and no dates relevant to invoicing, payment plans and invoice paid.
- 44.** As a consequence the RCO is inputting all invoices manually and double checking every Void recharge, this is time consuming and not Value for Money (VfM).
- 45.** It has taken four/five months for this to be realised, partially due to lack of communication over the number of voids where a recharge is required, a lack of knowledge on how Orchard works and not defining, adequately, information required to produce a clear, verifiable report. We understand this is now being addressed.
- 46.** The Orchard report on Responsive Repairs, invoicing and receipts for recharging, lacked full explanation where the invoices were £0.00. On further analysis of the 132 recorded invoices, 37 were £0.00. There were no start dates for Direct Debits, monthly payments, weekly cash payments etc. This makes it difficult to monitor payments being received and when fully paid.
- 47.** Of the 95 invoices with a cost figure the total expected revenue is £7,155.97. Up to 28th January 2018, £1,531.03 had been collected.

48. In discussions with the Housing Orchard Systems Project Officer it was explained to produce invoices as carried out for Property Services contractors, a sub – account would be required. For this Orchard personnel need to set this up, but due to lack of availability of Orchard staff this had not been achieved.
49. On viewing the Void process, which is using Project 20, it was noted that there was no Recharge event included. This means that it is not possible to identify recharges through Project 20. This is an easy fix and would provide an additional element to confirm the number of recharges raised on Voids.
50. Other Housing invoices are raised through Agresso and recharge invoices need to be raised and paid through this system.
51. WSG would like to see some incentive to the customer to pay the full invoice amount within 7 days and set up a repayment plan within 14 days and removal of the 15% for setting up a repayment plan.
52. WSG were told there were no separate reports on complaints, cancelled or waived invoices.

What communication there has been to contractors and tenants over the new recharge initiative?

53. The main contractor was informed there was to be a Recharge Collection Officer, they were given no information on when this appointment was to be made or who the Officer was. The main contractor had undertaken changes to the void forms, following discussions with the Void team, to capture recharges during joint void inspections with the Void Officer. The Contractor was under the impression there would be a meeting between the new Recharge Collection Officer, Voids Officers, Tenancy & Estates and Customer Services unfortunately no such meeting was arranged or was to be arranged during our review.
54. The Council on initiating the new Recharge Policy and Procedure informed tenants through the newspapers, WBC web site and with a flier sent with rent statements. WSG were provided with an example of the card sent to tenants and to leaseholders where rechargeable works have been identified. The flier did not include a phone number only a web site address. Further communication will be in the Waverley Homes and People, but there was no policy to provide information on a regular basis.

How cost effective the new process will be and does it provide Value for Money

- 55.** As the new Recharge Policy and Process 2017 have been in place 5 months, it is difficult to ascertain how cost effective the new process will be. With the lack of verifiable data from the reports, manual inputting of data by the RCO, lack of commitment to the new process, in some areas, and the problems with IT, the process at present is not cost effective and is not providing Value for Money.
- 56.** The Group have been assured that issues relating to IT and the non-implementation of some of the processes will be and are being addressed. This is hoped to make the Recharge scheme more cost effective and start to provide Value for Money.

What is being done to help tenants avoid a recharge claim?

- 57.** The Council have recently initiated a Handy Hints Project this to be a training manual and be included in the Tenants pack. The Probation Service has been utilised to clear gardens, especially where the tenant is vulnerable. The Intervention Officers in conjunction with Guildford Health providing tenancy support; but this is subject to financial support from Surrey County Council. The T & E team are now responsible for downsizing to help tenants, especially the elderly, move to a property that they can manage.
- 58.** In view of the restructuring within Housing; WSG are concerned that the reduction in the number of Property Services Inspectors and Void Inspectors along with increased workloads, will affect the provision of help, the raising of recharges and in assisting tenants in avoiding recharges.

Conclusion

- 59.** WSG commend the Council on recognising the issue of recharging and establishing a dedicated post specifically for this. WSG found the information provided by the previous Rents Manager detailed and had provided the necessary information for the Council to support a dedicated post.
- 60.** We did find there were gaps in the proposals, and WSG felt that in establishing this post was rushed and not fully thought through. A trial period to iron out the issues, now being encountered, would have been beneficial.

- 61.** The Recharge Policy and Process document, lacked substance and useful information for both staff and tenants/leaseholders and needs to be reviewed and revised.
- 62.** The addition of 15% for setting up a payment plan is a further burden on tenants/leaseholders, who might be in financial difficulties.
- 63.** There was a lack of empathy for tenants/leaseholders especially the vulnerable.
- 64.** The raising of recharge orders was unnecessarily cumbersome and inefficient and could easily lead to error.
- 65.** The computer systems needed, to provide the detail for recharges for the RCO to perform their job efficiently, were not in place. The RCO is reliant upon information being accurate and detailed. It was difficult to ascertain, from the reports provided, the actual number of recharges there were and how much revenue had been engendered.
- 66.** The RCO had some knowledge of the Orchard IT system, but would benefit from additional support so they could have reports designed to provide clear, accurate and verifiable information.
- 67.** Commitment and communication between sections is poor this not helped by the various IT systems to record information.
- 68.** Reports on recharges both Responsive Repair and Void were muddled, inconsistent and could not be verified easily.
- 69.** There was no report on complaints, cancelled or waived invoices and no report on reasons for cancellation of invoice. Out of hours works were not mentioned in the Recharge Policy and Process.
- 70.** To date the Recharge Policy and Process is not providing VfM; we believe with the recommendations made in this report VfM can be achieved.
- 71.** The RCO is enthusiastic, dedicated and wants the process to work but is being frustrated by interference and noncompliance from other sections.

72. WSG fully support the RCO in their role.

73. The CST were working well and identifying where recharges were appropriate, but were causing confusion by giving “ball park” figures on the cost to tenants/leaseholders. The contractor Void manager had taken on board the need for a recharge process and had adapted their work sheets to reflect this.

74. There was however a lack of communication with the contractor i.e. not being informed as to whom the RCO was or meeting them.

Waverley Scrutiny Group recommendations presented to officers

75. To review and revise the Recharge Policy and Process in line with our report identifying recommendations which we have raised in this report. Ensuring the RCO and reporting manager are solely responsible in making decisions regarding the Recharge process.

76. Any queries from a customer about a recharge invoice, is to be passed to the RCO or their manager and not to be answered by the person taking the call.

77. A separate recharge cost code is set up.

78. IT system for the Void recharges needs to be addressed as a matter of urgency. Including additional event(s) for Void recharges on Project 20 and for Orchard to set up a sub – account.

79. No “ball park” figures, estimates or quotations are to be given to customers over the cost of work to be recharged, should be made by the Customer Services Team or contractors. If a cost figure is provide it must be qualified by stipulating this figure could be higher or lower once the repair has been completed.

80. Clear instruction to be given, to any one responsible for identifying a recharge, on the process are required to ensure the RCO and/or their manager are fully aware of all recharge orders being raised. The Void Inspector/Coordinator should ensure that all recharge orders are raised correctly and passed to the RCO and/or the manager. With the Void Coordinator checking weekly that all recharges have been raised and passed to the RCO.

81. All Tenancy and Estates Officers are to fully comply with procedures for informing and inviting the RCO to pre termination visits. Officers should inform the RCO and Void Inspector if Recharges will be required, clearly stating what the Recharge is for.
82. IT system for raising invoices on Agresso needs to be addressed.
83. Reports to be re-examined and to provide detailed and verifiable information.
84. Reports required on complaints for waiving a charge and cancelled invoices.
85. Where a full payment plan is put in place within 14 days no 15% administration charge is added to the invoice.
86. For the Service Improvement Team and RCO to explore the capabilities of Orchard regarding Recharges. For greater customer service and efficient reporting. More advertising of the recharges i.e. Posters in all Senior Living units. In Council Offices and Communal centres. Continual articles in any WBC publications e.g. Waverley Homes and People and in Tenants newsletters. Phone numbers to be included along with web site addresses.
87. Greater encouragement for tenants to take up home insurance.
88. On pre-termination visits all work identified as being rechargeable to be either carried out by the tenant or WBC, should be recorded on site and signed by both tenant and WBC Officer and a copy left with the tenant.
89. Ensure recharging policy and process acknowledges, and includes, out of hours, duty of care and securing properties.

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Peter Buzwell (Mears).



Recharge Policy and Process

<i>Owned by:</i>	<i>Housing Rent Accounts</i>
<i>This Policy:</i>	<i>August 2017</i>
<i>Management Board Date:</i>	
<i>JCC Cons Date:</i>	
<i>Next Review:</i>	<i>2018</i>
<i>Uploaded:</i>	

Recharge Policy

1. Introduction

- 1.1. This document sets out the recharge policy for tenants and leaseholders of Waverley Borough Council (Waverley). It is relevant to current tenants, former tenants and leaseholders through responsive repairs, service charges and void works as well as the financial recovery of garage repairs, vehicle removal and garden maintenance.
 - 1.1.1. Where this policy uses the term 'tenants' it should be taken to also refer to leaseholders.
- 1.2. The purpose of this policy is to embed the message of 'your home, your responsibility' into the social housing service and encourage positive tenant behaviour regarding the care of Waverley's housing stock.
- 1.3. The aim is to recover costs of rechargeable work. The definition of work that is rechargeable is any repair needed that is not due to fair wear and tear, or work that has to be undertaken when the tenant has failed to do so such as clearing items from outside the property or maintaining gardens.
- 1.4. Tenants who have made alterations to properties without the correct permission, and where the work is not to Waverley's void standard, will have to return the property back to its original condition or be recharged.
- 1.5. This policy will have the effect of reducing void times and budget expenditure, as the property will be better maintained and able to be reused for housing with minimal delay. This will be achieved through tenants taking responsibility for the condition of the property throughout the life of the tenancy.
- 1.6. If tenants fail to undertake works as required by their Tenancy and Estates Officer (TEO), Waverley will remove items from outside properties and undertake garden works in order to improve the standard of homes and communities for all. This work will then be recharged to the tenant.
- 1.7. The recharge role is undertaken by the Recharge and Collections Officer (RCO), with support provided by the Rent Accounts Manager (RAM).

2. Tenant Responsibility

2.1. Waverley's Tenancy Agreement clearly states that tenants will be recharged for damaging Council property or for negligence resulting in damage.

We will not make any charges if the court of the law says that we cannot do so. If any of the conditions say that we can charge you our costs, we will only charge you our reasonable costs, which you must pay. We will send you a bill, letting you know the amount of costs in each case. We will also explain why we are asking you to pay them. If you don't agree that you should have to pay our costs, we may have to go to court to ask for an order for you to pay. The court will then consider all the circumstances and your views and decide whether you should pay and, if so, how much.

2.2. The agreement also states the 'conditions' when we can recharge:

- Legal action to gain access
- Garden works
- Damage by the police
- Removal of a vehicle
- Damage to the home (beyond fair wear and tear)
- Removal of a tenant's own fixtures and fittings if no permission/damaged/unsafe
- End of tenancy clearance of rubbish and damage beyond fair wear and tear

3. Exemption

3.1. There will not be a recharge for work needed that is considered fair wear and tear.

3.2. Where a tenant suffers from a disability, this will not in itself be cause for an exemption. Each situation will be looked at to determine if the disability directly contributed to the damage caused.

3.2.1. Where a tenant has made Waverley aware of their situation, 'fair wear and tear' may be considered more flexibly as these tenants may inadvertently cause more damage to their home than others.

3.3. Where there is a possibility of damage caused by an abusive situation and the tenant has provided Waverley with the perpetrator's details, the recharge may be invoiced to the relevant third party.

3.4. If damage is caused as a result of criminal behaviour, a police crime reference number must be provided.

3.5. Where the tenant is deceased and the estate has insufficient funds.

3.6. In all cases any identified exemptions will be presented on a case by case basis by the RCO to the RAM who will make the final decision.

4. Responsive Repairs

- 4.1. All current tenants must report repairs as stated within the Tenancy Agreement.
- 4.2. The Customer Services Team (CST) will determine by phone whether a repair is likely to be rechargeable or not. This will be through discussion with the tenant at the time of the repair being reported.
 - 4.2.1. If the repair is reported via a different method, the CST will call the tenant to clarify whether the work is rechargeable.
 - 4.2.2. If a housing contractor attends a property to undertake a repair and feels the work was not caused by fair wear and tear, they will report back to the CST.
 - 4.2.2.1. In all cases, pre and post photographic evidence will be taken.
- 4.3. In the event of any dispute, the Maintenance Inspector's decision is final.

5. Tenancy termination

- 5.1. Following receipt of an Orchard notification, the RCO will arrange to visit the tenant or next of kin at the property in conjunction with their TEO.
 - 5.1.1. Tenants will be verbally advised of potential rechargeable repairs during the visit. Written confirmation will be sent via post during the same week.
 - 5.1.1.1. This verbal advice is not exhaustive. Final cost confirmation will be provided to the RCO by Mears after void works have been completed. This will form the basis of the invoiced recharge.
 - 5.1.2. Tenants may choose to carry out any repair advised following the end of tenancy visit at their own cost.
 - 5.1.2.1. Certificates will be required for any specialist work undertaken, such as (but not limited to) electrical, gas or plumbing.
 - 5.1.2.2. Work undertaken by the tenant will be inspected by Waverley to ensure it is up to the void standard. If not, a rechargeable repair will then be carried out at a further cost to the tenant. This will be specified within the initial advisory letter sent by the RCO.
 - 5.1.3. All work needed to bring the property back up to the void standard will be specified by Mears during their void visit once the tenant has returned the keys.

5.1.4. Once all work has been completed, an invoice will be issued to the tenant by the RCO based on the actual work undertaken not due to fair wear and tear.

5.2. Tenants will be made aware of their liability for rechargeable repairs when undertaking a mutual exchange of their property by the Tenancy and Estates officer.

5.3. In the event that rechargeable repairs are identified following the death of a tenant, charges will be applied to the deceased estate where appropriate.

6. Improvement/alteration work

6.1. Permission must have been granted in writing prior to work being undertaken. It is the tenant's liability to provide evidence of this permission.

6.2. If there is no record of permission, or if work is not of an acceptable standard, the tenant may be liable to a recharge to return the property to its original condition.

6.3. In limited circumstances the work may be inspected by a housing surveyor and retrospective approval granted.

7. Leaseholders

7.1. Leaseholders will be charged using the same process as social tenants regarding responsive repairs that are deemed rechargeable.

7.2. Service charges will be invoiced by the RCO on a quarterly basis and follow the same recovery process as rechargeable works.

8. Payment

8.1. Invoices should be paid in full within 14 days of issue.

8.2. An administration charge of 15% will be added if a reminder invoice needs to be sent.

8.3. The RCO may negotiate a repayment plan if the amount cannot be repaid in full, with the aim of collecting the full amount due within a period of six months.

8.3.1. Each case is assessed individually, with more flexibility available to those in receipt of low incomes.

8.4. The RCO has discretion for waiving any administration charges. These waived charges will be reported to the RAM on a monthly basis.

8.5. All recharges will be collected according to the procedures laid down in the Recharge Policy and Process document.

9. Non payment

9.1. If tenants do not pay in full or enter into and fail to maintain a repayment plan, legal action may be taken which may include:

9.1.1. An application to the County Court for a Money Judgment and associated costs which will adversely impact personal credit reference records.

9.1.2. We may also refuse to allow tenants with debts to mutually exchange, bid on other properties, withhold a tenant reference or include the debt when providing a reference to another landlord.

9.1.3. Waverley may also refuse to allow non essential planned or improvement works to go ahead where there is an outstanding debt.

10. Appeals process

10.1. Should a tenant wish to challenge any recharge decision, they must do so at the first available opportunity. This would be upon receipt of the initial advisory letter.

10.2. In cases where there is a large difference between the work and cost contained within the advisory letter and when the invoice is actually issued, an appeal should be received within fourteen days of the invoice being received.

10.3. In the first instance the RCO will investigate the matter and write to the tenant of their decision, following confirmation with the RAM.

10.3.1. If the tenant / leaseholder disputes the decision, any further query should be dealt with using the complaints process as a level two complaint.

11. Equality

11.1. Waverley aims to operate a repairs service which is fair and accessible to all. This recharge policy will be applied sensitively, taking into account individual circumstances and vulnerabilities where they are identified.

Recharge Process

1. End Of Tenancy (EOT) visits

- a. Once an Orchard notification has been generated, an EOT visit will take place at the property. This is so that the RCO can undertake an initial assessment of what works will be needed in order for the property to reach the void standard and be capable of being re-let.
- b. Verbal advice will be given to the tenant during the visit, and a written confirmation will be sent by post clarifying work and approximate cost to give tenants the opportunity to undertake the work themselves.
- c. It will be clarified that this initial advice is not exhaustive. The work needed and associated cost is liable to change due to tenant belongings hindering a thorough investigation of the property and its condition.

2. Void visits

- a. Once a property is empty and the keys are in Waverley's possession, Mears and a Void Officer will undertake a visit to confirm what work will be needed for the property to reach the void standard. Any recharge to the tenant for repairs is based on this void property inspection and subsequent work completed.
- b. Photographic evidence will be taken and stored in case of later challenge by the tenant.

3. Recharge recovery – invoice

- a. Once the job card completion report has been received, the RCO will issue an initial invoice advising the tenant or next of kin of the work and costs that they are liable for. This invoice will contain notice that should a reminder in 14 days be necessary, a 15% administration charge will be added to the overall cost.
- b. A reminder invoice will be issued after 14 days of non engagement from the tenant or next of kin. This will have a 15% charge added to the total.
 - i. If a next of kin advises that the estate has insufficient funds to pay, evidence will be required prior to a write off request going to the RAM.
- c. A final letter warning of court action will be sent 14 days after the reminder invoice. This will warn of court costs and repercussions to credit ratings.

4. Recharge recovery – Court application

- a. With no engagement or payment from the tenant or next of kin, a decision will be made to proceed to court by the RCO. This will be discussed with the RAM.
 - i. It is expected that most if not all deceased tenant debts will be submitted for write off to the RAM.
- b. Application to the court for a Money Judgment and costs will be made via MCOL by the RCO.
- c. RCO will attend court to seek a Money Judgment and costs. If the tenant attends, a repayment plan will be sought.
 - i. A letter will be issued to the tenant advising of the court outcome regardless of their attendance.

5. Recharge recovery – Collection agency

- a. Following the court hearing if a Money Judgment was awarded, a letter will be sent to the tenant asking them to pay.
 - i. This letter will contain a warning that this will be referred to a collection agency should they not engage or make payment either in full or by setting up a repayment plan.
- b. The case will be referred to our collection agency who will be instructed to seek to recover the outstanding debt.

6. Unrecovered invoices

- a. These debts will remain on the account in order for them to be recovered at a later date should the tenant again wish to become a tenant of Waverley Borough Council.

Ref	Waverley Scrutiny Group recommendation	Accepted	Waverley Borough Council	Lead Officer	Deadline
1.	To review and revise the recharge policy and process in line with our report identifying recommendations which we have raised in this report. Ensuring the RCO (Recharges and Collections Officer) and reporting manager are solely responsible in making decisions regarding the recharge process.	Accepted	A review and update of the recharge policy and process has been undertaken. This is awaiting approval by the appropriate Manager. When finalised, the recharge policy and procedure will be sent to all teams within the Housing Service. It will be accompanied by a briefing note to remind all team members that the RCO and Rent Accounts Manager are solely responsible for making decisions on the recharge process.	Recharges and Collections Officer	April 2018
2.	Any queries from a customer about a recharge invoice, is to be passed to the RCO or their manager and not to be answered by the person taking the call.	Partially accepted	See response to recommendation 1 above with regard to the revised recharge policy and process and briefing note. Central notes should be available for any officer to answer simple enquiries.	Recharges and Collections Officer	April 2018
3.	A separate recharge cost code is set up.	Accepted	There has been discussion with the Council's Finance team who have advised separate expense codes can be created. This will be to enable expenditure on jobs that are to be recharged, to be separately monitored.	Recharges and Collections Officer	April 2018
4.	IT system for the void recharges needs to be addressed as a matter of urgency. Including additional event(s) for Void recharges on Project 20 and for Orchard	Accepted	See response to recommendation 3 that a separate recharge cost code is set up. Also to be incorporated in the review of the termination of tenancy	Recharges and Collections Officer/	April 2018 June 2018 (For completion of the review of the

Ref	Waverley Scrutiny Group recommendation	Accepted	Waverley Borough Council	Lead Officer	Deadline
	to set up a sub-account.		and void process.	Interim Special Projects Manager	termination of tenancy and void process
5.	No "ball park" figures, estimates or quotations are to be given to customers over the cost of work to be recharged, should be made by the Customer Services Team or contractors. If a cost figure is provided it must be qualified by stipulating this figure could be higher or lower once the repair has been completed.	Partially accepted	See response to recommendation 1. This is incorporated in the review of the revised recharge policy and process. A frequently used recharge list to be developed and published to give customers an idea of estimated costs with qualification that this figure could be higher or lower once the repair has been completed. List to be reviewed quarterly.	Recharges and Collections Officer	April 2018 September 2018 January 2019
6.	Clear instruction to be given to anyone responsible for identifying a recharge, on the process required to ensure the RCO and/or their manager are fully aware of all recharge orders being raised. The Void Inspector/Co-ordinator should ensure that all recharge orders are raised correctly and passed to the RCO and/or the manager. With the Void Co-ordinator checking weekly that all recharges have been raised and passed to the RCO.	Accepted	See responses to recommendations 1 and 3.	Recharges and Collections Officer/ Interim Special Projects Manager	May 2018
7.	All Tenancy and Estates Officers are to fully comply with procedures for informing and inviting the RCO to pre termination visits. Officers should inform the RCO	Accepted	The RCO will attend end of tenancy visits (pre-termination of tenancy visits) as and when necessary and practical. The majority of tenants will	Recharges and Collections Officer	April 2018

Ref	Waverley Scrutiny Group recommendation	Accepted	Waverley Borough Council	Lead Officer	Deadline
	and Void Inspector if Recharges will be required, clearly stating what the recharge is for.		not incur a recharge. The end of tenancy visit form contains a section where possible recharges can be recorded. The forms are scanned and an email sent to Property Services (that incorporates the voids team), Homechoice (who allocate void properties to Housing Register applicants) and the Council's repairs contractor to confirm this documentation has been uploaded on to our records.		
8.	IT system for raising invoices on Agresso needs to be addressed.	Partially accepted	The Council is looking into the functionality of Agresso (the Council's core financial system that is used for invoice payments) for raising invoices for recharges.	Recharges and Collections Officer	May 2018
9.	Reports to be re-examined and to provide detailed and verifiable information.	Partially accepted	See response to recommendation 8.	Recharges and Collections Officer	May 2018
10.	Reports required on complaints with reasons for waiving a charge.	Not accepted	There are currently insufficient human and system resources to enable the Council to generate such reports.	Not applicable	Not applicable
11.	Where a full payment plan is put in place within 14 days no 15% administration charge is added to the invoice.	Not accepted	There is not currently the facility within the Council's systems to make such an amendment.	Not applicable	Not applicable
12.	For the Service Improvement Team and RCO to explore the capabilities of	Partially accepted	There will be publicity in the form of a leaflet and posters promoting the	Recharges and	May 2018

Ref	Waverley Scrutiny Group recommendation	Accepted	Waverley Borough Council	Lead Officer	Deadline
	Orchard regarding Recharges for greater customer service and efficient reporting. More advertising of the recharges i.e. posters in all Senior Living units, Council Offices and communal centres. Continual articles in any WBC publications e.g. Waverley Homes and People and in Tenants newsletters. Phone numbers to be included along with web site addresses.		recharge process and encouraging tenants to take out appropriate insurance.	Collections Officer	
13	Greater encouragement for tenants to take up home insurance.	Accepted	See response to recommendation 12.	Recharges and Collections Officer	May 2018
14	On pre-termination visits all work identified as being rechargeable to be either carried out by the tenant or WBC, should be recorded on site and signed by both tenant and WBC Officer and a copy left with the tenant.	Accepted	See response to recommendation 7. The end of tenancy visit form contains a section where possible recharges can be recorded. This form will be signed by the outgoing tenant.	Recharges and Collections Officer	April 2018

WAVERLEY BOROUGH COUNCIL

HOUSING OVERVIEW & SCRUTINY COMMITTEE

20 MARCH 2018

Title:

HOMELESSNESS STRATEGY 2018 - 2023

[Portfolio Holder: Cllr Carole King]

[Wards Affected: All]

Summary and purpose:

The Council is legally required to produce a Homelessness Strategy at least every five years. Waverley's current strategy runs from July 2013 - July 2018. This report introduces Waverley's draft Strategy for 2018 – 2023.

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

Equality and Diversity Implications

Homelessness can have a devastating impact on health and welling and life chances for those affected by it. By trying to provide services to prevent and relieve homelessness and to give support those affected by it, the Homelessness Strategy supports Waverley's commitment to ensuring that those that live and work in Waverley have equal life chances.

Financial Implications:

The Strategy highlights that when similar changes to homelessness legislation contained in the Homelessness Reduction Act 2017 were introduced in Wales, Councils experienced additional costs from an increased number of customers and an increase in administrative burdens in managing each case. Whilst Waverley will receive some new burdens funding to manage the increased duties, this is very unlikely to be sufficient for the Council to fulfil its new obligations under the new Act.

Legal Implications:

Waverley has a statutory duty to assess homeless applications and to provide housing advice to its residents under Part VII of the Housing Act 1996 (as amended) and the Homelessness Reduction Act 2017 introduces significant changes to the statutory framework.

Background

1. Nationally, and within Surrey, homelessness is on the rise. Key indicators of this trend are the number of homeless households being placed in temporary accommodation under Councils' statutory homelessness duties and the number of people sleeping rough.

2. There has been a 58% national increase in the number of homeless households being placed in temporary accommodation since 2010 and a 169% increase in those sleeping rough in the same period.
3. The rise in the number of homeless households in temporary accommodation in Surrey is shown in the following table:

2010	2011	2012	2013	2014	2015	2016	2017
187	231	357	461	608	707	788	830

4. Annual reports to the Overview and Scrutiny Committee have highlighted that despite this national and Surrey trend, Waverley has continued to maintain its excellent record in preventing homelessness. As a result the numbers of rough sleepers and households having to be placed into temporary accommodation has remained exceptionally low, as shown in the following tables:

Annual rough sleeping estimate for Waverley

2012	2013	2014	2015	2016	2017
0	3	0	2	4	1

Homeless households in temporary accommodation as at 31 March.

2010	2011	2012	2013	2014	2015	2016	2017
7	2	2	1	4	5	1	1

5. Waverley's success in preventing homelessness has been recognised by being granted the Silver Award by the National Practitioner Support Service in 2017.
6. In November 2017 Officers advised Housing O&S Committee members of very significant changes in the homelessness legislation being introduced from April 2018 by the Homelessness Reduction Act 2017.
7. Officers have therefore taken the opportunity of the introduction of the new legislation to consult with customers and its statutory and voluntary partners regarding its Homelessness Strategy for 2018 -2023. This included a multi-agency strategy event held on 17 October 2017.
8. Following the consultation and a review of homelessness services currently provided by the Council and its partners for homeless households, Officers have produced a draft Homelessness Strategy and Action Plan. These documents are attached to this report, as is the lengthier Homelessness Review. The documents will be shared with the Council's statutory and voluntary partners for any final comment of suggestions.

Recommendation

The Housing Overview & Scrutiny Committee is asked to:

- note the Council's continued success in preventing homelessness;
- endorse the proposed Homelessness Strategy for 2018-2023; and,
- agree any comments it wishes to pass 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.

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Waverley Borough Council

Homelessness Strategy

2018 – 2023

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Foreword

The publication of Waverley's fourth Homelessness Strategy comes at a very exciting and challenging time for housing in Waverley.

The Homelessness Reduction Act 2017 (HRA 2017) comes into force on 3 April 2018 and it represents one of the most significant changes in homelessness legislation for 40 years. The need for the Council to produce its fourth Homelessness Strategy therefore comes at a very opportune time as the Council and its statutory and voluntary partners seek to work together to meet the requirements of the new Act and provide better outcomes for customers facing homelessness in Waverley.

Despite the economic challenges over recent years, Waverley's innovative and dedicated approach in preventing homelessness has led to the Council continuing to maintain some of the lowest number of homeless households in temporary accommodation in the South East.

The Council's excellence in its Housing Options Service and its partnership working to prevent homelessness was recently recognised by the Silver Standard Award from the National Practitioner Support Service (one of only 14 Councils nationally).

Despite the above successes, the next few years are likely to bring considerable challenges to the Council. Homelessness in Surrey and the UK is steadily rising and the continued role out of welfare reform measures will inevitably impact on many households who are already seeking housing advice and support from the Council.

Whilst Waverley residents enjoy the benefits of its beautiful location and facilities, Waverley's attractiveness means property prices to rent or buy are beyond the reach of many. This creates demand for more affordable housing for which the demand far outstrips the supply. The lack of supply means households either have to find accommodation in less expensive areas outside of Waverley or have to live in far from ideal circumstances in the homes of friends or relatives. Such situations inevitably trigger tensions in homes that in some cases can lead to homelessness. This can particularly be exacerbated for households with additional needs due to their vulnerability and/or complex and difficult life experiences.

This Strategy outlines both the successes in tackling homelessness over the last few years as well as the challenges ahead and proposed actions to meet these challenges.

The Council is indebted to the many people and organisations that have assisted in producing this strategy and would like to thank them for contributing to its content and their commitment to achieving its aims.

I am very pleased to commend this Strategy and hope it will help the Council and its partners build on the good work that has already taken place.

Carole King
Portfolio Holder for Housing

Introduction

The Homelessness Act 2002 requires that Local Authorities publish a Homelessness Strategy at least every 5 years. Waverley's last Strategy was published in July 2013. The Strategy should be the result of consultation and partnership working with Waverley's statutory and voluntary partners. It should include a review of the current levels of homelessness in Waverley and the services and accommodation available to meet the needs of those who are homeless or threatened with homelessness.

It should also take into account Government priorities in terms of tackling homelessness as well as link in with the Council's own strategies and the strategies of its partner agencies. The Strategy must set out the local authority's plans to prevent homelessness and for securing sufficient accommodation and support are or will be available for people who become homeless or who are at risk of becoming so.

This Strategy is divided into 2 main sections with an appendix (the Homelessness Review) giving background context and statistical information:

Section 1 – Waverley's Homelessness Strategy

The Strategy highlights the progress and achievements made in tackling homelessness since the last strategy. It then outlines the principles behind the strategy, the risks, challenges and opportunities ahead and the priority areas for the Action Plan (Section 2).

Section 2 – Action Plan

The Action Plan outlines the steps the Council and its partners will take over the next 5 years to meet the challenge of preventing homelessness. As the Strategy will be reviewed annually the Action Plan mainly focuses on actions for the first year.

Appendix – Waverley's Homelessness Review

The Homelessness Review sets out in greater detail the background context, including statistical information, case studies and details of the services in and around Waverley for homeless people.

Whilst the Council has taken the lead in co-ordinating and producing the strategy, thanks are also due to service users and representatives from statutory and voluntary agencies for their invaluable contribution to the Strategy through the consultation process and through day to day partnership working to address homelessness.

Section One

Waverley's Homelessness Strategy

a) Progress / achievements since the last Strategy

i) Prevention

The Council has continued to tackle homelessness by embedding a proactive, preventative approach within its Housing Options Service and its wider work with its statutory and voluntary partners.

This means that resources are targeted at preventative housing advice and support to help people remain in suitable accommodation.

Where prevention is not appropriate or achievable, the Council has worked very hard at helping people access alternative housing options such as accommodation in the private sector or supported accommodation.

This approach has meant that the number of households formally applying as statutorily homeless to the Council and being accepted as homeless has continued to remain very low. This in turn has meant that numbers of households having to be placed into temporary accommodation has also remained low and Waverley continues to have among lowest number of homeless households in temporary accommodation in the South East.

The low number of households having to be placed in temporary accommodation compared with other Surrey Boroughs is shown in the table below:

	Surrey	Surrey Average	Waverley
Homeless households living in temporary accommodation as at 31 March 2017	830	75	1

ii) Successful completion of previous Homelessness Strategy targets

Of the 33 actions in the 2013 -2018 Strategy Action Plan, 31 actions were achieved and the remaining 2 were partially achieved.

iii) Silver Award for Waverley's Housing Options Service

One of the Action Plan targets from the previous Strategy was to participate in the National Practitioner Service Gold Standard Award challenge. Following a rigorous peer review by representatives from Woking and Guildford Councils and the National Practitioner Service, Waverley achieved a 72% rating. The Council was then able to apply to be assessed in regard to different aspects of its homelessness service such as its work to prevent homelessness, its homelessness strategy, its minimal use of bed and breakfast accommodation etc. Following assessments in 2017, Waverley is one of only 14 Councils nationally to be awarded Silver Standard for its housing options and partnership work in preventing homelessness.

iv) Increased help for rough sleepers and single people

During the course of the last Strategy Waverley has significantly improved the help it offers to rough sleepers, those at threat of rough sleeping and single people. With other West Surrey Councils a successful bid was made for a DCLG grant to fund an outreach service for rough sleepers run by the York Road Project in Woking (YRP). Following the success of the service Waverley has maintained the funding. More recently Guildford Waverley and Woking Councils, YRP and Riverside Housing were successful in bidding for further Government funding to provide a service to increase mental health and well being support for rough sleepers. Waverley has also provided move-on accommodation in Farnham and Milford so vulnerable Waverley clients can move-on from higher support schemes in Woking and Guildford. The Council has also purchased bed spaces at YRP for single homeless clients and has been piloting a shared house scheme with Woking Borough Council and Ethical Lettings.

v) Transfer of the management of the Housing Register for non social housing tenants to the Housing Options Team

During 2016 - 2017 the Council conducted a service review of the work of the Housing Options and Homechoice Teams. The purpose of the review was to ensure that teams were best placed to meet customer needs as well as prepared to rise to the challenges of the likely introduction of the Homelessness Reduction Act 2017. Following the review and staff consultation, it was decided to transfer the management of the majority of the Housing Register from the Homechoice Team to the Housing Options Team and this change was implemented in August 2017. This has benefited customers in that the same team that is providing housing options advice and collecting important household information to prevent homelessness, can also provide advice about longer term social housing options. This means customers do not have to be passed to a separate team and has already resulted in faster housing application turnaround times. The change has also meant that additional staffing sources have been transferred to the Housing Options Team. This provides additional capacity and resilience to the Options Team and allows flexibility for the Housing Options Manager to target staffing resources where they are most needed. This will be particularly useful with the introduction of the additional statutory duties under the HRA 2017, although, as the Homelessness Review and Action Plan highlight, it is still anticipated the further staff resources will be required in due course.

b) Principles behind Waverley's Homelessness Strategy

Proactive – One of the reasons the Council has been successful in tackling homelessness over the last few years it has taken a proactive and innovative approach. It has done this by anticipating trends and changes and embracing alternative options. Examples of innovation include commissioning homeless prevention units, sourcing move on accommodation to free up supported housing, launching the online housing options wizard, radio advertising to attract private landlords, working with a social lettings agent (Ethical Lettings) and the employment of a Welfare Benefits Officer to help Council tenants deal with challenges from welfare reform.

Partnership Approach – Waverley's Strategy aims to build upon the partnership working that has already contributed to the effectiveness of the current service. The Council works with a range of statutory and voluntary agencies in its work to prevent homelessness such as Citizens Advice Waverley, Social Services, Housing Associations, Ethical Lettings, supported housing providers, private sector lettings agents and landlords, Surrey County Council, Three Counties Money Advice, Police, other Councils and Health.

Personal responsibility - not incentivising homelessness — Before embracing a housing options, preventative approach to homelessness, the way Councils dealt with homelessness was frequently perceived to incentivise homelessness. Some applicants saw being accepted as homeless as the first step to becoming a Council tenant. To address this issue Waverley's Allocation Scheme was amended in 2007 to give equal Housing Register priority to those with a local connection to Waverley whether they are homeless, living with friends or relatives, or in private rented accommodation. This in turn means that those who are under threat of homelessness are incentivised to help themselves find alternative accommodation, often in the private sector, and not see homelessness as a means to a Council tenancy. Waverley's strategy aims to maintain this approach which has been instrumental in ensuring the number of households having to be placed in temporary accommodation is kept to a minimum.

Continuous improvement – despite Waverley's success to date there are a number of challenges ahead including a national rise in homelessness numbers, a potentially challenging economic outlook following Brexit, the reduction in first and second tier local authority funding, the continued role out of welfare reform and the new duties under the HRA 2017. Waverley's Strategy aims to build on its past and recent successes by striving for continuous improvement to deliver the best possible housing options services to its customers.

Increased staffing – a 'wait and see' approach – It is very likely Waverley will need to invest in increased staffing to manage the increased number of presentations and administrative burdens from the HRA 2017. A number of Surrey Borough and District Councils have already created additional posts ahead of the legislation – one Council has created 7 new roles in its Housing Options Team. Waverley has taken the view that it is better to see the impact of the legislation first so that any need for increased staffing can be targeted in the correct areas. Budget has been set aside for this eventuality from the new burdens and flexible

homelessness Government funding so that the Council can move very swiftly if/when recruitment is needed.

Increase accommodation options – What is clear from the legislation is the need to provide additional accommodation to prevent and relieve homelessness, particularly for single people. As a result, Officers have been negotiating with statutory and voluntary partners to commission additional accommodation options. This helps minimise emergency accommodation costs and the increased staffing costs that occur from prolonged customer engagement when a suitable housing solution is not available.

c) Challenges, Risks and Opportunities

Following the consultation and review of services, certain challenges, risks and opportunities were identified – these include:

- i) The fact that homelessness numbers for all household groups nationally and in Surrey are on an upward trend and the challenge this represents.
- ii) The challenge of helping customers and supporting and training staff through the significant changes being introduced by the HRA 2017 and the continued role out of welfare reform measures.
- iii) The challenge of recruiting and retaining staff following implementation of the HRA 2017 in order to manage the likely increased work load and expectations from customers.
- iv) The risk of increased numbers of homeless households being placed in private rented accommodation in Waverley by neighbouring boroughs and by London Boroughs. We are already aware of households being placed in Waverley by a London Borough and given the extra pressures on London Boroughs will face under the new legislation, the competition to secure affordable private rented properties will increase. It is a sobering thought that a Surrey Borough on the outskirts of London had very similar low numbers in temporary accommodation to Waverley in 2011. Now this Council has numbers above 100. This will partly be the result of London Boroughs widening their search to secure private rented properties in neighbouring Surrey Boroughs. This makes it much more difficult for the Surrey Boroughs and Districts to secure accommodation and drives up prices and costs of trying to incentivise private landlords to continue to let to welfare benefit dependent tenants.
- v) The risk that if Waverley is not able to successfully adapt its service to fulfil the new duties under the Homelessness Reduction Act 2017, particularly towards single households, temporary accommodation numbers and associated costs will rise. One Surrey Borough spent in excess of £1 million pounds on emergency temporary accommodation costs alone in 2015-16.
- vi) The reduction in Housing Related Support funding across Surrey for floating support and supported accommodation service for vulnerable single clients. Such services will have reduced capacity placing increased pressures on

Borough and Districts to source and fund alternative accommodation and support.

- vii) The Government is proposing a very radical change in how short-term supported housing schemes are funded from 2020. There are risks that if these proposals do not properly reflect concerns raised by local authorities and supported housing providers, existing schemes may not continue and there will be little appetite for the development of new provision.
- viii) The opportunity for Surrey Borough and Districts to directly purchase bed spaces in the supported housing schemes negatively affected by the cuts in Housing Related Support funding by Surrey.
- ix) The opportunities the Council has in developing new affordable housing and building on its success in this area to date.
- x) The opportunities to work collaboratively and innovatively with other Councils and statutory and voluntary partners as we all seek sustainable solutions to meet the increased demand on homelessness services.
- xi) Whilst temporary funding streams have been introduced to help Council's transition to meet the new HRA 2017 duties, these are only guaranteed for 2-3 years. Councils with high temporary accommodation numbers and expenditure may be able to re-invest any savings from any increased homelessness prevention resulting from the legislation. However, given Waverley already has very low numbers and expenditure in regard to emergency accommodation, the Council's ability to fund on going staffing and accommodation costs will be much more challenging if time limited Central Government funding streams are not renewed.
- xii) The opportunity to review how Discretionary Housing Payments are targeted so that the budget is maximised to reduce the need for significant homelessness budget increases on the General Fund.

d) Priorities for Waverley's Homelessness Strategy

Following feedback from Waverley's Homelessness Strategy Consultation event held in October 2017, liaison with statutory and voluntary partners, Waverley's Homelessness Review and analysis of the challenges, risks and opportunities outlined above, five priorities have been identified to inform the Action Plan for Waverley's Homelessness Strategy:

- Homelessness Reduction Act 2017
- Prevention / Early Help
- Accommodation
- Support
- Partnership Working

Although the Strategy covers a five year period, the intention is to review it annually so the majority of the actions relate to the first year.

e) Conclusion

Waverley and its statutory and voluntary partners have demonstrated an excellent track record in preventing homelessness in the Borough over the last five years. The Action Plan in Section 2 of the Strategy aims to build and improve on this success by continuing the homeless prevention / housing options / partnership approach and focusing resources on a variety of measures to ensure the good work is continued.

Section Two

Action Plan

Homelessness Strategy Action Plan 2018 - 2023

Strategic Priority One: Homelessness Reduction Act 2017 (HRA 2017)

No.	Action	Aims / Outcomes	Lead Officers	Partner Agencies	Resources	Status / Comments
1.1	<p>Year 1- Train Housing Options staff in regard to new HRA 2017 duties.</p> <p>Years 2-5 – Update training as required including case law updates</p>	Staff have a good working knowledge of the new legislation and able to correctly discharge the Council's statutory duties	Housing Options Manager	Waverley Borough Council	<p>NPSS training (March 2018) and internal training from Senior Officers.</p> <p>Additional external or internal training as required 2018 -19</p>	
1.2	<p>Year 1- Procure and implement new IT database and train staff</p> <p>Years 2-5 – review IT database to ensure is fit for purpose and is able to reflect changes in legislation and best practice</p>	An IT system that can capture the necessary household, circumstance and legal details and be able to populate the new HCLIC Government returns	<p>Housing Needs Manager</p> <p>Housing Options Manager</p> <p>IT Development Manager</p>	<p>Waverley Borough Council</p> <p>IT Providers</p>	<p>DCLG New burdens IT funding - £9,000.</p> <p>Cost of IT database - £7,500 a year</p> <p>Internal training of staff</p>	

No.	Action	Aims / Outcomes	Lead Officers	Partner Agencies	Resources	Status / Comments
1.3	<p>Year 1 – Review reception desk arrangements</p> <p>Procure portable IT tablets/ lap tops for use in reception and on home visits</p> <p>Years 2-5 – Review IT hardware and reception facilities to ensure continued suitability.</p>	<p>Customers seen in reception receive a professional and efficient service</p> <p>Housing options staff have the an IT product to capture household and circumstances information and provide customers with a printed Personalised Housing Plan</p> <p>IT system that can that can record statistical information for DCLG</p>	<p>Housing Needs Manager</p> <p>Housing Options Manager</p> <p>IT Development Manager</p>	Waverley Borough Council	<p>DCLG New burdens IT funding – single payments £9,000</p> <p>DCLG New burdens funding - £60,595 over 3 years 2017-2020</p>	
1.4	<p>Year 1 - Amend homelessness procedures and processes (including reviews arrangements) to reflect new work flow required under HRA 2017.</p> <p>Years 2-5 - Keep under review.</p>	<p>Customers receive a consistent and legally sound service and staff have the necessary tools to manage their workload</p>	Housing Options Manager	Waverley Borough Council	Staff time	

No.	Action	Aims / Outcomes	Lead Officers	Partner Agencies	Resources	Status / Comments
1.5	<p>Year 1 - Prepare templates for letters and Personal Housing Plans</p> <p>Years 2-5 - Keep under review</p>	Customers receive written advice in regard to legal duties owed to them and their responsibilities to work with Officers to help resolve their homelessness.	Housing Options Manager	Waverley Borough Council	Staff time	
1.6	<p>Year 1 - Train agencies in regard to the HRA 2017 and housing options work and agree local arrangements for statutory and non statutory referrals and Pathway plans for vulnerable groups</p> <p>Year 2-5 Update training as required</p>	Agencies are able to correctly identify and refer clients to the Council and in doing so are able to set customer expectations at a realistic and consistent level	<p>Housing Needs Manager</p> <p>Housing Options Manager</p> <p>Specialist Housing Options Officer</p>	<p>Waverley Borough Council</p> <p>Community Mental Health Recovery Service</p> <p>Surrey CC – Adults and Children</p> <p>Citizens Advice Waverley</p> <p>York Road Project</p> <p>Health</p> <p>Probation</p> <p>Domestic abuse outreach</p> <p>Surrey Districts & Boroughs</p>	Staff time, share with neighbouring Boroughs – e.g. Guildford Borough Council, Woking Borough Council etc.	

No.	Action	Aims / Outcomes	Lead Officers	Partner Agencies	Resources	Status / Comments
1.7	<p>Year 1 – develop and introduce a portal through which public bodies specified in the regulations can refer people who are homeless or a risk of homelessness</p> <p>Train staff and partners</p> <p>Years 2-5 – monitor and review arrangements</p>	Public bodies are able to correctly identify and refer homeless clients to the Council	<p>Housing Needs Manager</p> <p>Housing Options Manager</p> <p>IT Development Manager</p>	<p>Waverley Borough Council</p> <p>IT provider</p>	<p>Staff time</p> <p>Homelessness budget</p>	
1.8	<p>Year 1 - Amend Out of Hours arrangements to reflect HRA 2017 duties</p> <p>Years 2-5 – Review as needed</p>	Council able to effectively fulfil its statutory duties out of hours	<p>Housing Needs Manager</p> <p>Housing Options Manager</p>	<p>Waverley Borough Council</p> <p>Pinnacle</p> <p>Mole Valley Telecare</p>	Staff time	

No.	Action	Aims / Outcomes	Lead Officers	Partner Agencies	Resources	Status / Comments
1.9	<p>Year 1 - Amend Allocation Scheme as needed to reflect changes that are required following HRA 2017 implementation</p> <p>Years 2-5 – Update Allocation Scheme as required</p>	Allocation Scheme legally sound and continues to complement Waverley’s homeless prevention approach	<p>Housing Needs Manager</p> <p>Housing Options Manager</p> <p>Homechoice Manager</p>	Waverley Borough Council	Staff time and any necessary training	
1.10	<p>Year 1 - Review Options Team staffing in the light of operating HRA2017. If additional staffing required, identify funding, prepare & evaluate Job descriptions & advertise & recruit</p> <p>Years 2-5 – Keep under review</p>	Housing Options team has sufficient staffing to ensure Waverley’s statutory duties fulfilled and low numbers of households in temporary accommodation maintained.	<p>Housing Needs Manager</p> <p>Housing Options Manager</p> <p>Strategic HR</p>	Waverley Borough Council	<p>DCLG New burdens funding - £60,595 over 3 years 2017-2020</p> <p>Flexible Homelessness Grant 2017-2018 £131,000</p> <p>Flexible Homelessness Grant 2018-2019 £151,000</p> <p>DCLG historic funding £11,000</p>	Officers anticipate need for additional Support Officer Post & team may require senior Housing Options Officer role(s) and / or additional Officer roles

No.	Action	Aims / Outcomes	Lead Officers	Partner Agencies	Resources	Status / Comments
1.11	<p>Year 1 - Update Housing Options Website pages to reflect new HRA 2017</p> <p>Years 2-5 - Monitor, review and update as needed to reflect legislative changes and case law</p>	Website is able to guide customers threatened with homeless as to what duties may be owed to them and help set realistic expectations	<p>Housing Options Manager</p> <p>Website Manager</p>	Waverley Borough Council	Staff time	

Strategic Priority Two: Prevention / Early Help

No.	Action	Aims / Outcomes	Lead Officers	Partner Agencies	Resources	Status / Comments
2.1	<p>Year 1 – Maintain good quality housing options advice, casework and other interventions through the Council's Housing Options Team</p> <p>Years 2-5 – Monitor and review</p>	<p>Customers homelessness prevented and temporary accommodation numbers kept to a minimum</p> <p>Staff receive required training and supervision</p>	<p>Housing Options Manager</p> <p>Housing Needs Manager</p>	<p>Waverley Borough Council</p> <p>Private landlords</p> <p>Letting agents</p> <p>Supported housing providers</p>	<p>Staff time</p> <p>Training</p> <p>Partnership working</p>	
2.2	<p>Year 1 -Continue to fund the HELP school education project run by Step by Step</p> <p>Year 2-5</p> <p>Monitor and Review</p>	<p>Prevention of homelessness among young people</p> <p>Step by Step Education Project is delivered by young people who have experienced homelessness. By receiving training to present their experiences to other young people, they develop their skills to help with future employment opportunities.</p>	<p>Housing Needs Manager</p>	<p>Waverley Borough Council</p> <p>Step by Step</p>	<p>: Homelessness Budget - £1,000 grant</p>	

No.	Action	Aims / Outcomes	Lead Officers	Partner Agencies	Resources	Status / Comments
2.3	<p>Year 1 - Continue to use the homelessness budget flexibly to help prevent homelessness e.g. spend to save payments, paying rent in advance, payments for landlord fees etc.</p> <p>Years 2-5 – Monitor and review</p>	<p>Prevention of homelessness and minimising the upheaval for customers</p> <p>Value for Money by targeting resources at the most cost effective solution to prevent homelessness.</p>	<p>Housing Options Manager</p> <p>Housing Needs Manager</p>	<p>Waverley Borough Council</p> <p>Private landlords</p> <p>Letting agents</p>	<p>Homelessness budget</p> <p>Staff time</p>	
2.4	<p>Year 1 - Continue to fund Sanctuary Scheme to help victims of domestic violence safely remain in their homes.</p> <p>Year 2-5 - Monitor and review</p>	<p>Victims of domestic abuse made safe & able to avoid the upheaval of moving away from support networks</p> <p>Reduced costs in providing emergency temporary accommodation</p>	<p>Specialist Housing Options Officer</p> <p>Housing Options Manger</p> <p>Housing Needs Manager</p>	<p>Waverley Borough Council</p> <p>Waverley's Building Contractor – Mears</p> <p>Police</p> <p>Fire Service</p>	<p>Staff time</p> <p>Homelessness Budget</p>	

No.	Action	Aims / Outcomes	Lead Officers	Partner Agencies	Resources	Status / Comments
2.5	<p>Year 1 - Monitor impact of Welfare Reform changes e.g. Benefit cap, role out of Universal Credit, Freeze in Local Housing Allowance(LHA) rates</p> <p>Years 2-5</p> <p>Monitor and review</p>	<p>Clear picture of impact of the welfare changes</p> <p>Ability to target resources such as Discretionary Housing Payments (DHPs), welfare benefit advice, downsizing advice and tenancy support to those most in need.</p>	<p>Housing Options Manager</p> <p>Housing Needs Manager</p> <p>Benefits Manager</p> <p>Rent Accounts Manager</p> <p>Welfare Benefit Officer</p>	<p>Waverley Borough Council</p> <p>Citizens Advice Waverley</p>	<p>Staff time</p>	
2.6	<p>Years 1 - 5 – Monitor data from new IT database regarding reasons for homelessness so prevention measures can be targeted effectively</p>	<p>New Government required data recording from April 2018 and the new IT database will provide much more detailed household/demographic information.</p> <p>Database will highlight primary causes of homelessness in Waverley & what prevention actions are most effective so resources can be targeted effectively</p>	<p>Housing Options Manager</p> <p>Specialist Housing Options Officer</p> <p>Housing Needs Manager</p>	<p>Waverley Borough Council</p> <p>Statutory and Voluntary Partners</p>	<p>New IT database - £7,500 a year</p> <p>Staff time</p>	

No.	Action	Aims / Outcomes	Lead Officers	Partner Agencies	Resources	Status / Comments
2.7	<p>Year 1 – Maximise use of Discretionary Housing Payments (DHP) so they targeted at those in most need and reflects a joined up approach between Housing and Benefits Services</p> <p>Years 2-5 - Monitor and review</p>	<p>Households under pension age, under-occupying social housing assisted to move to smaller accommodation rather than remaining in unaffordable accommodation with the help of DHPs</p> <p>Increased availability of family sized accommodation to those on the Housing register</p> <p>Greater use of DHP budget for rent deposits and rent in advance to reduce costs on homelessness budget (General fund) and reduced debts for customers.</p> <p>Households in unaffordable private rented accommodation assisted to move to affordable accommodation</p>	<p>Housing Needs Manager</p> <p>Housing Options Manager</p> <p>Benefits Manager</p> <p>Homechoice Manager</p> <p>Welfare Benefit Officer</p>	<p>Waverley Borough Council</p> <p>Housing Association partners</p>	<p>Staff time</p> <p>Discretionary Housing Payment budget</p> <p>Downsizing budget</p>	

No.	Action	Aims / Outcomes	Lead Officers	Partner Agencies	Resources	Status / Comments
2.8	<p>Years 1-5 Ensure that online information regarding the Housing Options Service is up to date and is helping clients self serve where possible</p>	<p>Customers able to self serve where possible so that telephone and in person interactions with the Housing Options team are maximised</p>	<p>Housing Options Manager</p> <p>Website Manager</p>	Waverley Borough Council	Staff time	
2.9	<p>Years 1-5 – Ensure that as many housing options clients as are eligible are registered on the Council's Housing Register</p>	<p>Ensures that households who the Council has helped into private rented accommodation, to prevent their homelessness, have maximised their chances of future social housing.</p> <p>This means that in the event of future threatened homelessness households may be able to resolve their difficulties by bidding successful for social housing.</p> <p>Reduced costs to the council in preventing homelessness</p>	Housing Options Manager	Waverley Borough Council	Staff time	

Strategic Priority Three: Accommodation

No.	Action	Aims / Outcomes	Lead Officers	Partner Agencies	Resources	Status / Comments
3.1	<p>Year 1 –</p> <p>Encouraged households under occupying social housing to downsize e.g. Transfer incentive scheme, mutual exchanges, high banding priority, closer liaison between Homechoice team and Housing Benefit regarding decisions to award Discretionary Housing Payment awards to under occupiers.</p> <p>Years 2-5 –</p> <p>Monitor and Review outcomes</p>	<p>Family sized properties released for those who need them.</p> <p>Smaller households and those who are elderly or have disabilities helped into accommodation that is more suitable for their needs</p> <p>Social housing stock maximised</p> <p>Reduced use of Discretionary Housing Payment budget for under occupiers will mean budget can be targeted at those in greatest need.</p>	<p>Homechoice Manager</p> <p>Rents Accounts Manager</p> <p>Housing Benefit Manager</p> <p>Housing Needs Manager</p>	Waverley Borough Council	<p>Staff time</p> <p>Promotion of incentives through tenant and applicant publications/Newsletters and website</p> <p>Transfer incentive payment budget</p> <p>Discretionary Housing Payments</p>	

No.	Action	Aims / Outcomes	Lead Officers	Partner Agencies	Resources	Status / Comments
3.2	<p>Year 1 -Develop new Waverley owned affordable housing</p> <p>Years 2-5</p> <p>Development of new Waverley owned affordable housing</p>	<p>New Council-owned homes for Housing Register applicants</p> <p>(48 new units expected 18-19)</p>	<p>Head of Strategic Housing & Development</p> <p>Housing Development Manager</p> <p>Head of Planning</p>	<p>Waverley Borough Council</p> <p>Building Contractors</p>	<p>Housing revenue account development budget</p> <p>Staff time</p>	
3.3	<p>Year 1 - Support and enable development of more affordable and supported housing developed by housing associations / Voluntary groups</p> <p>Years 2-5 –</p> <p>Monitor & review</p>	<p>Increase in supported and affordable housing for Housing register applicants and customers facing homelessness</p> <p>(24 Affordable rent / Social rent units expected 18-19)</p>	<p>Head of Strategic Housing & Development</p> <p>Housing Strategy & Enabling Manager</p> <p>Head of Planning</p>	<p>Waverley Borough Council</p> <p>Housing Associations</p>	<p>Staff time</p>	
3.4	<p>Year 1- Fund three bed spaces at York Road Project, Woking</p> <p>Years 2-5 –</p> <p>Monitor and review</p>	<p>Accommodation with day centre support for single homeless clients</p>	<p>Housing Options Manager</p> <p>Housing Strategy & Enabling Manager</p>	<p>Waverley Borough Council</p>	<p>Homelessness Budget</p>	

No.	Action	Aims / Outcomes	Lead Officers	Partner Agencies	Resources	Status / Comments
3.5	<p>Year 1 - Increase supply of private rented accommodation for all household groups, but particularly single homeless households. e.g. :</p> <ul style="list-style-type: none"> -Monitor and review shared house scheme with Ethical Lettings and Woking Borough Council -Radio advertising to attract new landlords - Explore and trial landlord incentives -Liaison with agents/Landlords <p>Year 2-5 - Monitor and review</p>	<p>Housing Options team have a range of accommodation options that can be offered to those to whom a homelessness prevention or relief duty is owed.</p> <p>Reduced use of & cost of emergency B&B accommodation</p> <p>Waverley's deposit scheme remains attractive to landlords and is competitive compared with others.</p>	<p>Housing Options Manger</p> <p>Housing Needs Manager</p>	<p>Waverley Borough Council</p> <p>Ethical Lettings</p> <p>Woking Borough Council</p> <p>Letting Agents</p> <p>Private landlords</p>	<p>Staff time</p> <p>Homelessness Budget</p>	

No.	Action	Aims / Outcomes	Lead Officers	Partner Agencies	Resources	Status / Comments
3.6	<p>Year 1 - Explore opportunities to purchase additional bed spaces in supported housing schemes</p> <p>Years 2-5</p> <p>Monitor and review</p>	<p>Increase in number and variety of units for single vulnerable clients</p> <p>Reduced use of & cost of emergency B&B accommodation</p>	<p>Housing Options Manager</p> <p>Housing Needs Managers</p>	<p>Supported Housing Providers e.g. York Road Project Woking, Transform Housing etc.</p>	<p>Homelessness Budget</p> <p>DCLG New burdens funding - £60,595 over 3 years 2017-2020</p> <p>Flexible Homelessness Grant 2017-2018 £131,000</p> <p>Flexible Homelessness Grant 2018-2019 £151,000</p> <p>DCLG historic funding £11,000</p>	
3.7	<p>Year 1 - Monitor impact of Homelessness Reduction Act 2017 on temporary accommodation units required. Currently 4 Council owned shared units available</p> <p>Years 2-5</p> <p>Monitor and review.</p>	<p>Adequate supply / balance of temporary accommodation.</p> <p>Emergency B&B costs and void costs in empty temporary accommodation kept to a minimum</p> <p>Flexibility to use permanent Council stock as temporary accommodation when all other alternatives are exhausted</p> <p>Flexibility to explore having additional homeless prevention units in new or existing housing association stock.</p>	<p>Housing Options Manager</p> <p>Housing Needs Manager</p>	<p>Waverley Borough council</p> <p>Housing Association partners</p>	<p>Staff time</p>	

No.	Action	Aims / Outcomes	Lead Officers	Partner Agencies	Resources	Status / Comments
3.8	Explore opportunities of capital investment in out of borough housing schemes in return for nomination rights to bed spaces	<p>Increase in supply of emergency and short to medium term accommodation for homeless households</p> <p>Reduced costs of emergency B&B accommodation</p> <p>Reduced rough sleeping</p>	<p>Head of Strategic Housing & Development</p> <p>Housing Strategy and Enabling Manager</p> <p>Housing Options Manager</p>	<p>Waverley Borough Council</p> <p>Housing Providers</p> <p>Other Borough / District Councils</p>	Capital funding	
3.9	<p>Year 1 – Monitor / review lease arrangements for unused / harder to let Council properties to assess effectiveness in preventing homelessness and providing move on accommodation from supported housing</p> <p>Years 1-5 – assess whether other Council owned units can be used similarly</p>	<p>Reducing void loss and maximising rental income to the HRA on harder to let properties</p> <p>Move on accommodation for supported housing schemes provides much needed turnover in higher support schemes to help prevent homelessness</p> <p>Use of harder to let stock to prevent or relieve homelessness</p>	<p>Housing Options Manager</p> <p>Head of Housing Strategy & Development</p> <p>Housing Needs Manager</p> <p>Legal Services Manager</p>	<p>Waverley Borough Council</p> <p>York Road Project</p> <p>Riverside Housing</p> <p>Ethical Lettings</p>	<p>Staff Time</p> <p>Hard to let / under used Council accommodation</p>	

No.	Action	Aims / Outcomes	Lead Officers	Partner Agencies	Resources	Status / Comments
3.10	<p>Year 1 – Commission pilot scheme for up to 3 supported housing bed-spaces at The Crescent, Woking</p> <p>Years 1-3 Review and monitor</p>	<p>Additional supported housing for vulnerable clients - particularly suited to younger age group</p> <p>Partnership working to help ensure viability of the scheme to meet the needs of other clients e.g. homeless young people owed a duty by Surrey Children's Services.</p>	<p>Housing Needs Manager</p> <p>Housing Options Manager</p>	<p>Waverley Borough Council</p> <p>Transform Housing & Support</p>	<p>DCLG New burdens funding - £60,595 over 3 years 2017-2020</p> <p>Flexible Homelessness Grant 2017-2018 £131,000</p> <p>Flexible Homelessness Grant 2018-2019 £151,000</p> <p>DCLG historic funding £11,000</p>	
3.11	<p>Year 1 – Agree a suitable resolution to Waverley's lack of access to nomination rights at Step by Step Project in Aldershot due to change in how support costs are funded.</p> <p>Years 2-5 – Monitor and review</p>	<p>Funding for support costs identified and agreed</p> <p>Waverley able to nominate eligible young people to Step by Step project in line with nomination agreement</p>	<p>Housing Needs Manager</p> <p>Housing Options Manager</p>	<p>Waverley Borough Council</p> <p>Step by Step</p> <p>Surrey County Council</p>	<p>Capital contribution of £100,000 provided by Waverley to Step by Step in 2010.</p> <p>Staff time</p>	

No.	Action	Aims / Outcomes	Lead Officers	Partner Agencies	Resources	Status / Comments
3.12	<p>Year 1 - Make use of opportunity to refer young homeless clients needing emergency accommodation into Surrey CC family HOST service and explore possibility of expanding to service for older clients</p> <p>Help Surrey County Council in advertising to recruit additional host families</p> <p>Years 2-5 – monitor and review</p>	Reduced use of less suitable B&B or other unsupported emergency accommodation for young people.	<p>Housing Options Manager</p> <p>Housing Needs Manager</p>	<p>Waverley Borough Council</p> <p>Surrey County Council</p>	<p>Staff time</p> <p>Homelessness budget</p>	

Strategic Priority Four: Support

No.	Action	Aims / Outcomes	Lead Officers	Partner Agencies	Resources	Status / Comments
4.1	<p>Year 1 -Maintain and develop the housing options support service provided by the Housing Options Support Officer and Specialist Housing Options Officer</p> <p>Years 2-5- Monitor and review</p>	<p>Assessment of the needs and homelessness duties owed to vulnerable housing options clients.</p> <p>Tenancy and welfare support to vulnerable clients in living in all tenures to help ensure accommodation sustained and homelessness prevented.</p> <p>Co-ordination with other statutory and voluntary agencies e.g. Social Services, Domestic Violence Outreach Service, Police, Health</p>	<p>Specialist Housing Options Officer</p> <p>Housing Options Support Officer</p>	Waverley Borough Council	Staff time	There is very likely to be a need for additional role(s) in this area in order for the Council to fulfil its HRA 2017 duties
4.2	<p>Year 1 - Continue to joint fund with Woking Borough Council the Outreach Support post managed by York Road Project, Woking</p> <p>Years 2-5 – Monitor and review</p>	<p>Specialist advice and support to rough sleepers and those at risk of rough sleeping in Waverley</p> <p>Clients' Housing and welfare needs assessed and assisted to engage with health and welfare services</p> <p>Reduced costs of providing emergency temporary accommodation</p>	<p>Housing Options Manager</p> <p>Head of Housing Strategy & Development</p>	<p>Waverley Borough Council</p> <p>Woking Borough Council</p> <p>York Road Project, Woking</p>	£15,000 from homelessness budget	

No.	Action	Aims / Outcomes	Lead Officers	Partner Agencies	Resources	Status / Comments
4.3	<p>Year 1 - Explore possibility of securing 2 year Surrey County Council funding to recruit to an additional Housing Options Support Officer role within the Housing Options team</p> <p>Year 2 – If role and 2 year funding agreed, review effectiveness and whether there is a need to continue the role with alternative funding beyond March 2019</p>	<p>Additional resource to help the Council fulfil its HRA 2017 duties and Social Services Better Care duties.</p> <p>Tenancy and Welfare support to prevent homelessness and promoted health and well being of clients</p>	<p>Housing Needs Manager</p> <p>Specialist Housing Options Officer</p>	<p>Waverley Borough Council</p> <p>Adult Social Care Surrey</p>	<p>Staff time</p> <p>Surrey County Council Housing Related Support Funding</p>	

No.	Action	Aims / Outcomes	Lead Officers	Partner Agencies	Resources	Status / Comments
4.4	<p>Year 1 - Review Don't Lose your Home or Business Service</p> <p>Years 2-5 – Review and monitor</p>	<p>Review whether the Service should continue (in the light of reduced demand) and, if so, how it can best support the Council's financial inclusion agenda/strategy</p>	<p>Housing Needs Manager</p> <p>Head of Strategic Housing & Development</p> <p>Head of Housing</p>	Waverley Borough Council	Staff time	
4.5	<p>Year 1 - Monitor change in remit of Welfare Benefit Officer role within Rents Team</p>	<p>Rather than directly support customers, the Welfare Benefit Officer will provide expertise and support to Rent Officers and other housing staff to help them support Council tenants adjusting to welfare benefits changes.</p> <p>Maximising benefits and income to sustain tenancies and prevent homelessness</p>	<p>Rent Accounts Manager</p> <p>Welfare Benefit Officer role</p>	Waverley Borough Council	Staff time	

No.	Action	Aims / Outcomes	Lead Officers	Partner Agencies	Resources	Status / Comments
4.6	<p>Year 1 -Monitor deposit and rent in advance repayment arrangements from customers</p> <p>Years 2-5 – Monitor & review</p>	<p>Deposit scheme customers set up and maintain realistic and sustainable repayment arrangements</p> <p>Income recovery maximised, legal collection costs through third parties minimised, customers opportunity of bidding successfully for social housing in the future is maximised</p>	<p>Housing Options Manager</p> <p>Housing Options Co-Ordinator and Recovery Officer</p>	Waverley Borough Council	Staff time	

Strategic Priority Five: Partnership Work

No.	Action	Aims / Outcomes	Lead Officers	Partner Agencies	Resources	Status / Comments
5.1	<p>Years 1-5 - Maintain Housing Service representation and participation at multi agency meetings e.g. Surrey Housing Needs Managers Meeting, MARAC, MAPPA, Social Services case conferences, Housing Association Forum, CHarMM.</p>	<p>Partnership working to achieve best possible outcomes for clients, avoid duplication and maximise/share resources</p>	<p>Housing Needs Manager Housing Options Manager Specialist Options Officer</p>	<p>Waverley Borough Council Surrey Boroughs / Districts Surrey County Council Surrey Police Health Housing Associations Probation Community Mental Health Recovery Service (CMHRS)</p>	<p>Staff time</p>	

No.	Action	Aims / Outcomes	Lead Officers	Partner Agencies	Resources	Status / Comments
5.2	<p>Year 1 - Continue to manage and coordinate Waverley's Single Housing Panel</p> <p>Years 2 – 5 Monitor and review</p>	<p>Housing and support needs of vulnerable clients assessed and suitable housing and support options identified.</p> <p>Partnership working to achieve best possible outcomes for clients, avoid duplication and maximise/share resources</p>	Housing Options Manager	<p>Waverley Borough Council</p> <p>Supported housing providers</p> <p>Floating Support Services</p> <p>Health</p> <p>CMHRS</p> <p>Social Services</p> <p>Probation</p>	Staff time	
5.3	<p>Year 1- Maintain Waverley's Family Support Service</p> <p>Years 2-5 - Monitor and review</p>	<p>Early Help and support to vulnerable families to stabilise and promote Health and Wellbeing, Education, Employment and Housing.</p> <p>Fulfil the Council's commitments to the Government's Syrian Vulnerable Person Resettlement Programme</p>	<p>Waverley Family Support Manager</p> <p>Head of Housing Operations</p>	<p>Waverley Borough Council</p> <p>Social Services</p> <p>Police</p> <p>Schools</p> <p>Health</p>	<p>Family Support Budget</p> <p>Staff time</p>	

No.	Action	Aims / Outcomes	Lead Officers	Partner Agencies	Resources	Status / Comments
5.4	<p>Year 1 - Work with partners to provide Severe Weather Emergency Provision (SWEP) for single homeless clients</p> <p>Years 2-5 – Monitor and review</p>	Waverley rough sleepers offered emergency accommodation during cold weather periods (3 consecutive nights forecast temperature 0 or below) to mitigate health risks.	<p>Housing Options Manager</p> <p>Housing Needs Manager</p>	<p>Waverley Borough Council</p> <p>Guildford, Woking and Surrey Heath Councils</p> <p>York Road Project, Woking</p> <p>Number Five Project, Guildford</p> <p>B&B providers</p>	<p>Staff time</p> <p>Homelessness budget</p>	
5.5	<p>Year 1 – Co-ordinate Waverley’s rough sleeping estimate in the autumn of 2018</p> <p>Years 2-5 – Continue - subject to Government and local requirements</p>	<p>An accurate estimate of those sleeping rough in the Waverley area to gauge the effectiveness or otherwise of Waverley’s homelessness prevention approach</p> <p>Statistical information for the Government</p>	<p>Housing Needs Manager</p> <p>Housing Options Manager</p>	<p>Waverley Borough Council</p> <p>Police</p> <p>York Road Project</p> <p>Probation</p> <p>CMHRS</p> <p>Faith forum/groups</p> <p>Citizens Advice Waverley</p>	<p>Staff time</p> <p>Statutory and Voluntary agency time</p>	

No.	Action	Aims / Outcomes	Lead Officers	Partner Agencies	Resources	Status / Comments
5.6	<p>Year 1 Continue to support the work of Citizens Advice Waverley and monitor performance through Service Level Agreement</p> <p>Years 2-5 – Monitor and review</p>	<p>Waverley residents receive independent, free advice in regard to debt, welfare benefits, employment and housing rights and responsibilities etc.</p> <p>Maximisation of income & welfare benefits, social inclusion and prevention of homelessness.</p>	<p>Community Services Manager</p> <p>Housing Benefit Manager</p> <p>Housing Options Manager</p> <p>Tenancy and Estates Manager</p> <p>Rent Manager</p>	<p>Waverley Borough Council</p> <p>Citizens Advice Waverley</p>	<p>Grant £210,000</p> <p>Staff time</p>	
5.7	<p>Year 1 – Housing Options Support staff to attend and contribute to Early Help Local Family partnership meetings in Waverley</p> <p>Years 2-5 – Monitor and Review</p>	<p>Multi agency partnership work to co-ordinate support for vulnerable households.</p> <p>Prevention of homelessness and promotion of health and well-being of children and parents/guardians</p> <p>Co-ordinated support, maximising/sharing resources</p> <p>Identify gaps in provision of services/support & training/ awareness raising</p>	<p>Specialist Housing options Officer</p>	<p>Waverley Borough Council</p> <p>Children’s Services</p> <p>Schools Health</p> <p>CMHRS</p> <p>Police</p> <p>Domestic Abuse Outreach Service</p> <p>Voluntary groups</p>	<p>Staff time</p>	

No.	Action	Aims / Outcomes	Lead Officers	Partner Agencies	Resources	Status / Comments
5.8	<p>Years 1 – 5 – Arrange and co-ordinate an annual Homelessness Strategy conference</p>	<p>To review the Council and its partners' progress in preventing homelessness and delivering homelessness strategy priorities.</p> <p>Identify and celebrate successes</p> <p>Identify emerging challenges and agree partnership actions to meet the challenges.</p>	<p>Housing Options Manager</p> <p>Housing Needs Manager</p>	<p>Waverley Borough Council</p> <p>Adult Social Care</p> <p>Children's Services</p> <p>Citizens Advice Waverley</p> <p>CMHRS</p> <p>Supported Housing Providers</p> <p>Health</p> <p>Probation</p> <p>Letting Agents / Private landlords</p> <p>Ethical Lettings</p> <p>Neighbouring Boroughs/Districts</p>	<p>Staff time</p>	

WAVERLEY BOROUGH COUNCIL

HOUSING OVERVIEW & SCRUTINY COMMITTEE

20 MARCH 2018

Title:

**WAVERLEY DRAFT HOUSING STRATEGY 2018 - 2023
STRATEGIC HOUSING AND DELIVERY**

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

Summary and purpose:

This report presents a revised Housing Strategy for Strategic Housing and Delivery, following comments received after a presentation to the Committee on 30 January 2018. The aspiration is for this Strategy to be submitted to the Executive on 10 April 2018 before being formally adopted by the Council.

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

This report relates to the Council's Community Wellbeing priority.

Financial Implications:

Any additional costs are set out in the action plan.

Legal Implications:

There are no direct legal implications arising from this report.

Introduction

1. This draft Strategy sets out goals and proposes an action plan for the Council's Strategic Housing and Delivery services for the next 5 years. The document, 'Housing Need and Local Affordability Analysis' gives a detailed picture of the affordability problem that affects the Borough and highlights the urgent need for a strategic approach to meet housing need.
2. The Council's Strategic Housing and Delivery service comprises:
 - a. Housing Strategy and Enabling
 - b. Housing Delivery of council new build affordable housing
 - c. Housing Needs
 - d. Private Sector Housing

The Strategy

3. The draft Strategy sets out the Strategic Housing and Delivery objectives for the next five years, and sets the scene for affordable housing, by placing the Strategy in the

context of current policy and practice as well as providing an overview of current funding.

4. Consultation has been carried out via Waverley Homes and People, Making Waves and Survey Monkey. Additionally, officers have met with our Housing Association and Parish Council partners to collect data about the main issues affecting affordable housing delivery in the borough.
5. As a result of this consultation, the overarching goal for every Waverley resident to have a decent, sustainable and affordable HOME is proposed, to be achieved under the following objectives:
 - a. To increase the delivery of well designed, well built, affordable HOUSING
 - b. To OPTIMISE social and economic well being
 - c. To MAKE best use of existing homes
 - d. To ENGAGE with partners to achieve our joint aims.
6. A draft SMART action plan sets out how these goals can be achieved. A SMART action plan is Specific, Measurable, Agreed, Realistic and Time Bound. Officers will meet to update the action plan on a quarterly basis.
7. The strategy will be reviewed by the Housing Overview and Scrutiny Committee on an annual basis.

Recommendation

The Housing Overview and Scrutiny Committee is asked to endorse the attached housing strategy before it goes onto Executive in April.

Background Papers

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

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Draft Waverley Housing Strategy

2018-2023

**Strategic
Housing and
Delivery**

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EXECUTIVE SUMMARY

- We are building new affordable homes along with our Housing Association partners. We are using our own land, properties, commuted sums and sites coming through the planning system.
- Each new home will make an immeasurable difference to a local household in need. We are all doing well but we want to do more.
- National Policy has renewed its focus on affordable housing. We live in changing times so this document will be refreshed and updated on an annual basis to reflect changes.
- This strategy provides an overview of our work around new affordable homes and pulls together the wide range of work we do with our partners to pursue our joint aims.
- Our Strategic Housing and Delivery services comprise
 - Housing Strategy and Enabling
 - Housing Delivery of council new build affordable housing
 - Housing Needs
 - Private Sector Housing
- We consulted with our partners and local stakeholders to agree our goal for everyone to have a HOME:
 - Increase delivery of well designed, well built affordable HOUSING
 - OPTIMISE social and economic wellbeing
 - MAKE best use of existing homes
 - ENGAGE with partners to achieve our joint aims
- This strategy sets out an action plan for the Council's Strategic Housing and Delivery Services for the next 5 years.
- Updates to the action plan will be provided on an annual basis.

PORTFOLIO HOLDER'S INTRODUCTION

Housing is a critical element in all of our lives and this is increasingly recognised at all levels of government. It is right that housing is given this higher profile. We hope this represents a long-term commitment to address the very serious housing issues facing the nation. Those concerns face us in Waverley – when you consider that a family who want to buy an average home in the Borough would now require an income of over £113,000 to afford the mortgage. This makes it impossible for so many to own their own home.

To that end, I am very pleased to present our new Housing Strategy.

Our aim is for all our residents to have affordable, appropriate and decent homes. That's why we have titled this Strategy, 'Your Home'.

We are not starting from scratch. We are in a good place: we have built 37 new Council homes since 2015 with 60 currently under construction. There is a strong pipeline of proposed developments. Our Housing Association partners have delivered 312 homes since 2012, with 163 currently being constructed and planning permission granted for a further 1,400.

We are one of only 14 Councils to have achieved a Silver Award from the National Practitioner Support Service for preventing homelessness. We continually have exceptionally low numbers of households in temporary accommodation – the lowest in the County. Our Homelessness Strategy 2018-2023 picks up this theme in full, and sets out how we intend to make homelessness in Waverley a thing of the past.

Our Private Sector Housing Team works tirelessly to ensure our tenants who rent privately get the best service from their landlords. We work to ensure that the money in our Better Care Fund is used to ensure that many of our disabled residents can have their homes properly adapted to meet their needs.

But if you stop pedalling, you will fall off your bicycle. We cannot stop pedalling!

Our achievements might be impressive, but we need to press on and do much more to address the wide range of housing needs and expectations in the Borough. There are considerable challenges facing us if we are going to ensure everyone has a home. Finding land that is both suitable and available, and finding the money to build new homes are top of our list.

This Strategy should not sit on the shelf gathering dust until we decide to review it in five years' time. It must be a living document. We'll check where we have got to at least each year throughout the life of the Strategy. I hope all our residents will help us, calling us to account and suggesting where things could improve. Government policies and initiatives on housing come thick and fast and we are determined to

keep up to date and adapt quickly to any changes introduced - our greatest aim is to provide the housing our residents need.

In fact, my vision is that Waverley should be a place where people and businesses feel they belong and are proud to call home.

DRAFT



OPPORTUNITIES AND CHALLENGES

HIGH DEMAND

1. Affordable housing is central to community wellbeing, a corporate priority in the [Waverley Corporate Plan 2016-2019](#)¹. The provision of affordable housing plays an important role in delivering the Council's vision to make Waverley a better place to live and work.
2. Proximity to London and an attractive natural landscape make Waverley a popular place to live. House prices in the borough are nearly 13 times average incomes, well beyond the reach of the average family. As at 1 October 2017, there were over 1500 households waiting on Waverley's Housing Register for affordable or social rented housing. The West Surrey SHMA (2015) demonstrates a need for an additional 314 affordable homes per annum across Waverley.
3. In recognition of the significant affordable housing need, the emerging Waverley Local Plan includes two policies to facilitate delivery of new affordable housing:
 - *Policy AHN1: Affordable Housing on Development Sites* will require 30% affordable housing on qualifying new developments.
 - *Policy AHN2: Rural Exception Sites* allows small developments to provide affordable housing to meet the needs of residents of rural villages, where this need cannot be met in another way.
4. High property prices in Waverley are pricing out essential workers such as teachers and care workers. Making affordable housing available to low paid workers benefits the local economy by ensuring the continued provision of key services, as highlighted in the [Waverley Economic Strategy](#)².

HEALTH AND WELLBEING

5. Secure, comfortable and adequately heated housing improves quality of life. Waverley's [Wellbeing Strategy](#)³ highlights that access to an adequate supply of affordable housing is critical to our residents' health and wellbeing.
6. The borough's older population is set to increase considerably in the coming decades, particularly the number of older people living with dementia and those over 85. Waverley must plan to meet the needs of this growing age group, including their housing needs.

¹ www.waverley.gov.uk, [Waverley Corporate Plan \(2016-2019\)](#)

² www.waverley.gov.uk, [Waverley Economic Strategy \(2018\)](#)

³ www.waverley.gov.uk [Wellbeing Strategy \(2016-2021\)](#)

7. Waverley's [Ageing Well Strategy](#)⁴ sets out an ambition to enable older people to remain independent for as long as possible and to lead fuller lives for longer. Older residents may benefit from adaptations or assistive technology in their current home to enable them to live independently for longer. It will also be necessary to develop more specialist sheltered, extra care and accessible housing for older people who need to move to more suitable accommodation as they become frailer, as set out in this strategy's Action Plan.
8. The threat of homelessness has a detrimental impact on a person's wellbeing. Our Housing Options Service works hard to prevent homelessness in Waverley. The key priorities of homelessness prevention, accommodation, improvement, support and partnership working enshrined in our [Homelessness Strategy](#) are shared by this strategy and reflected in the Action Plan.

GOVERNMENT POLICY

9. The tragedy of the Grenfell fire has thrown affordable housing into the spotlight. Fire safety has since necessarily dominated discussions within the sector and there is a renewed focus on meaningful resident involvement. At the same time, recent housing policy changes, including a 1% social and affordable rent reduction, welfare reform, rising demand and reducing social care budgets, mean that housing providers face tough financial challenges.
10. The [Housing White Paper 2017](#)⁵ describes the housing market as 'broken' and 'one of the greatest barriers to progress in Britain today.' It acknowledges the need for a complex range of solutions to a long-term problem: more homes are needed in the right places, building needs to be faster, with more diversity in the market and more help for people in housing need now. The White Paper includes a positive drive to back Local Authorities to build⁶.
11. The Autumn 2017 Budget announced £15.3bn of new financial support for housebuilding over the next five years. This takes the total to at least £44bn of capital funding, loans and guarantees to help build 300,000 homes annually by the mid-2020s. This is a level of housebuilding not witnessed since 1970 and is welcomed in this area of high housing need. In Waverley, the key will be building the homes in the right places and ensuring that local people can afford them. For many local households, social rents remain the only truly affordable option. Therefore, new funding will need to support affordable homes in a range of affordable tenures in order to be effective.

⁴ www.waverley.gov.uk Ageing Well Strategy (2015-2018)

⁵ Ministry of Housing, Communities and Local Government, [Housing White Paper](#) (2017)

⁶ Paragraph 3.27

12. The [Welfare Reform Act 2012](#)⁷ introduced Universal Credit, the Spare Room Subsidy, Benefit Cap, Local Council Tax Support Scheme and replaced Disability Living Allowance with Personal Independence Payments. Waverley must work both to implement welfare benefit changes and to mitigate their effect, supporting our tenants to sustain their tenancies and avoid rent arrears.
13. [The Housing and Planning Act 2016](#)⁸ introduced a number of new housing policies including: Starter Homes, ‘pay to stay’⁹, extending Right to Buy to Housing Associations, the sale of higher value local authority homes, and a new deregulated regime for social landlords. The extension of the Right to Buy to Housing Association tenants would be funded by requiring councils to sell their higher value council homes, or pay an equivalent levy to government. If implemented, this duty would likely impact on the availability of council homes within the borough, placing additional pressure on Housing Register and homelessness services.

FUNDING

Council Funding

14. The Government introduced [Housing Revenue Account \(HRA\) self financing](#)¹⁰ in 2012. The old National Housing Subsidy system required us to return more than half our rental income (around £12.8m pa) to the Treasury. Under HRA self financing, councils can buy themselves out of this system by taking out a mortgage on their housing stock. The Autumn 2017 Budget announced that in high demand areas, the amount councils may borrow will be increased, allowing £1bn extra borrowing for council housebuilding up to 2021/22.
15. Waverley secured a loan of £189m in 2012, enabling us to invest in new homes for the first time in many years. The costs of managing our stock, carrying out day-to-day repairs and servicing our debt are funded by our rental income. The balance of that income is now available for building new homes, buying existing properties and acquiring land to build on or to reserve for future use
16. Our [HRA Business Plan 2012-42](#)¹¹ identified £261 million to invest in new affordable homes over the next 30 years. A 2016 review of the business plan considers asset disposals and other ways of generating income to fund affordable housing development. In addition, we will make use of retained capital receipts, commuted sums, grant funding from Homes England (formerly the Homes and Communities Agency) and income from the sale of properties from the Housing Revenue Account to deliver 20 new council affordable homes per year during the life of this plan.

⁷ www.legislation.gov.uk Welfare Reform Act (2012)

⁸ www.legislation.gov.uk Housing and Planning Act (2016)

⁹ Subsequently not implemented by Government

¹⁰ www.gov.uk (2012) The Housing Revenue Account Self Financing Determinations

¹¹ www.waverley.gov.uk Housing Revenue Account Business Plan (2012-2042)

17. Rental income is crucial to the viability of our Business Plan. However, under the [Welfare Reform and Work Act 2016¹²](#), Housing Associations and Councils must reduce social housing rents by 1% pa for four years from 2016-2020. This has reduced social landlords' rental income and their capacity to fund new homes.

18. As a development partner with Homes England, Waverley can charge Affordable Rents on new council homes. Affordable Rents were introduced by the government in 2011 to enable providers to charge up to 80% of market rent. Traditional social rents are lower, at around 60% of the market rent. Charging higher Affordable Rents increases borrowing capacity to fund new homes in a climate of limited government grant. Affordable Rents in Waverley will not exceed the Local Housing Allowance, so that applicants on lower incomes have equal opportunity to access these homes.

Housing Association Funding

19. Housing Associations draw on their own resources to fund new affordable homes. They also borrow commercially and can access Homes England grant. The Homes England (2016-21) Shared Ownership and Affordable Homes Programme is expected to deliver 165,000 homes across England. A further £7 billion of funding was released for affordable housing development in January 2017.

20. Like councils, Housing Associations have faced the challenges of the 1% rent reduction, benefit cap resulting in rent arrears and also the extension of the Right to Buy to their tenants. Each association has had to review its own business plan and development programme. Some have subsequently taken the decision to merge with others to form larger, more robust and competitive organisations, creating efficiencies which will enable them to develop more affordable homes.

LOCAL CHALLENGES TO THE DELIVERY OF AFFORDABLE HOUSING

21. Much of the countryside in Waverley is designated as Green Belt, an Area of Outstanding Natural Beauty (AONB) or Area of Great Landscape Value (AGLV). The lack of suitable, available land in Waverley on which to build new homes means that developable land comes at a premium.

22. The planning system fails to deliver affordable housing in the numbers needed to meet local need. The National Planning Policy Framework (2012) included a series of tests on viability, a requirement for a five year land supply and a presumption in favour of sustainable development. These changes have considerably curtailed the ability of councils to secure affordable housing through Section 106 agreements with developers.

¹² www.legislation.gov.uk Welfare Reform and Work Act (2016)

23. The central imposition of Right to Buy rules on new affordable homes built by councils is counterproductive. Local authorities do not receive all monies from Right To Buy sales. This policy removes one of the core incentives for new housebuilding: the new housing and its income streams cannot be secured over the long term nor can homes be replaced like-for-like when sold. The Local Government Association forecast¹³ 66,000 council homes will be sold to tenants under the existing Right to Buy scheme by the end of the decade. Current complex rules and restrictions can make it difficult for councils to rapidly replace the majority of these homes sold.'

24. In recent years Housing Associations have been unable to deliver much-needed social rented homes due to a lack of grant funding. The majority of new build affordable homes are for Shared Ownership and Affordable Rent, however, for some households, a social rented home is the only affordable option. Some associations plan to develop both affordable and private housing on s.106 sites, to generate income from private sales to fund the affordable housing on the development. This cross-subsidy model may bring forward more social rented homes in future. However, in a continued climate of limited grant funding, the expectation will be that free land is provided to Housing Associations, either by a private developer or public body. Homes England is encouraging landlords to make the case for social rented homes to the Government and for the sector to assess the economic and social value of social rent.

¹³ Local Government Association (LGA), 2016, 80,000 council homes could be lost by 2020, press release. http://www.local.gov.uk/media-releases/-/journal_content/56/10180/7668062/NEWS#sthash.8O3ep93I.dpuf

OUR GOALS:

YOUR

H

Increase delivery of well designed, well built affordable **HOUSING**

O

OPTIMISE social and economic well being

M

MAKE best use of existing homes

E

ENGAGE with partners to achieve our joint aims

Our goals:

H: Increase delivery of well designed, well built affordable HOUSING

Place- shaping to Enable New Affordable Homes

25. Place-shaping is a way in which we can promote and shape the wellbeing of the borough. It influences how we can provide homes that are affordable for all sections of our community.

26. Our planning functions and role as a landowner make us uniquely positioned to assist with place -shaping on a borough wide and specific area basis. For example, the Brightwells regeneration scheme used master planning and place-making to engage local stakeholders through the planning process on council-owned land. The process highlighted the affordable and private housing, leisure, recreation and community service benefits of the scheme. We also led on the production of a development brief for what became the Milford Green development, on land formerly owned by Homes England around Milford Hospital. This was a unique but complex site. The development brief helped to take the scheme through the planning process by making objectives and expectations clear from the outset.

Therefore, over the next 5 years, we will

H.a.1 Use our place-shaping skills to work with our partners from other agencies on Dunsfold Aerodrome through the delivery of a Local Lettings Plan

H.a.2 Produce a template s.106 agreement in order to maximise opportunities for affordable housing and promote transparency.

H.a.3 Support the delivery of Local Plan, Part 1 and Neighbourhood plans including setting out our expectations about the tenure of affordable housing.

Building new affordable homes which are sustainable and energy efficient

26. Our vision is to make Waverley a better place to live and work for all. We have a long-term interest in the quality of new affordable homes and the neighbourhoods we create, both through our partnerships and directly on council new build schemes. We have set ourselves ambitious targets for our council housebuilding programme, both for the number of new homes to be developed and our quality and design standards. Through this, we want to redefine expectations about affordable housing by developing attractive, well designed, well built homes which provide excellent places for people to live. Our aim is for these new homes to enhance their surroundings and protect the local character of towns and villages.
27. Our current programme involves regenerating neighbourhoods and mixed use schemes with great design whilst delivering difficult sites, addressing council priorities and target markets. These include families, single people, meeting local needs and downsizing. We want to bring forward new and creative delivery solutions on council-owned land, redeveloping disused properties or those no longer fit for purpose in order to make best use of our land and resources. We also want to engage our local communities to bring stakeholders on the journey with us.
28. We are committed to promoting effective management of energy use and carbon emissions and to demonstrating leadership in these areas. Reducing energy is central to Waverley's corporate priority to deliver value for money, as reflected in our [Energy Efficiency Plan¹⁴](#). We have a great opportunity to promote energy efficiency and energy conservation through our new build programme. We will strive to deliver cost effective affordable housing that protects our residents from rising energy bills.
29. We are keen to promote well designed, well built affordable housing, which provide attractive new homes and excellent places for people to live. These high standards provide excellent places to live and enhance neighbourhoods for new tenants and their neighbours. Consequently, we have published Quality and Design Standards to set out the principles and aspirations that we seek for our new homes. The Church View development in Godalming won two Civic Design Awards from the Godalming Trust: the New Building category and the coveted Highly Commended Award, making it the overall winner

Therefore, over the next 5 years, we will:

¹⁴ www.waverley.gov.uk Energy Efficiency Plan (2015-2020)

H.b.1 Develop new council homes which meet criteria specified in [Waverley New Build standards](#)¹⁵.

H.b.2. Carry out 'Do You Like Where You Live?' surveys on a sample of new private, Housing Association and council new build homes on an annual basis

H.b.3 Develop a new Affordable Housing Delivery Plan every 5 years

¹⁵ www.waverley.gov.uk (2013) Design Standards and Specifications for New Council Homes

Working in Partnership with Housing Associations and other housing providers

30. We don't just build houses by ourselves. We work to enable, support and encourage new affordable homes to be built by a range of our partners in order to make a real difference to people's lives. We have an excellent track record of working in partnership with our Housing Association and community partners. Together, we have brought forward the 50 affordable homes currently on site and the 1,400 affordable homes with planning permission that could come forward over the next 10 years.
31. Our partnerships make perfect sense. We are all working to meet housing need and create good quality environments, with beautiful homes and neighbourhoods where people and families thrive. We share a vision to create the best affordable housing outcome for local households.
32. New and existing partnerships are an essential part of bringing forward new affordable homes. Changes in housing have altered the way we work together. We are always finding new ways to achieve our shared aims and accomplish more together than just the sum of our parts.
33. Our Housing Association partners have an excellent track record and bring their valuable experience in developing affordable housing in our borough. In some areas, a Housing Association may own more affordable housing stock and have a greater management presence than us. We want our customers to have great places to live, regardless of who is their landlord. We will work together to ensure that new homes are built by the organisation best placed to develop in a particular area, and to provide the most cost effective, high quality housing management services. We particularly benefit from the expertise of our specialist housing association partners, who lead on development to meet the specific needs of rural villages and the housing requirements of our residents who have care and support needs.
34. We will continue working with Housing Associations in traditional partnerships where this is the best solution. For example, working together on council land outside the settlement boundary to produce a Rural Exception sites will provide affordable homes for local people which will be protected in perpetuity. This differs to new council built affordable homes which would be subject to the Right to Buy.
35. Mount Green were very pleased to receive two awards for Hopfield Close, by winning the 'New Buildings' category and commended in the 'Sustainable Design

and Construction' category and was featured in Inside Housing's Top Affordable Housing Developments of 2013.

36. We are also developing new partnerships with Housing Associations and private developers in bringing forward affordable housing.

Therefore, over the next 5 years we will

H.c.1 Establish 3 new models of development to bring forward additional, affordable homes to meet local need

H.c.2 Enable the development of s.106 sites by assisting throughout the planning and development process

H.c.3 Work with our Housing Association partners to facilitate the development of their own sites

H.c.4 Work with our partners to bring forward 540 affordable homes at Dunsfold Aerodrome.

H.c.5 Support our Housing Associations partners in achieving the best possible outcome for residents and the environment on new affordable housing schemes in the borough.

Our Goals:

O: OPTIMISE Social and Economic Wellbeing

Enabling Affordable Housing to Support a Vibrant Economy

37. This strategy will align with our approach in our emerging Economic Strategy, where the lack of affordable housing is identified as a threat to Waverley's economic development.

38. In a high value area like Waverley, it is difficult to recruit staff to shops, schools, coffee shops, care homes and other local services, because employees on low incomes cannot afford to buy or rent housing on the open market. Equally, workers are unlikely to commute long distances to undertake low paid work. Affordable housing provided in suitable locations, can support the local economy and sustain essential local services:

“Without new homes businesses will be forced to move out of this area - and possibly out of the UK - and into areas with a larger available labour pool. A lack of affordable housing also means people increasingly commute into the area, causing further congestion on our roads.”

[Geoff French CBE, Chairman, Enterprise M3 LEP¹⁶](#)

39. A [survey of employers in Waverley¹⁷](#) showed 88% of respondents viewed a lack of affordable housing in the local area as having 'some or a great deal of impact' on their ability to recruit or retain staff. 83% of respondents reported some or great difficulties in recruiting new staff. 68% of respondents reported that employees commute into work because they cannot afford to live in the area.

40. In addition to housing for low paid workers, the West Surrey Strategic Housing Market Assessment (2015) has noted the importance of housing availability for first time buyers and young families, students, new graduates and potential start-up business, and for the retirement market. Waverley has the highest number of home workers in Surrey; however, infrastructure to support this in rural areas is not consistent across the borough. Surrey County Council is working to provide superfast broadband in rural areas which will assist home working. Our partner housing associations play an important role in supporting their residents into work, and in turn, supporting the local economy.

¹⁶ South East Councils (2017) [Unblock the Housing Blockers](#)

¹⁷ www.waverley.gov.uk (2014) [Impact of Housing Costs and Affordability on Local Businesses](#)

Therefore, over the next 5 years we will:

O.a.1 Work to maximise delivery of affordable housing in a range of types and sizes to meet the needs of people working in Waverley.

O.a.2 Continue to prioritise households working in Waverley and those seeking employment in Waverley for shared ownership properties.

Meeting Housing Needs in our Rural Communities

41. Affordability pressures are particularly keenly felt in Waverley's rural villages, where house prices are [20% higher than those in urban areas](#)¹⁸ and there is less affordable housing. In 2017, Waverley is ranked as the most expensive rural area in the country, with an average house price [of £487,824](#)¹⁹. There is also a lack of affordable public transport to serve people living in Waverley's rural areas.
42. Many households want to stay in the rural communities where they were brought up or lived and worked for a long time, but they are often left with no choice but to move away. Just over 45% of those living in rural areas are aged below 45 years, compared with almost 60% in urban areas²⁰. As young people and families move out, the character of a rural village can change dramatically and local services such as shops and schools may be forced to close. This lack of affordable housing also has a knock-on effect on the ability of local employers to recruit and retain staff, impacting on businesses, services and the local economy.
43. Small developments of affordable housing on the edges of villages (rural exception sites) can enable young people and families to stay in an area, which in turn helps to sustain local facilities and support the rural economy. New affordable homes also help to ensure that the village continues to support a balanced community, with a range of age groups and incomes.
44. English Rural Housing Association estimates that for every £1 the organisation invests in local needs housing in rural communities, the social return to the community exceeds £6. Social return could include trade in Post Offices and shops; viability of schools; employment; security of tenure; family and social support networks; and overall wellbeing.
45. In recognition of the particular difficulties rural communities face, rural local authorities in Surrey have formed a partnership to fund a Rural Housing Enabler. The role is to work with communities and parish councils and to understand local housing need and to bring forward rural exception sites. The partnership also provides a Community Led Housing Project to work with local communities.

Therefore, over the next 5 years we will:

O.b.1 Work with the Rural Housing Enabler to commission at least 2 x housing needs surveys per annum to measure need and support for rural exception schemes.

O.b.2 Jointly manage the Surrey Community Housing Project in a partnership with 7 other local authorities for a period of 2 years to work with local communities who wish to develop their own housing projects.

¹⁸ [www.lloydsbankinggroup.com Halifax Rural Housing Review 2017](http://www.lloydsbankinggroup.com/HalifaxRuralHousingReview2017)

¹⁹ [www.lloydsbankinggroup.com Halifax Rural Housing Review 2017](http://www.lloydsbankinggroup.com/HalifaxRuralHousingReview2017)

²⁰ [www.gov.uk Statistical Digest of Rural England 2018](http://www.gov.uk/StatisticalDigestofRuralEngland2018)

Preventing Homelessness

The Homelessness Strategy 2018-23²¹ and action plan set out our approach to tackling homelessness. This Housing Strategy aligns with our Homelessness Strategy without duplicating the issues and priorities set out in the Homelessness Strategy.

46. The Homelessness Strategy sets out the following ambitions:

- *Homelessness prevention*: Providing advice and assistance before crisis point is reached, to prevent a household becoming homeless. The Homelessness Reduction Act (due to come into force in 2018) will also require us to relieve homelessness
- *Accommodation*: Maximising existing affordable housing and making better use of the private rented sector to meet the needs of households threatened with homelessness
- *Support to households* to maintain their tenancy or keep their existing home
- *Partnership Working* across organisational boundaries to offer holistic support to households at risk of homelessness

47. An important part of our role as a strategic housing authority and central to the early prevention of homelessness is our administration of the Housing Register and operation of our choice-based lettings scheme 'Homechoice'. Affordable homes are a scarce resource, particularly in Waverley, an area with limited land available for development. Our allocations service ensures that affordable homes are allocated fairly and in line with our statutory duties and that tenancies are sustainable.

Therefore, over the next 5 years we will:

O.c.1 Deliver the [Homelessness Strategy Action Plan](#).

O.c.2 Continue to ensure fair and sustainable allocation of affordable homes in Waverley through our [Allocation Scheme](#)²².

O.c.3 Work with our partners to enable the development of new housing across a range of tenures to meet the needs of households threatened with homelessness.

²¹ www.waverley.gov.uk Homelessness Strategy (2018-2023)

²² www.waverley.gov.uk Allocation Scheme (updated September 2017)

Meeting Housing Needs of Older People

48. Our older population is set to grow considerably in the coming decades, particularly the number of older people living with dementia and those over 85. Meeting the needs of our rapidly growing older population is one of the biggest challenges we face. We believe that we are best equipped to rise to this challenge by working together across organisational boundaries to achieve the best possible outcomes for our older residents. We will use our planning policies to help meet these needs, through Policy AHN3 in our emerging Local Plan.
49. [Waverley's Ageing Well Strategy²³](#) sets out an ambition to enable older people to remain independent for as long as possible and to lead fuller lives for longer. Good quality housing improves quality of life. Conversely, unsuitable housing can have a detrimental effect on the very elderly and most vulnerable in our society.
50. Our ambition is to see all of our older residents housed in accommodation that is safe, secure and affordable. We try to achieve this in a number of ways, working closely with health and social care partners. Our Careline service, run locally by Waverley officers, in partnership with Chichester Careline, provides assistive technology to enable older residents to stay in their own home for longer. We also operate a Care and Repair service in partnership with Guildford Borough Council. We help older residents who need affordable housing to move to suitable sheltered or Extra Care accommodation. However, there is significant financial pressure on services for older people across Surrey. Local authority housing related support funding for older people will end in April 2018. We will work to maintain existing sheltered housing services as far possible and we will seek to maximise support for our older residents in the context of ongoing budget reductions.

Therefore, over the next 5 years we will:

- O.d.1 Enable older people to stay in their own home for longer, through the use of assistive technology, aids and adaptations.
- O.d.2 Support older people to find suitable alternative accommodation, when required; whether downsizing in the private sector, or accessing specialist housing to meet their care needs.
- O.d.3 Plan strategically for the development of a range of housing options for older people including Extra Care housing and dementia specialist care, in partnership with Surrey County Council Adult Social Care Commissioning team.
- O.d.4 Commit to find a site for at least 1 new build Extra Care Scheme

²³ www.waverley.gov.uk Ageing Well Strategy (2015-2018)

Meeting Housing Needs of Younger People

51. Young people are marginalised by the housing system and are susceptible to the impact that insecure or inappropriate housing can have on their lives. A combination of welfare reform, low wages, insecure employment and housing policy developments has led to limited availability of affordable and suitable housing for young people in Waverley, especially those who are single or childless couples. In the era of “generation rent”, huge numbers of young people are locked out of home ownership and face limited access to declining numbers of affordable homes for rent. As a consequence, young people are living with relatives and friends for longer than either party would wish, and many are forced out of the area they grew up in order to find housing they can afford.
52. Young people with specific needs who require additional housing related support include: young parents, care leavers, young people with mental health issues, young people in recovery from substance misuse and young people with a history of offending.
53. However, national and local policy changes have disproportionately affected this age group. Housing related support funding was withdrawn from the 21-25 age group across Surrey in 2017. This presents a significant challenge to supported housing providers and to us in ensuring that the needs of this group do not go unmet. Under new housing benefit rules, single adults aged under 35 receiving housing benefit are expected to live in shared dwellings. Demand is therefore likely to increase in the private sector for this type of accommodation.
54. There is a pressing need across Waverley for smaller affordable homes suitable for young single people and couples. The West Surrey Strategic Housing Market Assessment (2015) recommends that 40% of new affordable homes developed in Waverley should be 1 bedroom accommodation. We continue to work to enable the development of affordable housing in the right sizes and types to meet local need. This will include using our planning policies such as AHN1 and AHN2 in our emerging Local Plan.

Therefore, over the next 5 years we will:

- O.e.1 Work with partners to increase provision of suitable specialist and supported housing for young people where needed.
- O.e.2 Bring forward a range of types and sizes of affordable homes for general needs through the planning process, to include smaller units suitable for young single people and couples.
- O.e.3 Work to retain existing resources and facilities for young people in housing need in the borough.
- O.e.4 Work in partnership and improve communication with Surrey County Council Children’s Services and Families teams to ensure that young people receive the housing related support they need.

Meeting Housing Needs of People with Disabilities

55. Affordable housing for people with support needs in Waverley is provided by a number of specialist housing providers to meet the needs of specific client groups. These include people with learning disabilities, people with mental health needs and people with a physical or sensory disability.
56. Specialist housing providers bring their valuable experience and expertise to local projects which make a real difference to the lives of individuals and to the community around them. Transform Housing & Support has used social value tools to measure the impact of the support provided and place a financial value on the outcomes achieved. It is estimated that for every £1 Transform invests in supported housing, the social value generated is £5.97. Social value might include, for example, less depression and anxiety; fewer hospital admissions; lower local authority housing costs; reduced pressure on alcohol/drug care and treatment services.
57. We have worked in partnership with the Surrey County Council Adult Social Care Commissioning team and with local and national specialist providers in recent years to successfully deliver a number of new and redeveloped supported housing schemes in Waverley. We also look to include accessible units on our own new build schemes when possible, for example at Church View, Godalming. However, reductions to housing related support budgets brings significant challenges to the future funding of supported housing in Waverley and to the specialist providers supporting our residents.

Therefore, over the next 5 years we will:

O.f.1 Continue to work closely with Adult Social Care Commissioners to ensure that new development meets the identified and emerging needs of the groups above and to explore alternative models of support where necessary.

O.f.2 Explore opportunities for accessible housing provision on new council owned sites.

Meeting Housing Needs of Travellers

58. We have an ambition to make suitable housing available to meet the needs of specific groups in our borough, recognising the diversity of these needs. Our approach to meeting the needs of Gypsies and Travellers in Waverley is set out in the Local Plan. The Gypsy and Traveller Accommodation Assessment (2017) concluded that we need a further 27 pitches for Gypsies and Travellers and two Travelling Showpeople plots from 2017 to 2032.

59. Our aim is to promote inclusive, sustainable communities. We seek to ensure that accommodation needed for Gypsies and Travellers is provided in the most suitable locations with the least impact on the environment.

Therefore, over the next 5 years we will:

O.g.1 Increase supply of pitches and plots for Travellers in suitable locations to meet need, as per Local Plan AHN4 in our emerging Local Plan.

Our Goals:

M: MAKE best use of existing homes

The Private Rented Sector

60. High local house prices and a challenging mortgage market mean that home ownership is still a distant prospect for many people. Meanwhile, the Private Rented Sector is now the most flexible, accessible and affordable housing solution for 11% of local households. Even so, the median private sector rent for a two bedroom property of £1,050pcm in Waverley is well above that of England (£650pcm) and the South East (£845pcm²⁴).

61. [England's Private Rented Sector has been growing at a size and speed unprecedented throughout the last century](#)²⁵. Furthermore, this figure is likely to increase over the next few years, as a result of both policy and socio-economic trends. The Private Rented Sector is therefore an important aspect of the housing market, and concerns a significant and growing section of an increasingly mobile population.

62. In most cases, the sector provides high quality housing opportunities for those without access to home ownership or social housing. The Private Rented Sector can make an important contribution to preventing homelessness by tackling fuel poverty, carbon reduction, increasing housing supply and widening choice. It can also make a positive difference to older people's social care, health protection and improvement. Therefore it is essential we have a thriving, high quality, accessible, affordable Private Rented Sector which can provide an attractive housing offer to people who wish to come to Waverley to live and work. The sector can also play a part in ensuring that Waverley retains graduates and professional people who might otherwise have looked to find accommodation outside the borough. The Private Rented Sector is also a hugely important source of accommodation for students studying at University of Creative Arts in Farnham.

63. A major driver in our approach to the Private Rented Sector is the power introduced by the Localism Act 2011 for housing authorities to discharge a homelessness duty via the offer of a private rented tenancy. In order to make full use of this power, and to ensure applicant satisfaction with accommodation, it will be necessary to further develop relationships with landlords to deliver a supply of quality homes for this purpose.

²⁴ NHF, 2016

²⁵ LGiU (2013) [House Proud; How Councils Can Raise Standards in the Private Rented Sector](#)

64. The Welfare Reform Act (2012) introduced a wide range of reforms designed to make the benefits and tax credits system fairer and simpler, improving financial incentives to encourage work. These reforms are having a significant impact on the Private Rented Sector in the borough. Increased evictions and end of tenancies by landlords reluctant to take benefit claimants are examples of this. Securing affordable private rented accommodation at the Local Housing Allowance level and the increase call on discretionary housing payments to ‘top-up’ rents in the Private Rented Sector are both a challenge. An increase of £125m over two years in Targeted Affordability Funding for Local Housing Allowance claimants in the private sector struggling to pay their rent was announced in the 2017 budget. The chancellor also announced a consultation which will be launched to collect views on barriers to longer tenancies in the Private Rented Sector.
65. The traditionally held view of the Private Rented Sector as a tenure of last resort and as such a poor quality option is disappearing. However, only very small parts of the private rented sector are badly run and of poor quality. As well as affecting households in need, this is also an issue for the sector, which can suffer reputational damage from the poor performance of a minority of landlords. It is also a challenge for local authorities, who hold responsibility for dealing with sub-standard conditions in private rented housing and have a duty to safeguard the wellbeing of all their citizens and pick up the costs of many of the problems created by poor housing.
66. Although the primary responsibility to maintain a private property lies with the owner, we recognise that some people will have difficulty meeting these responsibilities. We therefore provide a range of services to support occupiers in need of support. Our approach to improving the Private Rented Sector includes pro-active engagement with the sector and, where necessary, enforcement. Tackling the issue of “rogue” landlords is one of our commitments. It is recognised that it will be largely by using enforcement powers contained within the Housing Act 2004 that the worst landlords will be dealt with. However, we believe that by encouragement, incentive and engagement we can improve the overall standard offered by the sector to levels already being achieved by good landlords in the borough.

Therefore, over the next 5 years we will

- M.a.1 Ensure there are sufficient good quality private rented homes available to enable to council to discharge the homelessness duty into the private rented sector²⁶ including encouraging provision of purpose built private rented accommodation
- M.a.2 Explore the role we can play in enabling the University of Creative Arts to

²⁶ Housing Service Plan 2017-18, at least 1 family secured tenancy in private rented sector

address the lack of student accommodation in Farnham including the use of private landlord accommodation^{27 28}

M.a.3 Review condition of the Housing stock

M.a.4 [Support landlords through our Landlord Resource Centre](#)²⁹

²⁷ Waverley Economic Strategy 2017-22

²⁸ http://www.waverley.gov.uk/downloads/file/5776/cultural_strategy_phase_2_action_plan_2016-19

²⁹ www.waverley.gov.uk Landlord Resource Centre

Houses in Multiple Occupation

67. Safe, well managed Houses in Multiple Occupation (or shared houses) provide affordable housing for a range of residents, increase housing choice and reduce homelessness, with approximately 500 Houses in Multiple Occupation in Waverley as at April 2017, of which 50 are licensable.
68. The Government supports local authority action to improve the quality of private rented housing. The Housing Act 2004 introduced a number of provisions relating to Houses in Multiple Occupation, both mandatory and discretionary. Under the legislation there is a requirement for certain higher risk Houses in Multiple Occupation to be licensed by the local authority. These are properties of three or more storeys with five or more occupiers. This allows us to set certain standards and conditions for the person responsible for the Houses in Multiple Occupation and anyone else associated with it to be expected to meet - in particular, works to improve fire safety and the provision of amenities. Licencing requirements will be extended to all Houses in Multiple Occupation to all homes with 5 or more occupants, regardless of the number of storeys from April 2018. The minimum room size will also be specified.
69. Legislation which took effect in January 2012 extended the shared room rate to single welfare recipients under 35 and as a result there may be an increase in demand for Houses in Multiple Occupation from vulnerable groups. The legislation and the regulations associated with the Houses in Multiple Occupation sector are complex, making it difficult for landlords and tenants to fully understand their rights and obligations. The main challenge is to make sure that Houses in Multiple Occupation are safe and maintained to the right quality.

Therefore, over the next 5 years we will

- M.b.1 Develop our knowledge of the number and location of private Houses in Multiple Occupation in Waverley
- M.b.2 Educate and inform landlords, managing agents, letting agents as well as statutory and voluntary agencies about the standards required in Houses in Multiple Occupation
- M.b.3 Educate and inform tenants about their rights and responsibilities
- M.b.4 Support the retention of a well managed, good quality Houses in Multiple Occupation market
- M.b.5 Enhance the quality of Houses in Multiple Occupation stock and private sector in general by tackling poor property and management standards where there are vulnerable tenants

Home Improvement

70. In addition to providing mandatory Disabled Facilities Grants, we have put together a package of measures to enable energy efficiency and home safety measures to take place in the homes of those Waverley residents who need it most.

71. We received £640,000 in Better Care Fund from the Department of Health in 2017/18 for adaptations and home improvements as part of its Capital Programme. A budget of £590,000 has been allocated for Disabled Facilities Grants and £50,000 to provide discretionary Safe and Warm Grants, as set out in the Home Improvement Policy. In addition, we receive approximately £10,000 each year from grant repayments; these receipts are fed back into the capital grant budget.

Therefore, over the next 5 years we will

M.c.1 Contribute to the Decent Home Standard in the private sector

M.c.2 Increase grant funding on energy efficiency and home security works to £50,000 per year

M.c.3 Implement a new Home Improvement Policy to maximise use of the increased government funding in order to help meet the objectives of the Care Act 2014.

M.c.4 Help to reduce hospital/care home admissions, care packages and delays in hospital discharge

M.c.5 Remove housing hazards and improve the condition of the local private sector housing stock

M.c.6 Increase speed of private disabled adaptations from date of initial enquiry to date of completion of works

Empty Homes

72. Empty and derelict properties are a wasted resource that could be better used to relieve homelessness and address housing needs. Empty homes can also have a negative impact on their surrounding communities.
73. Consequences of long term empty properties can include attracting crime, thereby reducing the value of neighbouring properties, being an eyesore, costing time and money to local authorities and being costly for the owner to maintain. There are clear economic and social benefits in overcoming these problems by returning empty homes to occupation.
74. In the Chancellor's budget in November 2017, the Government announced its intention to allow councils to increase the council tax premium applied to long term empty properties in their areas from 50% to 100%. Waverley currently applies the 50% premium as the Council considered it to be an important measure to encourage owners of empty homes to bring them back into use.
75. There are currently 110 long term empty homes in the Borough. It is proposed to increase Waverley's premium to 100% at the earliest opportunity once the Government has published the necessary regulations and given authority.

Therefore in the next 5 years we will

- M.d.1 Work with local groups via the Community Housing Project Manager to identify local priorities for improvements including an assessment of empty homes work
- M.d.2 Develop and maintain a comprehensive database of empty homes so that information becomes more accessible and provides for better monitoring
- M.d.3 Engage with owners to provide advice to encourage properties to be re-occupied or prevent them from becoming vacant, for example through our Tenant Finder scheme.
- M.d.4 Work with other councils and housing providers to access government funding opportunities
- M.d.5. Increase Waverley's premium to 100% on long term empty properties at the earliest opportunity once the Government has published the necessary regulations and given authority.

Our Goals:

E: **ENGAGE** with partners to achieve our joint aims

76. We work in partnership with a wide range of other organisations and stakeholders to deliver high-quality, innovative services for people in housing need. Our partnership initiatives with other statutory, voluntary and private organisations and community groups come in a range of shapes and sizes, depending on the issue and what is required. We will continue to work to find new models of joint working and strengthen our highly valued established partnerships to make them even more successful.

Partnerships with Housing Associations

77. Waverley Borough Council has a long and successful track record of working in close partnership with local Housing Associations. It makes perfect sense for us to co-ordinate our activities and form close joint working arrangements. We are all supporting people in housing need in the borough and share many common aims, as illustrated in Figure 1. Service users and providers all benefit from good quality joint working through better, more efficient services.

 <p>To improve people's lives through high quality homes and services</p>	 <p>Accessible housing and support for independent living</p>	 <p>Making a difference</p>	 <p>Building homes. Developing futures</p>
 <p>To provide and manage housing services which help to sustain the economic and social life of rural communities</p>	 <p>A great home for everyone</p>	 <p>Housing Solutions for Local Communities</p>	 <p>...everyone has a quality home that they can afford</p>
 <p>shgroup.org.uk A business with social objectives</p>	 <p>For everyone to have the chance to build their lives from the base of a good home</p>	 <p>To help people to live independent and fulfilling lives</p>	

 <p>More homes. Bright futures</p>	 <p>To provide Quality Care and Support to people</p>	 <p>Making Waverley a better place to live and work</p>
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Figure 1: Values of Housing Associations and Waverley Borough Council developing affordable housing

Partnerships with Local Authorities

78. We work closely with our counterparts from other local authorities. We are working in partnership with 7 other Surrey districts and boroughs and Surrey Community Action to support and develop community-led housing. This has involved establishing a Community-Led Housing Project; to work with local groups to secure opportunities for the development of community led housing schemes. This is a true partnership project, built on engaging and developing relationships with communities, housing organisations, parish councils, local authorities, landowners, developers, agents, planners and other partners to bring forward sites and solutions to meet local need. This approach presents another new model of the delivery of affordable housing.

79. We also work in partnership to study our sub regional housing market with Guildford and Woking Borough Councils. We also have a joint Home Improvement Agency with Guildford; ‘Guildford & Waverley Care and Repair’. This has been in operation for several years. We are also looking to have a joint Handyperson service now that the Age UK handyman scheme has finished.

80. Our strong rural partnerships have created an excellent track record of affordable homes for local people. By collaborating with parish councils, local communities, specialist rural Housing Associations and the Rural Housing Enabler, we have helped to create new homes in our rural villages and hamlets where they are so desperately needed. We work alongside the other rural districts and boroughs as part of the Surrey Rural Housing Enabling Project to progress rural affordable housing. We work closely with the York Road Project, Woking where we have purchased 2 bed spaces for single homeless Waverley clients. The Project also provides outreach support to those who are rough sleeping or at risk of rough sleeping in Waverley. To help with ‘move on’ for Waverley clients currently living in the Woking Project, the York Road Project also leases a unit of council accommodation in Chapel Court, Milford from the council. We also work closely with Woking and Guildford Borough Councils, the York Road Project and Riverside in securing funding for a mental health support service to rough sleepers.

Public-Private Partnerships

81. The right affordable housing partnerships on new developments can assist us in creating the right tenure mix; for example making links with the private sector who can deliver intermediate or private sector housing alongside new affordable council homes for rent. We work closely with local landlords and agents to secure private rented accommodation. We will continue to look at new ways of working, including exploring the merits of settling up a Local Housing Company. This would create a new property asset base generating a revenue stream and an increase in capital over time and provide more flexibility in the types of home than we would otherwise be able to develop.

Co-ordinating Partnerships

82. We advocate for Waverley customers at Multi Agency Risk Assessment Conferences and Multi Agency Public Protection Arrangements. We also work closely with Social Services, Children's Centres and Domestic Abuse Outreach, Single Housing Panel meets to discuss needs of single and complex needs clients in order to provide and encourage well co-ordinated, efficient services.

Therefore, over the next 5 years we will:

- e.1 Work in partnership with local community to regenerate council owned site at Ockford Ridge
- e.2 Support the development of rural affordable homes, in partnership with the Surrey Rural Housing Enabler, parish councils, landowners and our local communities and through the Community Led Housing Project.
- e.3 Work in partnership to provide the Guildford and Waverley Care and repair agency and joint handyperson service to eligible residents
- e.4 Work closely with Woking and Guildford Borough Councils, the York Road Project and Riverside to secure funding for a mental health support service to rough sleepers.

WE WILL SEE THIS STRATEGY EFFECTIVELY DELIVERED, MONITORED AND REVIEWED

- ✓ Both our Affordable Housing Working Group and the Housing Overview and Scrutiny Committee will review progress against the Strategy Action Plan and intervene when those objectives are not being delivered
- ✓ We report on progress, issues and trends in the sector, opportunities and threats, and seek input and decisions to inform the direction of the strategy to:
 - Waverley Borough Council Housing Overview and Scrutiny Committee
 - Waverley Borough Council Management Board
 - Waverley Borough Council Housing Delivery Board
 - Surrey Chief Housing Officers Group
 - Surrey Housing Strategy and Enablers' Group
 - Surrey Rural Housing Enablers Group
 - Waverley Borough Council Housing Association Forum
 - Surrey Housing Needs Managers' Group
 - Homes England
- ✓ We share information on a regular basis, particular in relation to matters that may affect the delivery of the strategy or housing needs. This is important in the current climate where the impact of policy proposals from the government and the effect of the economy are unknown.
- ✓ Smaller groups of relevant partners will come together to deliver the strategy, sharing information and resources. There are a number of objectives in the strategy where we want to hear residents', customers' and stakeholders' views.

WE WILL WORK TOWARDS ACHIEVING OUR GOAL OF EVERYONE HAVING A HOME THROUGH THE FOLLOWING ACTION PLAN

H	Increase delivery of well designed, well built affordable HOUSING
a.	Place-shaping to Enable New Affordable Homes

Ref.	Action(s)	By when	Lead Officer	Resource Needed/ Implications	Outcomes/ Success Criteria/ Performance Measures/ Targets
H.a.1.	Use our place shaping skills to work with our Housing Association and Development partners on the Dunsfold Aerodrome scheme through the delivery of a Local Lettings Plan	December 2018	Housing Strategy and Enabling Manager	Officer time	Registered Provider working in partnership with developer Lettings plan in place
H.a.2.	Produce a template s.106 agreement in order to maximise opportunities for affordable housing and promote transparency.	October 2018	Planning Lawyer	Officer time	Template s.106 agreement available on website
H.a.3	Support the delivery of Local Plan, Part 1 including setting out our expectations about the tenure of affordable housing.	March 2019	Housing Strategy and Enabling Manager	Officer time	Local Plan Part 2 Adopted March 2019

H	Increase delivery of well designed, well built affordable HOUSING
b.	Building New Affordable council Homes which are Sustainable and Energy Efficient

Ref.	Action(s)	By when	Lead Officer	Resource Needed/ Implications	Outcomes/ Success Criteria/ Performance Measures/ Targets
H.b.1	Develop 20 new council homes pa which meet criteria specified in Waverley New Build standards.	As per timescales in Housing Delivery Plan	Housing Development Manager	As set out in Housing Delivery Plan	Increased supply of Council homes for rent and shared ownership
H.b.2	Carry out 'Do You Like Where You Live' surveys on a sample of 5 x new private, Registered Provider and 1 x council new build homes on an annual basis	April 2018 and annually	Housing Strategy and Enabling Officer Housing Development Support Officer	Officer time Additional office support required	Survey complete Report of findings circulated and on website
H.b.3	Develop a new Affordable Housing Delivery Plan every 5 years	Reviewed annually	Housing Development Manager	Officer time	New plan adopted and available on website

H	Increase delivery of well designed, well built affordable HOUSING
c.	Working in Partnership with Housing Associations and other housing providers

Ref.	Action(s)	By when	Lead Officer	Resource Needed/ Implications	Outcomes/ Success Criteria/ Performance Measures/ Targets
H.c.1	Establish 3 models of development to bring forward additional affordable homes to meet local need	March 2020	Head of Strategic Housing and Delivery	Officer time Funding Sites	Joint working on s.106 with Housing Associations and other development partners to provide a range of tenures, including new public/ private partnerships Acquire homes for development under s.106 agreements Explore setting up a Local Housing Company
H.c.2	Enable the development of s.106 sites including Furze Lane, Bourne Mill and Amlets Lane at planning stage and beyond, throughout the development process	As per development schedule	Housing Strategy and Enabling Manager	Officer time	Increased supply of housing association homes for rent and intermediate tenures
H.c.3	Work with our Housing Association partners to facilitate the development of their own sites	As per development schedule	Housing Strategy and Enabling Manager	Officer time	Making public subsidy go further, ongoing viable development programme
H.c.4	Work with our partners to bring forward 540 affordable homes at Dunsfold Park.	As per development schedule	Housing Strategy and Enabling	Officer time	New affordable homes at Dunsfold Park

			Manager		
H.c.5	Support our Registered Provider partners in achieving the best possible outcome for residents and the environment on new Housing Association schemes in the borough.	As per development schedule	Housing Strategy and Enabling Officer	Officer time	Good quality affordable housing

O	OPTIMISE Social and Economic Wellbeing
a.	Enabling affordable housing to Support a Vibrant Economy

Ref.	Action(s)	By when	Lead Officer	Resource Needed/ Implications	Outcomes/ Success Criteria/ Performance Measures/ Targets
O.a.1	Work to maximise delivery of affordable housing in a range of types and sizes to meet the needs of people working in Waverley	As per development schedule	Housing Strategy and Enabling Manager	Officer time	Tenure mix of housing meets identified needs
O.a.2	Continue to prioritise households working in Waverley and those seeking employment in Waverley for shared ownership properties.	As per development schedule	Housing Strategy and Enabling Officer	Officer time	Tenure mix of housing meets identified needs

O	OPTIMISE Social and Economic Wellbeing
b.	Meeting Housing Needs in our Rural Communities

Ref.	Action(s)	By when	Lead Officer	Resource Needed/ Implications	Outcomes/ Success Criteria/ Performance Measures/ Targets
O.b.1	Work with the Rural Housing Enabler to commission at least 2 x housing needs surveys per annum to measure need and support for rural exception schemes	2 surveys per year	Housing Strategy and Enabling Officer	£4,500pa to support Rural Housing Enabling Service	Increased amount of affordable housing in rural areas, helping to maintain the vitality of villages in Waverley
O.b.2	Jointly manage the Surrey Community Housing Project in a partnership with 7 other local authorities for a period of 2 years to work with local communities who wish to develop their own housing projects	March 2019	Housing Strategy and Enabling Manager	Ministry for Housing, Communities and Local Government Allocation	Community Led housing schemes in the borough

O	OPTIMISE Social and Economic Wellbeing
c.	Preventing Homelessness

Ref.	Action(s)	By when	Lead Officer	Resource Needed/ Implications	Outcomes/ Success Criteria/ Performance Measures/ Targets
O.c.1	Deliver the Homelessness Strategy Action Plan	Due to be adopted May 2018	Housing Needs Manager	Officer time Funding	Fewer households become homeless. Cost of emergency accommodation is reduced
O.c.2	Continue to ensure fair and sustainable allocation of affordable homes in Waverley through our Allocation Scheme .	Allocation Scheme constantly under review	Housing Needs Manager	Officer time	Housing Register applicants secure affordable, suitable and sustainable homes
O.c.3	Work with our partners to enable the development of new housing across a range of tenures to meet the needs of households threatened with homelessness	As per Homelessness Strategy Action Plan	Housing Needs Manager	Strong partnership working with housing providers Officer time	Mix of housing meets identified needs

O	OPTIMISE Social and Economic Wellbeing
d.	Meeting Housing Needs of Older People

Ref.	Action(s)	By when	Lead Officer	Resource Needed/ Implications	Outcomes/ Success Criteria/ Performance Measures/ Targets
O.d.1	Enable older people to stay in their own home for longer, through the use of assistive technology, aids and adaptations	Ongoing	Sheltered and Careline Services Manager	Funding Officer time	TBC
O.d.2	Support older people to find suitable alternative accommodation, when required; whether downsizing in the private sector, or accessing specialist housing to meet their care needs	Ongoing	Sheltered and Careline Services Manager	Funding Sites Officer time	Mix of housing meets identified needs
O.d.3	Plan strategically for the development of a range of housing options for older people including Extra Care housing and dementia specialist care, in partnership with Adult Social Care Commissioning team	Ongoing	Sheltered and Careline Services Manager	Funding Sites Officer time	Mix of housing meets identified needs
O.d.4	Commit to find a site for at least 1 new build Extra Care Scheme	March 2023	Head of Strategic Housing and Delivery	Funding Sites Officer time	Mix of housing meets identified needs

O	OPTIMISE Social and Economic Wellbeing
e.	Meeting Housing Needs of Younger People

Ref.	Action(s)	By when	Lead Officer	Resource Needed/ Implications	Outcomes/ Success Criteria/ Performance Measures/ Targets
O.e.1	Work with partners to increase provision of suitable specialist and supported housing for young people where needed.	As per Homelessness Strategy Action Plan	Housing Needs Manager	Strong partnership working with housing providers Officer time	Mix of housing meets identified needs
O.e.2	Bring forward a range of types and sizes of affordable homes for general needs through the planning process, to include smaller units suitable for young single people and couples	As per development schedule	Housing Strategy and Enabling Manager	Integrated approach. Strategic joint working with planning service	Mix of housing meets identified needs Annual housing needs reports published
O.e.3	Work to retain existing resources and facilities for young people in housing need in the borough	As per Homelessness Strategy Action Plan	Housing Needs Manager	Strong partnership working with housing providers Officer time	Young people accessing the homes they need
O.e.4	Work in partnership and improve communication with Surrey County Council Children's Services and Families teams to ensure that young people receive the housing related support they need	As per Homelessness Strategy Action Plan	Housing Needs Manager	Strong partnership working with housing providers Officer time	Young people accessing the homes they need

O	OPTIMISE Social and Economic Wellbeing
f.	Meeting Housing Needs of People with Disabilities

Ref.	Action(s)	By when	Lead Officer	Resource Needed/ Implications	Outcomes/ Success Criteria/ Performance Measures/ Targets
O.f.1	Continue to work closely with Adult Social Care Commissioners to ensure that new development meets the identified and emerging needs of the groups above and to explore alternative models of support where necessary.	As per development schedule	Housing Strategy and Enabling Officer	Strong partnership working with housing providers Officer time	Mix of housing meets identified needs
O.f.2	Explore opportunities for accessible housing provision on new council owned sites	As per timescales in Housing Delivery Plan	Housing Development Manager	As set out in Housing Delivery Plan	Mix of housing meets identified needs

O	OPTIMISE Social and Economic Wellbeing
g.	Meeting Housing Needs of Travellers

Ref.	Action(s)	By when	Lead Officer	Resource Needed/ Implications	Outcomes/ Success Criteria/ Performance Measures/ Targets
O.g.1	Increase supply of pitches and plots for Travellers in suitable locations to meet need	As per timescales in Local Plan Part 2	Principle Planning Officer	As per Local Plan Part 2, Policy AHN4	Travellers housing situation is met

M	MAKE best use of existing homes
a.	The Private Rented Sector

Ref.	Action(s)	By when	Lead Officer	Resource Needed/ Implications	Outcomes/ Success Criteria/ Performance Measures/ Targets
M.a.1	Ensure there are sufficient good quality private rented homes available to enable to council to discharge the homelessness duty into the private rented sector including encouraging provision of purpose built private rented accommodation	Ongoing	Housing Needs Manager	Possible additional officer resource	Extended opportunities in Private Rented Sector to those in need
M.a.2	Explore the role we can play in enabling the University of Creative Arts to address the lack of student accommodation in Farnham including the use of private landlord accommodation	March 2019	Housing Strategy and Enabling Officer	Officer time	Provision of adequate student accommodation for University of Creative Arts
M.a.3	Review condition of the Housing stock	Ongoing	Private Sector Housing Manager	BRE Desktop study £10,000	Making proper decisions about the actions we need to take to deal with unsatisfactory housing
M.a.4	Support landlords through our Landlord Resource Centre	Ongoing	Housing Needs Manager	Officer time Sufficient number of willing landlords	Landlords willing to house households nominated by the Council

M	MAKE best use of existing homes
b.	Houses in Multiple Occupation

Ref.	Action(s)	By when	Lead Officer	Resource Needed/ Implications	Outcomes/ Success Criteria/ Performance Measures/ Targets
M.b.1	Develop our knowledge of the number and location of Houses in Multiple Occupation in Waverley	June 2018	Private Sector Housing Manager	IT support Possible additional officer resource	Database established
M.b.2	Educate and inform landlords, managing agents, letting agents as well as statutory and voluntary agencies about the standards required in Houses in Multiple Occupation	From April 2018	Private Sector Housing Manager	Possible additional officer resource	Continued good relationships with landlords, maintaining access to the private rented sector for low income households
M.b.3	Support the retention of a well managed, good quality private Houses in Multiple Occupation market	Ongoing	Private Sector Housing Manager	Possible additional officer resource	Landlords continue to provide good quality rented housing
M.b.4	Enhance the quality of Houses in Multiple Occupation stock and private sector in general by tackling poor property and management standards where there are vulnerable tenants	Ongoing	Private Sector Housing Manager	Possible additional officer resource	Better quality housing in the private sector
M.b.5	Educate and inform tenants about their rights and responsibilities	Ongoing housing advice	Housing Needs Manager	Qualified Housing Options Team	Landlords are aware of their rights and responsibilities

M	MAKE best use of existing homes
c.	Home Improvement

Ref.	Action(s)	By when	Lead Officer	Resource Needed/ Implications	Outcomes/ Success Criteria/ Performance Measures/ Targets
M.c.1	Contribute to the Decent Home Standard in the private sector	Ongoing	Private Sector Housing Manager	Officer time	Good quality homes for tenants
M.c.2	Increase grant funding on energy efficiency and home security works to £50,000 per year	Ongoing	Private Sector Housing Manager	£50,000 pa	Fuel costs reduced for residents. Reduction in carbon emissions
M.c.3	Implement a new Home Improvement Policy to maximise use of the increased government funding in order to help meet the objectives of the Care Act 2014	April 2018	Private Sector Housing Manager	Effective joint working with Guildford Borough Council	Residents safe and secure in their homes
M.c.4	Help to reduce hospital/care home admissions, care packages and delays in hospital discharge	Ongoing	Private Sector Housing Manager	Officer time	Residents safe and secure in their homes Reduced delays in hospital discharge
M.c.5	Remove housing hazards and improve the condition of the local private sector housing stock	Ongoing	Private Sector Housing Manager	Officer time	Better quality housing in the private sector
M.c.6	Increase speed to private disabled adaptations from date of initial enquiry to date of completion of works	Ongoing	Private Sector Housing Manager	Officer time	Adaptations completed more quickly

M	MAKE best use of existing homes
d.	Empty Homes

Ref.	Action(s)	By when	Lead Officer	Resource Needed/ Implications	Outcomes/ Success Criteria/ Performance Measures/ Targets
M.d.1	Work with local groups via the Community Housing Project Manager to identify local priorities for improvements including an assessment of empty homes work	March 2019	Housing Strategy and Enabling Officer	Ministry of Housing, Communities and Local Government Allocation Officer time	Local priorities identified and pursued
M.d.2	Develop and maintain a comprehensive database of empty homes so that information becomes more accessible and provides for better monitoring	September 2018	Private Sector Housing Manager	Officer time IT support	Empty properties identified and brought back into use
M.d.3	Engage with owners to provide advice to encourage properties to be re-occupied or prevent them from becoming vacant, for example through our Tenant Finder scheme	Ongoing	Housing Needs Manager	Officer time	Fewer long terms empty properties Increased supply of homes in the Private Rented Sector
M.d.4	Work with other councils and housing providers to access government funding opportunities	Ongoing	Private Sector Housing Manager	External funding Officer time Strong partnership working	Reduction in number of empty properties
M.d.5	Increase Waverley's Council Tax premium for long term empty properties to 100%	When Gov has published the necessary regulations/ given authority	Head of Finance	Officer time Gov regulations/ authority	Reduction in number of empty properties

E	ENGAGE with partners to achieve our joint aims
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Ref.	Action(s)	By when	Lead Officer	Resource Needed/ Implications	Outcomes/ Success Criteria/ Performance Measures/ Targets
e.1	Work in partnership with local community to regenerate council owned site at Ockford Ridge	As per timescales in Housing Delivery Plan	Housing Development Manager	As per Housing Delivery Plan Officer time Adequate time for redevelopment and refurbishment	All homes on Ockford Ridge up to Decent Homes Standard
e.2	Support the development of rural affordable homes, in partnership with the Surrey Rural Housing Enabler, parish councils, landowners and our local communities and through the Community Led Housing Project.	As per Community Led Housing Project Plan	Housing Strategy and Enabling Officer	Ministry of Housing, Communities and Local Government Allocation Officer time	Waverley community led housing schemes developed in borough
e.3	Work in partnership to provide the Guildford and Waverley Care and repair agency and joint handyman service to eligible residents	June 2018	Private Sector Housing Manager	Funding Effective joint working with Guildford Borough Council	Excellent service to customers in terms of ensuring homes are safe and secure
e.4	Work closely with Woking and Guildford Borough Councils, the York Road Project and Riverside to secure funding for a mental health support service to rough sleepers.	September 2018	Housing Needs Manager	Officer time Effective partnership working	Clients with support needs accessing appropriate housing

EQUALITIES IMPACT ASSESSMENT

To follow

KEY CONTACTS

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Housing Need and Local Affordability Analysis

March 2018



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Headline Information



A family seeking to buy an average home in Waverley would now require an income of over £113,000 to afford the mortgage, making home ownership unavailable for many.



Work is no guarantee that local people will be able to pay all their housing costs.
28% of Waverley's housing benefit claimants are in work.



The cost of renting privately is becoming less affordable with average monthly rents now standing at £1,050 in Waverley. This means local people spend 42% of their income on rent.

1. Overview of the borough

Waverley is an affluent borough in the South West corner of Surrey, with high demand for housing, high house prices and above average incomes.

The borough covers 133 square miles and is predominantly rural, with most residents living in four main urban settlements, surrounded by villages set amongst the countryside and attractive natural landscape. Nearly three quarters of Waverley's population lives within one of the four largest settlements: Farnham 39,000, Godalming 22,000, Haslemere 17,000 and Cranleigh 11,000.



61% of the land in Waverley is designated as Green Belt. In addition to this 92% of the land in Waverley borough is rural. Much of the borough's countryside is designated as an Area of Outstanding Natural Beauty (AONB), nature reserve and/or Area of Great Landscape Value (AGLV).

Waverley is a prosperous area with low unemployment at 2.9%¹ when compared to the national average of 5.1%. The population is highly qualified and 43% of

¹ ONS, NOMIS model based estimates

those in employment commute outside the area to work, many to access higher paying jobs in London. A significant number of workers from outside the borough also commute into Waverley.

Ranked as one of the least deprived areas in Britain², Waverley's residents enjoy an above average life expectancy and there are low levels of crime. However, both urban and rural areas of the borough are deprived in terms of barriers to housing due to lack of affordability. There are pockets of relative deprivation which remain a challenge in Waverley³. Some of the borough's rural villages lack services including public transport, supermarkets, schools and healthcare.

2. Demographics

The population in Waverley is over 123,300. Current estimates suggest this will increase by around 5% during the lifetime of this strategy⁴.

There is less ethnic diversity in Waverley than across Surrey as a whole. 95% of Waverley residents described themselves as white in the 2011 Census. This compares to the Surrey average of 90% and England average of 85%⁵.

A key driver of change in the housing market over the next 20-25 years is expected to be the growth in the population of older people. 19.5% of Waverley's population is over 65 and this is set to increase⁶, having implications for residents' independence, housing, care

² Index of Multiple Deprivation 2015

³ Index of Multiple Deprivation 2015

⁴ [ONS Population estimates 2015](#)

⁵ 2011 Census data

⁶ [2011 Census data: table PP01UK](#)

services and community safety. In particular, the demand for extra care and specialist dementia care accommodation is expected to significantly increase in the coming decades⁷. The proportion of very elderly (85yrs+) residents in Waverley is the highest in Surrey⁸. Planning for the right type of housing and care for this age group is a significant challenge for the housing and planning authorities, social care and health partners working together to address this need.

21.3% of households in Waverley contain someone with a long term health problem or disability⁹, a higher proportion than for the other Surrey authorities. We know that there are over 900 people with learning disabilities or autism living in residential homes in Surrey, however, the Adult Social Care Commissioning team has identified the need for more independent or individualised accommodation for some of these households. It will be necessary to plan to meet some of this need in Waverley. In addition, many young adults with learning disabilities who live with their parents will require suitable alternative accommodation when their ageing parents are no longer able to care for them.¹⁰

3. Local housing stock

There are currently 52,734 homes in Waverley¹¹. The majority of residents own their homes and a significant number live in rented homes¹². The breakdown of different housing types is shown in Figure 1.

The housing stock is largely made up of detached and semi-detached housing with fewer smaller terraced homes or flats.

Waverley has the highest proportion of detached housing in the housing market area¹³ at over 41%. Nearly 31% of homes in Waverley have 4 or more bedrooms (see Figure 2.) The majority of homes in Waverley are currently under-occupied (76.7%), having more than one extra bedroom than required. Many older households will remain in their current homes but some may wish to downsize or will require specialist housing or support, for example because of dementia or mobility problems. 2.5% of Waverley households are overcrowded. Older households downsizing releases homes for families with children.

⁷ See also section 7c.

⁸ 2011 Census data

⁹ 2011 Census data

¹⁰ [Surrey JSNA 2017](#)

¹¹ Information supplied by WBC council tax department

¹² Tenure information from 2011 census data

¹³ The HMA covers Waverley, Guildford and Woking local authority areas.

Figure 3: Tenure in Waverley (Census, 2011)

4. The national housing affordability crisis

A significant number of households in England cannot afford market housing without support.

The average annual full-time earnings of people working in the lowest-paid occupations range from £17,665 to £18,462 in care, leisure and other service occupations. This is about £10,000 less than the national full-time median of £28,213.

People in lower-paid occupations are particularly affected by the affordability crisis, having seen housing costs moving further out of reach of their earnings than for any other occupational group. As access to home ownership in the South East of England becomes increasingly dependent on access to family or inherited wealth, so the gap between those able and those unable to draw on such resources widen (see Figure 4.)

The pressure is particularly keenly felt in areas of high housing costs like Waverley, presenting a barrier both to private renting and to home ownership for low income households.

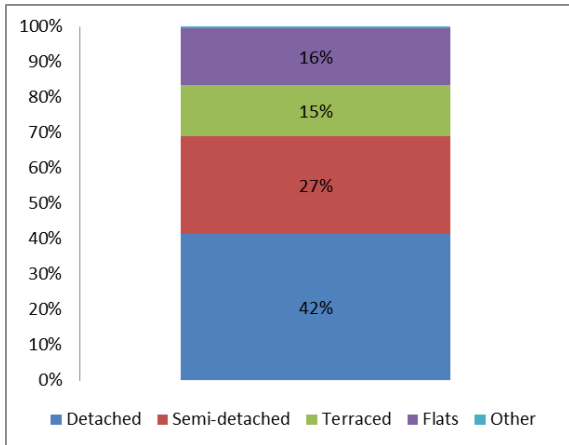


Figure 1: Profile of stock, by type¹⁴

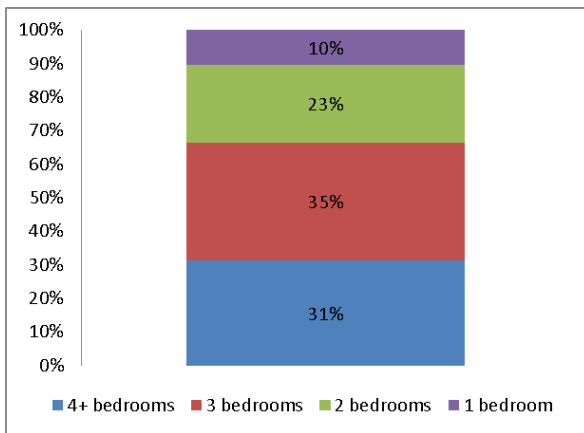
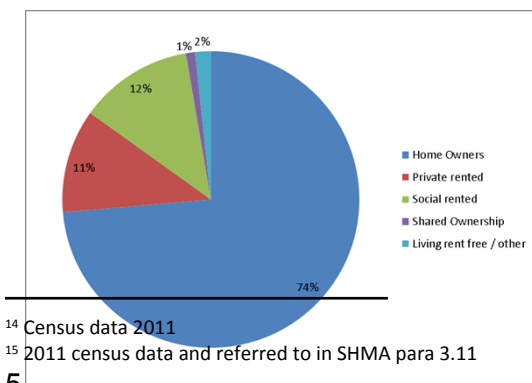


Figure 2: Profile of stock by number of bedrooms¹⁵

Unoccupied empty or second homes are an issue in Waverley with 4.5% of homes in the borough having no permanent residents. Home ownership is the dominant tenure in Waverley (73.7%), with 11.3% of residents renting privately and 12.4% living in social rented housing. The remaining 2.7% residents live rent free or in shared ownership accommodation (see Figure 3).



¹⁴ Census data 2011

¹⁵ 2011 census data and referred to in SHMA para 3.11

The three occupational groups with the lowest median earnings (caring and leisure; sales and service; elementary occupations) are required to spend high proportions of their earnings on rent payments across all nine English regions. The typical (median) rent of a worker in all three occupational groups takes up 40% or more of their earnings in the majority of local authorities in London and the South East (see Figure 5.)

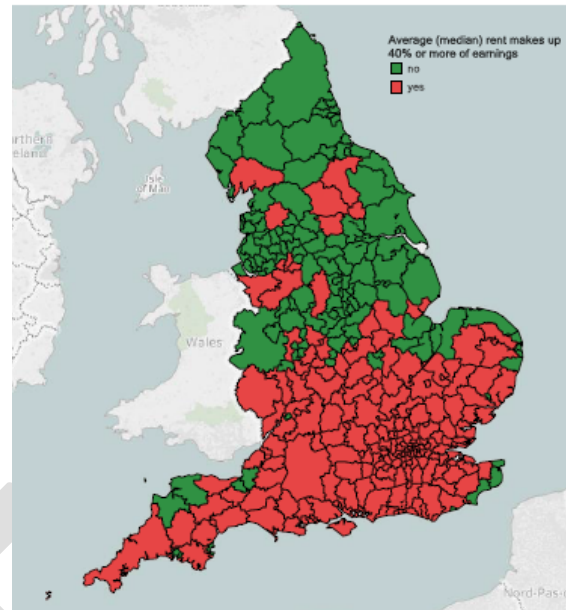


Figure 5: Local Authorities where the median rent takes up 40% or more of the earnings of workers in the care, leisure and other service occupations ¹⁷

	Earnings to house price ratio in South East England
Managers, directors and senior officials	6.6
Professional Occupations	7.4
Associate professional and technical occupations	8.7
Skilled trades occupations	10.4
Process, plant and machine operatives	11.3
Administrative and secretarial occupations	12.8
Elementary occupations	14.8
Sales and customer services	15.6
Caring, leisure and other service occupations	16.1

Figure 4: Earnings to house price ratios in South East England ¹⁶ National Housing Federation research

Privately renting is often the only option available to those with median or below median incomes, however, certain parts of the private rented sector are badly managed and poor quality. Few private landlords offer long term security for families¹⁸.

In recognition of the severity of the national affordability crisis, the government announced a £125 million increase in the targeted affordability funding available to assist in high rent pressure areas in the November 2017 Budget.

5. What is affordable housing?

The government defines affordable housing as “social rented, affordable rented and intermediate housing provided to specified eligible households whose

¹⁷ Figure 10, [NHF](#), 2017

¹⁸ [Resolution foundation home truths](#)

needs are not met by the market¹⁹. When the housing is built, it is safeguarded as affordable housing in perpetuity by a legal agreement to ensure that upon re-let or re-sale, it is again made available to eligible households in housing need.²⁰

In Waverley, the main affordable tenures are social rent (around 55-60% of market rent), affordable rent (around 80% of market rent) and shared ownership, also known as part-rent, part-buy.

There are currently 6424 affordable homes in Waverley²¹. These include social rented, affordable rented and shared ownership homes owned by the council and housing associations.

The different affordable tenures meet a range of housing needs across the broad spectrum of households who cannot access market housing. However, as

	Waverley Workplace	Waverley Resident
Median income	£22,797	£29,770
Lower quartile income	£11,991	£17,368

discussed below, for many households in Waverley, social rented housing remains the only genuinely affordable tenure.

6. Affordability in Waverley

The borough has high levels of economic activity and is one of the least deprived areas in England. The attractiveness of the borough is reflected in its house prices which are among the highest in Surrey.

It is vital to Waverley's prosperity that it continues to deliver high quality health,

¹⁹ National Planning Policy Framework

²⁰ Exceptions such as the Right to Buy and shared ownership staircasing apply.

²¹ 2017 RP stock data and 2017 WBC stock data.

educational, care and security services, yet high property prices in Waverley are pricing out essential workers such as teachers and care workers. As a result, some employers are finding it difficult to recruit and retain staff²². In particular, attracting enough care workers to care for Waverley's ageing population is becoming a pressing issue.

Making affordable housing options available to low and middle income workers benefits the local economy by ensuring the continued provision of key services and reducing staff turnover in these services. Workers are then able to put down roots in the area, becoming an integrated part of the community they serve and at the same time reducing pressure on local transport infrastructure.

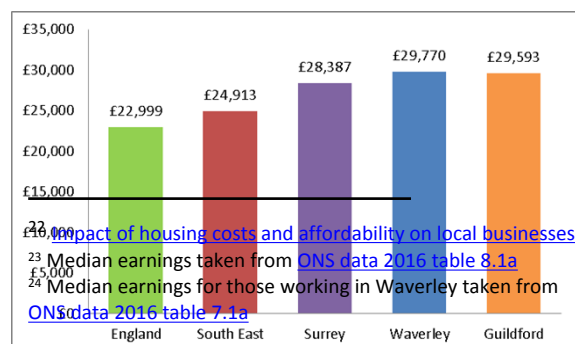
a. Incomes in Waverley

The average median annual earnings of those living in Waverley in 2016 was £29,770²³, compared to £22,797 for those working in Waverley but commuting in from outside the borough²⁴ (see Figure 6).

Those living in the borough and working elsewhere are often London commuters with higher salaries (see Figure 7).

Figure 7: Median salaries by area (2016)

Figure 6: Comparison of incomes in Waverley (2016)



²² [Impact of housing costs and affordability on local businesses](#)

²³ Median earnings taken from [ONS data 2016 table 8.1a](#)

²⁴ Median earnings for those working in Waverley taken from [ONS data 2016 table 7.1a](#)

Household formation rates for 25-34 year olds have reduced significantly since 2001²⁵. Younger families in Waverley are often unable to move out of their parents' homes or shared accommodation.

b. Affordability of home ownership in Waverley

Waverley is one of the most expensive places in Surrey to buy a home. In 2016, house prices in Waverley were 78% above the average for England and well above the average for the South East (see Figure 8).

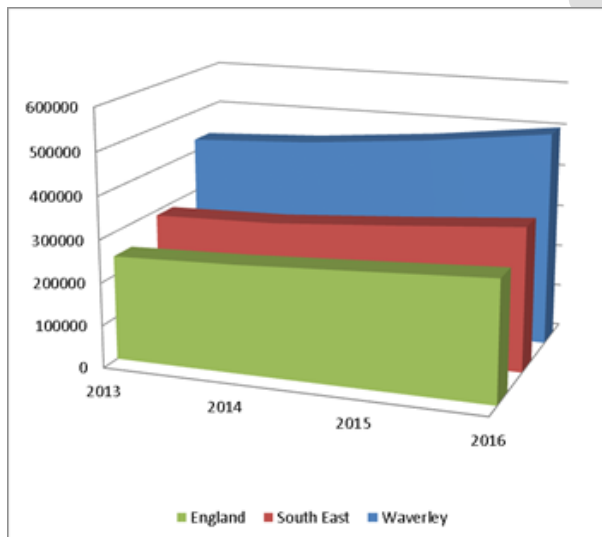


Figure 8: Average house prices in Waverley

An average home in Waverley costs £503,125²⁶ (see Figure 9.)

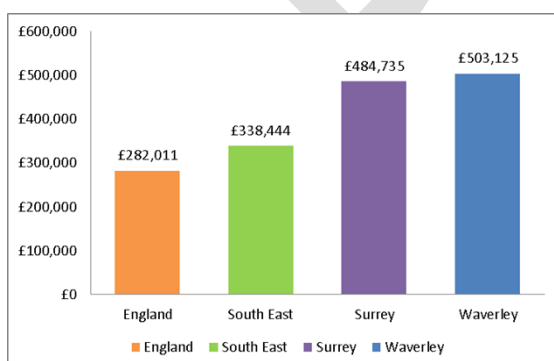


Figure 9: Average (mean) house prices 2016²⁷

²⁵RTPI 2014 Planning for Housing in England

²⁶ Office for National Statistics (ONS), small area statistics

Homes in Waverley's rural villages are particularly expensive. Typically, rural house prices are 26% higher than urban areas, whilst annual earnings in rural areas are on average £7,200 lower²⁸.

Newly forming households require substantial deposits and salaries to purchase on the open market in Waverley. Using the above figures, an income of £113,203 is required for a 90% mortgage on an average property (see Figure 10)

Total cost	£503,125
Deposit required	£50,312
Mortgage per month	£2148
Income required	£113,203
Based on a 90% mortgage, 3% interest rate and lending at 4 x income.	

Figure 10: Average housing costs in Waverley

Lower quartile prices give an indication of what it would cost a family in Waverley to buy their first home (see Figure 11.)

Lower Quartile house Purchase ²⁹	Total	Deposit	Mortgage per month ³⁰
Lower Quartile Flat	£191,000	£19,100	£815
Lower Quartile terrace	£288,000	£28,800	£1,230
Lower Quartile	£360,000	£36,600	£1,534

²⁷ Office for National Statistics (ONS), price paid data

²⁸ [Office for National Statistics, Annual Survey of Hours and Earnings 2014](#)

²⁹ [ONS dataset](#)

³⁰ Using mortgage calculator available on the Money Advice Service (www.moneyadviceservice.org.uk).

semi - detached			
Lower quartile detached	£518,500	£51,850	£2,213

Figure 11: cost of purchasing a home in Waverley

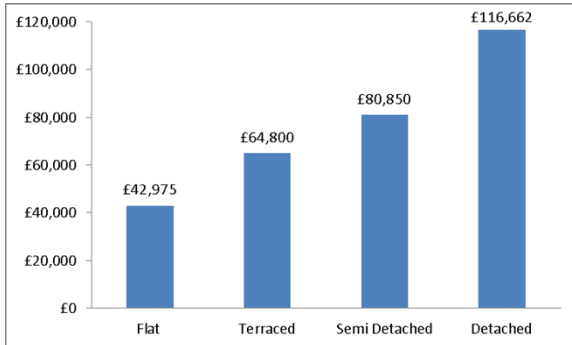


Figure 12: Income required to purchase a lower quartile home in Waverley (based on 90% mortgage)

Even those households with above-average incomes in Waverley find their access to homeownership severely restricted, with a household income of over £80,000 and deposit of over £36,000 required to purchase a lower quartile semi-detached home (see Figure 12)

c. Affordability of shared ownership in Waverley

Shared ownership provides an opportunity for people who cannot afford open market housing to access the housing ladder. Shared ownership purchasers buy a share of the equity in the property, increasing their share over time if they can afford to do so (known as 'stair-casing'). Rent is payable on the equity retained by the council or housing association.

The equity share for sale varies from 25%-75%. However, even a 25% share plus rent can be too expensive for people on medium and low incomes.

A household is considered able to afford to buy a home if it costs 3.5 times the gross household income for a single

9

Housing Need and Affordability Analysis

Annexe 1 to Draft Housing Strategy

earner household, or three times the household income for dual income households³¹.

Figure 13 and 14 are based on shared ownership properties currently for sale in Surrey:

Typical shared ownership property example: 1 bedroom flat 25% share ³²	
Total	£205,000
Mortgage	£48,688
Deposit	£2,563
Monthly mortgage cost (at 3% interest)	£231
Rent & service charge	£429
Total monthly cost	£660
Minimum income	£26,000

Figure 13: 1 bed shared ownership affordability

Typical shared ownership property example: 2 bedroom flat 25% share ³³	
Total	£285,000
Mortgage	£67,688
Deposit	£3,563
Monthly mortgage cost (at 3% interest)	£338
Rent & service charge	£580
Total monthly cost	£918
Minimum income	£35,000

Figure 14: 2 bed shared ownership affordability

Based on these examples and the median salary in Waverley of £29,770, shared ownership offers a viable option for some residents, subject to them being able to secure a mortgage and having the necessary deposit. However, larger shared ownership houses suitable for families command significantly higher values and may be beyond the reach of local families in housing need.

³¹ Cambridge Centre for Housing and Planning Research 2009

³² Based on a [1 bedroom shared ownership flat in Surrey](#).

³³ Based on a [2 bedroom shared ownership flat in Surrey](#).

d. Affordability of private renting in Waverley

Work is no guarantee that people can afford the cost of renting. 21% of Waverley's housing benefit claimants are in employment³⁴ (see Figure 15). A comparison of income and rents shows that 42% of gross income goes on rent in Waverley³⁵.

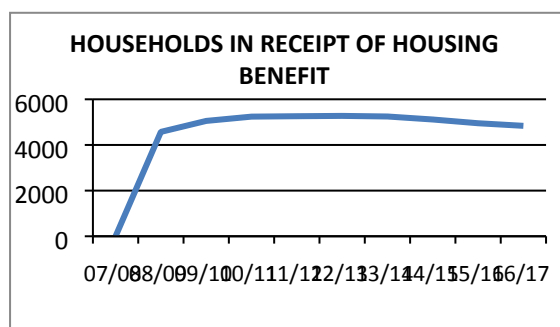


Figure 15: Households in receipt of housing benefit

The median monthly private sector rent in Waverley 2015/16 was £1,050³⁶ (see Figure 16).

	Private rent £pcm	LHA ^{37 38} p cm	SHORTFALL pcm
1 BED	£790	£739.57	£50.43
2 BED	£1,050	966.16	£83.84
3 BED	£1350	£1,161.46	£188.54
4 BED	£2250	£1,495.41	£754.59

Figure 16: Private sector renting compared to maximum housing benefit (LHA)

The shortfall is the amount of money a family would have to find per calendar

³⁴ 1038 households contain 1 or more adults in employment out of 4830 households in receipt of housing benefit, 2017

³⁵ £29,614,522 HB expenditure 2016-17

³⁶ Valuation Office Agency: Private rental market summary statistics – October 2015-September 2016

³⁷ Valuation Office Agency: Private rental market summary statistics – October 2015-September 2016

³⁸ There are 3 different LHA rates in Waverley. I have used the one that covers the majority of Waverley Borough in this table.

month (on average) from their personal income after any assistance from housing benefit has been paid.

e. Affordable rent and social rent

Historically the guide to what is affordable rent has been 35% of a household's net income³⁹. The government introduced the 'affordable rent' tenure (80% of market rent) in 2011, meaning that new development requires less grant. Whilst the new tenure falls within the government definition of affordable housing, it means some households could spend over £14,000pa on an affordable rented property in Waverley. The average social rent is around £8,000 per annum. For households on very low incomes in Waverley, the only genuinely affordable tenure is social rent.

Affordable rented homes and social rented homes are allocated to eligible households on Waverley Borough Council's Housing Register. Households with a gross annual income of over £60,000 or savings/ assets in excess of £30,000 are not eligible to join the Housing Register. However, a larger family with an income of £60,000 may struggle to buy or to privately rent a property to meet their needs in Waverley. These families may look to shared ownership, for which households with an income of up to £80,000 are eligible.

7. Housing Need in Waverley

a. The Housing Register and Help to Buy Register

³⁹ <http://blog.shelter.org.uk/2015/08/what-is-affordable-housing/>

There were 1500 households on Waverley’s housing waiting list (the Housing Register) as at 1 April 2017. In total, 274 households secured affordable rented accommodation in 2016/17 through the Housing Register.

The households who secured affordable rented accommodation in 2016/17 waited over 4 years on average before being offered affordable accommodation. Those requiring a 3 bedroom property waited the longest, over 5 years on average⁴⁰.

255 households living or working in Waverley are currently waiting for a shared ownership home in the Help to Buy Register.

b. Homelessness prevention

Waverley’s Housing Options team received contact from over 879 households regarding homelessness last year. On average, 574 households are prevented from becoming homeless by Waverley’s Housing Options team each year⁴¹ and 530 new applications to the Housing Register are processed.

c. The Strategic Housing Market Assessment (SHMA) 2015

The SHMA⁴² is an assessment of current and future housing need in the borough based on current statistics and projections. The latest SHMA was produced in 2015, covering the West Surrey housing market area shared by Waverley, Woking and Guildford councils. The SHMA informs the calculation of the number of new houses needed for the lifetime of the Waverley Local Plan.

⁴⁰ [Waiting Days by Band and Beds 2013 to 2017.pdf](#)

⁴¹ Housing Options data

⁴² [Strategic Housing Market Assessment 2015](#)

Hidden households

The SHMA estimates that there are 374 ‘concealed households’ in Waverley. These are households within a household and are often young families living with parents and unable to form a household of their own due to high housing costs. 73% of these concealed households cited unaffordability of housing as the reason for their housing situation.

Projected growth and future housing need

Waverley’s Local Plan which was adopted on 20.02.18 requires the number of new homes that should be built each year in Waverley should be 590.

Housing for older people in Waverley

Within Waverley it is expected that a growing older population will result in an increase in the number of people with dementia by around 1,800 from 2013-31, and growth in the number of persons with mobility problems of over 3,500.⁴³

Some older households will require specialist housing. The SHMA identifies a need for over 3,950 additional specialist units of housing for older people across the housing market area from 2013-2033, including sheltered and extra care homes, with 1,700 of those required in Waverley (see Figure 17).

2013-33	Market	Affordable	Total
Guildford	1,136	198	1,334
Waverley	1,442	260	1,703
Woking	962	-44	918
HMA	3,540	414	3995

Figure 17: Need for specialist housing for older people, 2013-33

⁴³ West Surrey SHMA 2015

In addition, the SHMA indicates a need for 1,031 bed spaces in care homes (396 in Waverley). This does not form part of the household population; it is therefore additional to the need identified for housing above.

Suggested future housing mix for Waverley

The SHMA recommends the best mix of housing to meet future need across the West Surrey Housing Market Area (see Figure 18 and 19).

	1 bedroom	2 bedroom	3 bedroom	4+ bedrooms
Market	10%	30%	40%	20%
Affordable	40%	30%	25%	5%

Figure 18: Need for different sizes of homes across the West Surrey housing market area

	Intermediate	Social / Affordable Rent
Guildford	29%	71%
Waverley	32%	68%
Woking	26%	74%
West Surrey HMA	29%	71%

Figure 19: Mix of affordable housing tenures needed

The SHMA data is used alongside local evidence, including the Housing Register, Help to Buy Register and rural housing needs surveys, when planning the mix of affordable housing required on new developments at planning application stage.

GLOSSARY FOR HOUSING STRATEGY AND AFFORDABILITY ANALYSIS

TERM	MEANING
Affordable Housing	Housing for eligible people who are unable to afford housing to rent or buy on the open market, meeting definition in National Planning Policy Framework
Affordable Homes Programme	Investment Programme to support development of new affordable homes by Government appointed Homes England
Affordable Rent	Tenure introduced by the Government to charge rents up to 80% of market rents
Area of Outstanding Natural Beauty	Areas of high visual quality designated as being of national importance.
Area of Great Landscape Value	Areas of high visual quality designated as being of county-wide importance.
Benefit Cap	A limit on the total amount of certain benefits that can be received
Better Care Fund	Programme between National Health Service and local government which seeks to join up health care and care services so that people can manage their own health and wellbeing and live independently in their communities for as long as possible
Care Act (2014)	Legislation establishing national eligibility criteria to set out a minimum threshold for adult care and support and carer support
Care Homes	A residential setting where a number of older people live, usually in single rooms, and have access to on-site care services
Commuted Sums	Capital sums from private developers in lieu of providing affordable housing on site
Decent Homes Standard	Programme aimed at improving council and housing association homes to bring them all up to a minimum standard
Ministry of Housing, Communities and Local Government (Formerly DCLG)	UK Government department whose responsibilities include local government and housing
Dementia	A syndrome (a group of related symptoms) associated with an ongoing decline of brain functioning. This may include problems with: memory loss or thinking speed.
Downsizing	Moving to a smaller property
Disabled Facilities Grant	Grants administered by the council to help meet the costs of adapting a property

Extra Care	Housing designed with the needs of frailer older people in mind and with varying levels of care and support available on site
Greenbelt	A policy and land use designation, used to retain areas of largely undeveloped, wild, or agricultural land surrounding or neighbouring more urban areas
Homes England (formerly the Homes and Communities Agency (HCA))	The Government appointed organisation with the responsibility of funding new affordable housing and regulating providers of affordable housing.
Housing Act (2004)	Housing Legislation which includes a requirement for home information packs, changes right to buy scheme, establishes tenancy deposit schemes and requires Local Authorities to assess accommodation needs for Gypsies and travellers
Housing Association	Independent, not-for-profit organisation that can use any profit they make to maintain existing homes and help finance new ones
Housing and Planning Act (2016)	Housing Legislation which allows the government to implement the sale of higher value local authority homes, starter homes and other measures mainly intended to promote homeownership and boost levels of housebuilding in England
Waverley Housing Delivery Board	Group set up to oversee the delivery of new council homes, as set out in Affordable Homes Delivery Plan
Housing Benefit	Regular payment made by the state to help those on low incomes pay for rented accommodation
Housing White Paper	Policy documents produced by Government that sets out proposals for future legislation
Housing Revenue Account	A ring fenced account held by local authorities funded by rents to provide landlord services
Housing Revenue Account Self Financing	A system for financing council housing introduced in April 2012 that replaced the Housing Revenue Account subsidy System
Intermediate Housing	Homes for sale and rent provided at a cost above social rent, but below market levels subject to the criteria in the Affordable Housing definition in the National Planning Policy Framework
Local Authority	An organisation responsible for public services and facilities in a particular area
Local Council Tax Support Scheme	Means tested award that helps people on low income pay their Council Tax bill

Local Housing Allowance	Housing Benefit for tenants of privately rented accommodation. It is a flat rate allowance towards rent costs, calculated on the basis of the tenant's circumstances (such as family size) and the broad area the tenant lives in, with the same amount of benefit paid to tenants with similar circumstances living in the same area.
Localism Act (2011)	Act of Parliament that changed the powers of local government in England. The aim of the Act is to facilitate the devolution of decision-making powers from central government control to individuals and communities.
Lower Quartile	Number below which lies the 25 percent of the bottom data
Median	Midpoint
National Planning Policy Framework	Sets out governments planning policies for England
Neighbourhood Plans	A plan prepared by a parish council or a neighbourhood forum for a particular neighbourhood area (made under the Planning and Compulsory Act 2004)
Pay to Stay	An initiative which was intended to charge higher earning social housing tenants more in rent but was never implemented by government.
Place Shaping	Creative use of powers and influence to promote the general wellbeing of a community and its residents
Right to Buy	A scheme in which qualifying tenants are entitled to purchase their homes at a heavily discounted price
Rural Exception Sites	Small sites used for affordable housing in perpetuity that would not usually be used for housing, in line with National Planning Policy Framework.
Rural Housing Enabler	Post holder working with local communities in order to facilitate rural affordable housing
Section 106 Agreements	Section 106 is part of the Town & Country Planning Act 1990. Agreements under it cover requirements of developers as part of planning permissions. These are agreed in the planning application process, to provide contributions (usually financial) to develop facilities/amenities for the local community (e.g. education, open space).
Section 106 Sites (S.106 sites)	Mixed tenure sites, as enabled by Section 106 of the Town and Country Planning Act 1990.

Sheltered housing	Accommodation for elderly people consisting of private independent units with some shared facilities
Shared Ownership	Part rent/ part buy housing
Social Rented	Housing let at about 60% of market rents, usually by Councils or Housing Associations
Spare Room Subsidy	Reduction in housing benefit if you live in a housing association or council property that is deemed to have one of more spare bedrooms
Surrey Community Housing Project	Initiative intended to enable local community groups to delivery affordable housing units
Surrey County Council Adult Social Care Commissioning Team	Service with responsibility to buy support services for adults in need
Stair casing	Buying more of the equity in your shared ownership property
Starter Homes	Properties delivered under Starter Homes Initiative
Starter Homes Initiative	Scheme to help meet housing needs of young first time buyers
Tenant Finder Scheme	Service to put people in need of rented accommodation in touch with private sector landlords
The council	Waverley Borough Council
Universal Credit	Benefit which replaces 6 means tested benefits and tax credits
Waverley Corporate Plan	Council document setting out our priorities
Waverley Energy Efficiency Plan	Council plan proposing targets to reduce greenhouse gas emissions
Waverley Homelessness Strategy	Council document setting out a review of homelessness in the borough and an action plan detailing how we will address these issues
Waverley Housing Options Team	The service at Waverley which gives advice, help and support to anyone that is, or is about to become, homeless
Waverley Housing Revenue Account Business Plan	Council document setting out income and expenditure projections for the council's housing stock
Waverley Wellbeing Strategy	Council document demonstrating the ways we can support the health and wellbeing of residents
Waverley Ageing Well Strategy	Council document detailing continuation and development of services and activities that support older people living in the borough
Waverley Borough Council Local Plan; Part 1; Strategic Policies and Sites	Council document setting out spatial policy framework for delivering the development and change needed to realise our vision for development in Waverley up to 2032

Waverley Borough Council Local Plan; Part 2 Site Allocations and Development Management Policies	Council document setting out site allocations and other land designations and development management policies.
Waverley Economic Strategy	Council document setting out strategic economic objectives to help achieve sustained prosperity for residents and businesses
Waverley New Build Standards	Guidance note including specifications for new council homes including minimum space standards and design principles
Welfare Reform Act (2012)	Introduces Universal Credit as a single payment
Welfare Reform and Work Act (2016)	Requires registered providers of social housing in England to reduce social housing rents by 1% a year for 4 years.
West Surrey Strategic Housing Market Assessment (SHMA) 2015	Study of the housing needs within the West Surrey housing market area, including homelessness. Available online

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WAVERLEY BOROUGH COUNCIL

HOUSING OVERVIEW & SCRUTINY COMMITTEE

20 MARCH 2018

Title:

**OUTCOME OF CONSULTATIONS TO REMOVE AGE RESTRICTIONS
FROM COUNCIL HOMES**

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

Summary and purpose:

To advise the Committee of the outcome of consultations to remove “over 45 years” letting age restrictions to increase allocation flexibility, create balanced communities and maximise rental income.

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

The consultation exercise supports the Customer Service, Community Wellbeing and Value for Money corporate priorities.

Financial Implications:

Increased flexibility by removing age restrictions will enable properties to be let more promptly and therefore reduce the loss of rental income from unoccupied properties.

Legal Implications:

In relation to the Joseph Ewart Trust sites, Charity Commission approval would be needed to lower the age restriction. The Joseph Ewart properties are intended for those aged over 60 years. For the other sites, property legal advice has been sought as to the covenants on title. Officers also checked with the Planning team for specific planning restrictions.

Introduction

1. The Council has 20 estates where homes are restricted to applicants over 45 years of age. Details of the estates are set out in Annexe 1. Over time the age restrictions have been reduced from retirement age, with no formal consultation with tenants. The schemes offer a range of accommodation from bungalows to two bedroomed flats. However no additional support or services are provided at the homes.
2. The Housing Improvement Sub-Committee received a report in January 2016 and supported in principle the removal of age restrictions subject to there being no freehold title restrictions and full consultation with key stakeholders.

Title Review

3. A desk top survey was completed of the 20 schemes to identify any title deeds, or planning covenants referring to age restrictions. The majority have no restrictions. Only four schemes have a covenant relating to provision of accommodation for elderly persons:
 - College Gardens, Farnham – Ewart Bequest homes for elderly residents (over 60 years in age) and subject to Charity Commission approval to changing the terms of the Trust
 - Redhearn Fields, Churt – planning consent refers to elderly persons flats
 - Lucas Fields, Haslemere – planning covenant for occupation by old people
 - The Glebe - planning application refers to erection of elderly persons' bungalows
4. However, the property legal advice provided noted that “elderly” was an ambiguous term and the covenants on the Land Registry titles potentially not enforceable.

Consultation

5. During November, December 2017 and January 2018 the Housing Service consulted with tenants and Ward Members in the 20 areas.
6. The consultation letter explained the housing need in the borough, community development and tenancy management:
 - There are over 1,500 households in housing need and 47% of applicants are aged between 20 and 39 and require one and two bedroomed homes.
 - Updating the allocation policy will help to create communities where those of different ages and backgrounds live together and where the quality of people's lives is improved.
 - Any new tenant would be issued with an introductory tenancy. We will monitor and manage the tenancy carefully and robustly during the introductory period. This will mean we can identify and resolve any issues promptly.
7. The consultation was split into three phases to manage the correspondence and responses. Only a small number of tenants and Members responded overall. However, a collective response was received from a group of residents in the first phase. A face to face meeting was held with Hugh Wagstaff in January for residents to fully understand the reasons for the proposals and to discuss their concerns. Five objections were received regarding proposal at Lucas Fields and two from College Gardens.
8. Many of the issues raised are not related to the age of tenants:
 - Limited parking and concern over parking conflicts.
 - Erosion of established retired community with shared experiences, understanding and informal care.
 - A belief that younger residents would lack time to engage with the community.

- Lack of soundproofing and anticipated neighbour conflict due to noise and clash of lifestyles.
- The deed of covenants referring to “elderly people”.

9. Five responses in support of the proposal were also received.

Review

10. An Officer / Member Panel reviewed all legal information, consultation feedback and historic letting information to assess the proposal to remove the age restrictions.

11. The Panel wanted to ensure housing need is met, add flexibility to lettings and create balanced communities. During the review the Panel has noted:

- Bungalows are desirable to downsizers with high banding.
- Those requiring a ground floor dwelling for medical needs tend to be older applicants (preference will be given).
- Homes with age restrictions have no additional services or adaptations for older people.
- An unfair letting policy could be challenged.
- Tenancy and Estate officers meet prospective tenants at viewings and can explain the nature of scheme and community.
- Small turnover of stock would not introduce immediate or significant change to communities
- Many concerns raised were not related to age but the condition of homes and perception of different generations.
- Sheltered Housing (Senior Living Accommodation) available for those not wishing to live in a mixed community.
- Removing age restrictions gives flexibility to lettings to ensure maximising rental income.
- Any tenancy management issues will be addressed and monitored.

12. The Panel decided to remove the over 45s age restrictions at 18 schemes and retain the allocation restriction at College Gardens and Lucas Fields: College Gardens due to the Ewart Bequest status and Lucas Fields due to the high demand for homes by older applicants in the area and limited parking. The Panel agreed to review the Lucas Field restriction again in 12 months after a viability review to improve parking.

13. Residents and Members were informed of the outcome and advised that:

- To support our downsizing programme and ensure homes are matched appropriately to need all homes within this area will continue to be advertised with the text: *“preference may be given to applicants needing ground floor accommodation”*.
- The Tenancy and Estate Team will continue to monitor and manage tenancies carefully and robustly to identify and resolve any issues promptly.

Conclusion

14. The team completed a comprehensive review of the schemes and made an informed decision to remove age restrictions to manage homes effectively. Member and tenant views were considered and meetings held to discuss and allay concerns.

Recommendation

It is recommended that the Housing Overview & Scrutiny Committee supports the outcome of the consultations and removal of age restrictions at 18 schemes, and retention of age restrictions at College Gardens and Lucas Fields.

Background Papers

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

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Phase One

Ward	Address	Outcome
Bramley, Busbridge & Hascombe	Eden Croft, GU5 0AU	Remove age restriction
Cranleigh East	The Paddock, GU6 7AW	Remove age restriction
Frensham, Dockenfield & Tilford	Redhearn Fields, Churt,	Remove age restriction
Godalming, Farncombe & Cattershall	Wyatts Close, GU7 3DA	Remove age restriction
	Wey Court Bungalows, GU7 3JF	Remove age restriction

Phase Two

Farnham Bourne	Merlin's Close, Arthur Road, Farnham, GU9 8JP	Remove age restriction
Farnham Weybourne & Badshot Lea	Beech Tree Drive, Badshot Lea, GU9 9JY	Remove age restriction
	Mill Stream, GU9 9TH	Remove age restriction
Blackheath & Wonersh	Woodyers Close, Barnett Lane, Wonersh, GU5 0RR	Remove age restriction
Haslemere Critchmere & Shottermill	Lucas Fields Haslemere, GU27 1NY	Retain age restriction
	The Meads, Haslemere, GU27 1LA	Remove age restriction

Phase Three

Farnham Moor Park	Haven Way, GU9 9QU	Remove age restriction
Chiddingfold & Dunsfold	Brook Meadow, Chiddingfold, GU8 4UD	Remove age restriction
	Pathfield Close, Greenfield Road, GU8 4QJ	Remove age restriction

Haslemere East & Grayswood	George Denyer Close, Haslemere, GU27 2BH	Remove age restriction
Ewhurst	The Glebe, Ewhurst, GU6 7PY	Remove age restriction
Godalming Central & Ockford	Stonepit Close, GU7 2LS	Remove age restriction
Frensham Dockenfield & Tilford	Peakfield, Frensham, GU10 3DX	Remove age restriction
Elstead & Thursley	Springhaven Elstead, GU8 6EJ	Remove age restriction
Farnham Castle	College Gardens, West Street, GU9 7EL	Retain age restriction

Over 45s restrictions will **remain** at College Gardens and Lucas Fields.

WAVERLEY BOROUGH COUNCIL

HOUSING OVERVIEW & SCRUTINY COMMITTEE

20 MARCH 2018

Title:

OCKFORD RIDGE UPDATE

[Portfolio Holder: Cllr Carole King]

[Wards Affected: Godalming Central and Ockford]

Project overview

101 new homes – demolition of 65 homes – net gain of 36

Site A: 37 new homes

Site B: 17 new homes

Site C: 31 new homes

Site D: 16 new homes

New build: £15,688,357

Refurbishment: £7,011,704

Existing risks are managed in accordance with the defined risk mitigation (action) plan that forms part of the Risk Register.

Site A

Bat licence has been awarded by Natural England.

Perimeter fencing / hoarding works have been completed to the rear boundary of the site and to part of the front of the site. This will be completed when refurbishment decantees have returned to their refurbished homes.

Tree and vegetation removal has been completed.

Soft stripping and site hoarding have been completed at 127 and 128 Ockford Ridge as part of a future redevelopment site. These works reduce the risk of trespass and further dangers to children entering the site.

Procurement

Party Wall Surveyor, Construction Design Management (CDM) Advisor and Principal Designer have been appointed.

Service disconnection and diversion works has been tendered and BT, SSE and SGN have completed 13 of the vacant properties to date.

Procurement for the disconnection and demolition contractor has been completed and a preferred contractor has been identified.

The tender pack for the procurement of the main build contractor is being prepared and the initial step to issue an Invitation to Tender will be published in the Official Journal of the European Union.

Site B

Reserved matters were approved by the central planning committee on 29 November 2017, for appearance, landscaping, layout and scale. Legal Services now instructed to assist with an application for a stopping up order of the existing public highway, under section 247 of the Town and Country Planning Act 1990, to enable construction of the new homes. Discussion will continue with Surrey County Council, as to what areas of the development site they are prepared to adopt in future, with the objective of limiting the council's maintenance requirements.

Subject to approval of the changes being proposed by the development team, the financial appraisal will be issued and be submitted with a report for budget approval at a future meeting of the Executive.

There may be an opportunity to apply for grant funding from the HCA Affordable Homes Delivery Plan 2016-21 to subsidise delivery of this scheme, again dependant on the outcome of review of the default assumptions.

It should be noted that the construction programme is reliant on the progress and completion of site D by May 2018 and site A by November 2020, allowing the majority of tenants to decant permanently – or temporarily to these sites.

As previously reported a timetable for site B cannot be produced, until such time as there is more certainty over progress – particularly site A, to allow a project plan to be produced.

Work will continue in the background to complete the financial appraisal, obtain budget approval and stopping order in preparation for action. Decanting strategy continues to be worked on by the Tenant Liaison Officer.

Site C

Procurement of an architect has been completed and Stephen Taylor Architects appointed to prepare an outline application for the site. The proposals for Site C will be considered by the sub group of the Housing Overview and Scrutiny Committee who have reviewed the current Design Standard Guidelines. An interim report has been prepared.

Site D

W. Stirland is progressing with the building works. However, there remains a 9 week delay in the programme. The contractor expects to catch the time up, if they can improve and bring this forward further they will. We are aiming to phase handover, with houses expected to be handed over by the end of April and flats by the end of May.

Internal works have commenced in the flats (plots 7 – 16). The internal works to the houses have been completed and a quality benchmarking meeting to set the required standard of finish is being held on 27 March. The external works are underway and fences have been erected to the rear of the houses. Utility installation works are progressing.

An allocation panel has met and allocated properties according to the Ockford Ridge Allocation Policy. These allocations include residents who had to move on a temporary basis. All houses and all the ground floor flats have been allocated but tenants have not been notified yet.

Any flats not allocated through the Ockford Ridge Allocation Policy will be advertised on the Home Choice website and allocated by the Home Choice team.

Home Choice will also complete the formal offer process and correspondence with tenants.

Refurbishment

Works are progressing well. However, engagement with owner occupiers to conclude party wall matters was more complex than initially expected but have concluded.

This and the recent poor weather have impacted on progress particularly with external works which has impacted on programme.

The first tenant returned to their newly refurbished home w/c 19 February and two further tenants will be moving in the next week. Tenants will continue to return on a phased basis. A spotlight on the first tenant who has returned has been included in the latest issue of My Ockford newsletter.

Community consultation

The March 'My Ockford Ridge' newsletter has been despatched, and an open event to update local residents on progress has been arranged for 15 March.

CONTACT OFFICER:

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Year	2018												2019												2020												2021												2022												2023																							
Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec												
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Site A planning	[Blue]																																																																																			
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2017/18 Housing Delivery Board

Cost Code	Project	Current Budget 2017/18	Total Spend & Committed	Forecast Outturn	Budget Remaining	Reschedule	Saving / (Overspend)	2018/19 Revised Estimate	2019/20 Revised Estimate	2020/21 Revised Estimate
New Affordable Homes Projects										
COMMITTED DEVELOPMENT SCHEMES										
K5407	Ockford Ridge - utility contingency	418,275	77,989	77,989	0	200,000	140,286	1,000,000		
K5407	Ockford Ridge - Show homes	12,150	0	12,150	12,150					
K5425	Ockford Ridge - Site A	388,440	165,344	188,440	23,096	200,000		3,279,473	1,201,702	4,405,263
K5428	Ockford Ridge - Site D	2,900,000	1,708,934	2,900,000	1,191,066			581,187	107,048	
OTHER SCHEMES IDENTIFIED BUT NOT APPROVED*										
K5426	Ockford Ridge - Site B	60,398	41,130	60,398	19,268					
K5427	Ockford Ridge - Site C	80,504	9,306	20,504	11,198	60,000		8,945	60,980	104,012
LAND AND ASSET PURCHASE										
K5000	Buy Backs	560,369	560,236	560,369	133					
Total New Affordable Homes Projects		4,420,136	2,562,938	3,819,850	1,256,912	460,000	140,286	4,869,605	1,369,730	4,509,275

2017/18 Housing Delivery Board

Cost Code	Project	Current Budget 2017/18	Total Spend & Committed	Forecast Outturn	Budget Remaining	Reschedule	Saving / (Overspend)	2018/19 Revised Estimate	2019/20 Revised Estimate	2020/21 Revised Estimate
Stock Remodelling										
COMMITTED DEVELOPMENT SCHEMES										
K5016	Ockford Ridge Refurbishment - pilot	155,368	0	25,368	25,368		130,000			
K5017	Ockford Ridge Refurbishment - Phase 1	750,839	263,176	650,839	387,663		100,000			
	Ockford Ridge Refurbishment - Phase 2 - external works	1,187,928	0	0	0	387,928	800,000			
	Ockford Ridge Refurbishment - Phase 3	0	0	0	0			485,000		
	Ockford Ridge Refurbishment - Future phases	0	0	0	0				4,432,570	
Total	Stock Remodelling	2,094,135	263,176	676,207	413,031	387,928	1,030,000	485,000	4,432,570	-

WAVERLEY BOROUGH COUNCIL

HOUSING OVERVIEW & SCRUTINY

20 MARCH 2018

Title:

**REVIEW OF HOUSING DESIGN STANDARDS –
INTERIM REPORT FROM MEMBER WORKING GROUP**

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

Summary and purpose:

The report sets out the interim recommendations from the Member Scrutiny Review Working Group into Housing Design Standards for New Council Homes. Good quality homes consist of well thought out and spacious internal design, provide adequate and well designed external amenity space and are high performing in terms of energy performance and sustainability. It is expected that the recommendations of this Scrutiny Review will inform the design proposals for Site C at Ockford Ridge and future housing development schemes.

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

This report relates to the Council's Community Wellbeing Priority with the objective to continue to invest in the Council's housing stock to maintain decent homes and to deliver affordable housing across the Borough.

Equality and Diversity Implications:

The Working Group considered accessibility and adaptability standards as part of their scope. Other aspects of equality and diversity are considered within the body of the report.

Financial Implications:

Changes in design standards might have financial and viability implications on any future development schemes. If standards are increased they may increase development costs. Financial appraisals are completed for each new scheme as part of the budget approval process. This will include Site C Ockford Ridge when the scheme has been developed and the impact of changes can be measure in the first instance on this scheme.

Legal Implications:

In March 2015, the government published the "Technical Housing Standards – Nationally Described Space Standard" (amended in 2016). These standards replaced the different

space standards previously used by local authorities. The technical standards remain within the planning system as a form of technical planning standard.

The standard was one of a wider housing standards review package. There are also optional building regulations requirements for access and water efficiency. Powers to introduce these optional requirements are included in the Building Act 1984 (as amended). The optional regulations and space standard can only be applied where there is a local plan policy based on evidenced local need and where the viability of development is not compromised. The review also clarified statutory building regulation guidance on waste storage to ensure it is properly considered in new housing development.

1. Background

- 1.1 The Council adopted the current Housing Standards and Specifications in April 2014. When this report was brought to full Council it was recommended that as government guidance, building standards and best practice changes, current standards and specifications should be regularly reviewed to reflect these changes.
- 1.2 Since the Council adopted the new Design Standards and Specifications in 2014 the Government has concluded a Housing Standards Review (2015) that aimed to simplify government regulations and standards within a set of Building Regulations. The Government also provided further guidance on Housing Standards by introducing a new Technical Housing Space Standard.¹
- 1.3 The Housing Standards Review gave local authorities the optional requirement to require developers to build to higher standards than the minimum requirements in the Building Regulations Part M (Access to and use of buildings) and Part L (water usage). In addition the Government no longer requires local authorities to adopt the Code for Sustainable Homes as a planning condition for new developments.
- 1.4 The opportunity to review the Council's Design Standards for new Council Homes is therefore timely and will provide an opportunity to collect and review feedback from tenants in recent new builds to learn what aspects of design works well and what could be improved.
- 1.5 Waverley completed a review of its tender specification, which included some elements of design. The latest tender specification was produced in 2017 and is referenced in this report as the 'Draft Waverley General Design and Information Requirements 2017' (GDI). Any approved changes to the Design Standards will be incorporated into this tender specification.
- 1.6 Four councillors and one member of the Tenant's Panel, all members of the Housing O&S Committee, were assigned to form a Task Group to conduct a Scrutiny Review prior to the drafting of updated standards and specifications
- 1.7 The Scrutiny Review focussed on:

New homes developed and funded by Waverley Borough Council including;
 - General needs affordable housing for rent

¹ <https://www.gov.uk/government/publications/technical-housing-standards-nationally-described-space-standard>

- Internal design (space) standards, including internal storage space provision and potential use of roof space
- Accessibility and adaptability standards
- External space standards / gardens / amenity space
- Parking provision
- Materials – e.g shaver sockets/towel rails
- Opportunities for future proofing and adaptation to changing circumstances.

1.8 The Task Group has met five times and has reviewed internal design (space) standards, external space standards and building regulations and sustainability. Members have also been on site visits to a number of council housing sites, including Wey Court, Godalming (WBC scheme), Church View, Station Road, Godalming (WBC scheme) and Furze Lane, Farncombe (Croudace / Mount Green Housing Association); and are due to visit Site D at Ockford Ridge.

1.9 Each discussion set out to establish cost implications of any proposed changes mindful of the need to balance relative design quality with the number of homes that can be built for a given specification.

1.10 External expertise was brought in to inform discussions of sustainability and the use of roof space.

2. Interim Findings

INTERNAL DESIGN STANDARDS

Gross internal areas

2.1 Members reviewed the comparison of gross internal areas between Waverley's 2014 standards, the National Standards, other written guidance and a handful of examples from local authorities. Whilst Waverley's 2014 standards were not too dissimilar from the National Standards, Members agreed that the standards set out in the London Plan 2011 were a good standard to follow. The London Plan corresponded to the National Standards except for 2 bed/4 person house where it was slightly more generous. It was felt that standards in the London Plan would have been considered carefully in the context of cost of land, and the marginal increases in gross internal area over the National Standard were not extravagant. The proposed new standards are presented in Table 1.

Table 1: Gross Internal Area

	1 bed/2 person Flat (m ²)	2 bed/4 person Flat (m ²)	2 bed/4 person House (m ²)	3 bed/5 person House (m ²)
Waverley 2014	48	70	83	96
National Standards 2015	50	70	79	86 (1 storey) 93 (2 storey) 99 (3 storey)

London Plan 2011	50	70	83	86 (1 storey) 96 (2 storey) 102 (3 storey)
Proposed new Waverley Standard	50	70 (no change)	83 (no change)	86 (1 storey) 96 (2 storey) 102 (3 storey)

Bedroom Size

- 2.2 **Members agreed that 12m² for the main double-bedroom was acceptable across all types of dwelling** and this was fairly standard across the other standards reviewed. Whilst the standard for a single bedroom was generally 7m² across the examples viewed.
- 2.3 **Members agreed the preferred single bedroom standard should be 7.5m² in accordance with the Draft Waverley General Design and Information Requirements 2017’.**

Living Spaces and Design Layouts

- 2.4 The Living area is defined as the lounge, kitchen and dining area. Members supported the adoption of the current preference for kitchen/diners rather than dining/living room as this was more convenient for modern living, and more practical for families and older people with mobility issues.
- 2.5 The current 2014 Design Standards did not specify the space required for the living area, but Members felt that the draft Waverley GDI 2017 requirements were low (18.5m² for a 1 bed/2 person flat and a 2 bed/4 person home). Members also felt that this did not allow for additional living space needed when there are more people in the home. The London Plan 2011 standard increased the living area by 2m² for each additional person and this was felt to be a reasonable approach and should be proposed for Waverley’s new Design Standards.

Table 2: Living Spaces and Design Layout

	1 bed/2 person Flat (m ²)	2 bed/4 person Flat (m ²)	2 bed/4 person House (m ²)	3 bed/5 person House (m ²)
London Plan 2011	23	27	27	29
Proposed new Waverley Standard	23	27	27	29

Internal Storage

- 2.6 Storage space was defined and included kitchen cabinets and useable space in an airing cupboard. Waverley current standards specify 2.5m² of internal storage for a 1 bed / 2 person flat and a 2 bed / 4 person home. This increases to 3.0m² for a 3 bed 5 person home.
- 2.7 Member's proposals were in line with the draft Waverley 2017 GDI's as Members felt that the amount of storage space should increase in line with the number of bed-spaces in the home.

Table 3: Internal Storage

	1 bed/2 person Flat (m ²)	2 bed/4 person Flat (m ²)	2 bed/4 person House (m ²)	3 bed/5 person House (m ²)
Waverley 2014	2.5	-	2.5	3.0
Proposed new Waverley standard	2.5 (no change to 2014 Standard)	3.0	3.0	3.5

EXTERNAL APPERANCES

Car Parking

- 2.8 The Waverley Parking Guidance (2013) sets out standards for general use car parking. The guidance is based off 'Surrey Design' (2002) and the minimum sizes are 2.4m x 4.8m. Members considered the draft Waverley 2017 GDI's and were satisfied with these requirements which were 2.4m x 4.8m for bays and 3.3m x 4.8m for in-curtilage parking.

Table 4: Car parking for general use

	Size of space (minimum in m)
Waverley Parking Guidance (2013)	3.3m x 4.8m
Proposed new Waverley Standard	As above (no change)

- 2.9 Members also specified standards for disabled parking bays:

Table 5: Disabled parking bays

	Size of space (minimum in m)
Waverley Parking Guidance (2013).	3.6m x 5m

Proposed new Waverley Standard	3.6m preferable with an additional demarcated area of 1.2m at the rear to enable wheelchair access (Building for life Standard)
---------------------------------------	--

Members also expressed preference for there to be a continued distinction between the numbers of spaces in an urban and rural setting by following the existing Waverley Parking Guidelines 2013.

Cycle Parking

- 2.10 The standard for cycle parking spaces across the examples presented to Members was one traditional Sheffield hoop-stand per dwelling. Waverley has traditionally provided a 6' x 4' shed with a secure locking point inside for each dwelling with private amenity (garden) space. Members recommended that some provision for cycle parking supported Waverley's Health and Wellbeing agenda, **and should be continued**. It was further recognised that the increase in use of e-bikes may in future justify secure cycle parking.
- 2.11 Members heard that Waverley's flatted blocks were provided with 1 hoop stand per dwelling in a communal area. **Members felt that there should be capacity for visitors, and if play areas are provided in a development, 'A' frame stands should be incorporated.**

Outside Amenity space (Garden size)

- 2.12 Waverley's minimum garden size for all individual dwellings is 50m². Members felt that 50m² was generous for a 1-bed/2 person home and agreed to reduce the garden size for all 1 and 2 bed flats to a minimum of 25m². Members felt however, that 25m² would be too small for a family home with children, and agreed that a range of minimum sizes starting at 25m² for a 1-bed/2 person home ranging up to 60m² for a 3 or 4 bed home was more appropriate guidance for the Design Standards.

Table 7: Garden space size

	1 and 2 bed flat	2 bed house	3 bed house	4 bed house	5 bed house
Waverley 2014	50m ²				
Proposed New Waverley Standard	25m²	50m²	60m²	60m²	60m²

Landscaping (footpaths and pathways)

- 2.13 Members noted that the Manual for Streets provided the primary guidance for landscaping. Adequate space was needed to accommodate children's buggies

(double buggies up to 1m wide), mobility scooters, or a person pushing a cycle.
Members recommended a minimum width of 1.2m to building entrances.

BUILDING REGULATIONS AND SUSTAINABILITY

Energy and CO2 emissions

- 2.14 Waverley Current Design Standards (2014) worked to the equivalent of Code level 4 (deliver a minimum 25% improvement in energy preservation and CO2 emission reduction for the dwelling emission rate (DER) 2010. As a challenge to conventional standards, and also a possible opportunity to reduce fuel poverty problems, Members invited an external architect to present the Passivhaus Standard.
- 2.15 Members concluded that this standard would be too costly to achieve (a 17% uplift in costs compared to the CfSH level 4) and that it also relied on a high degree of adherence to operational requirements by tenants, which could not be guaranteed. They did however, agree that going beyond the Standards set out in Building Regulations (minimum 6% carbon dioxide saving relative to Part L 2010) and the Code for Sustainable Homes (minimum 19% relative to Part L in 2013) was desirable. **Members therefore recommended that Waverley should aspire to meet the targets and requirements set out in the current London Plan for a minimum 35% improvement in Dwelling Emission Rate (DER) on site relative to Part L of the 2013 Building Regulations.**
- 2.16 Members also discussed the requirements for access to and use of buildings and water usage as an optional technical requirement described in the revised set of Building Regulations. **The recommendations for these optional requirements can be found in table 8 and table 9.**

Table 8: Optional Technical Requirement – Water usage

Legislation	Water
Code for Sustainable Homes Level 4 / Waverley 2014	> 105 litres of water per persons per day equates to levels 3 and 4
Building Regulations	>125 litre's per person per day (115 litre's per person per day for optional requirement)
Proposed new Waverley Standard	> 105 litres of water per day per person (no change)

Table 9: Optional Technical Requirement – Access to and use of building

(Please see figure1, page 8 for the definitions of levels of access)

Waverley 2014	M4 level 2 for of the accessible and adaptable requirements for all general use dwellings. M4 level 3 for wheelchair user dwellings.
Proposed new Waverley Standard	<p>Level of access and adaptability will be defined by type of building:</p> <p>Flats: to be M4 level 2 compliant on the first floor would need to have a lift so not practical to specify as a minimum requirement. However where flats/maisonettes were provided the ground floor could be required at M4 level 2 standard.</p> <p>General need dwelling: M4 level 2.</p> <p>Wheelchair user dwelling: M4 level 3.</p>

Figure 1: M4 Categories for Access to and use of buildings

- Requirement M4 (1): Category 1 – Visitable dwellings.
 - Compliance with this requirement is achieved when a new dwelling makes reasonable provision for most people, which includes wheelchair users to access and enter the dwelling, and access habitable rooms and sanitary facilities on the entrance level
- Requirement M4 (2): Category 2 – Accessible and adaptable dwellings.
 - Step free access from parking to the dwelling, and to a ground floor WC, with provision for wheelchair users and the elderly
 - Wall mounted switches and sockets high enough for occupants with reduced reach
 - Capability for adaptations in later life or for disabled occupants
- Requirement M4 (3): Category 3 – Wheelchair user dwellings.
 - Fully adapted or adaptable dwellings for wheelchair users. The requirements of this option are more comprehensive and supersede those above

Roof Space

2.17 The current approach set out in the Waverley 2014 Design Standards was for roof space not to be available to tenants for storage. A presentation from an external architect demonstrated that modern design practices can easily accommodate additional living space in the roof area with no adverse impact on insulation and at no significant incremental cost. Members felt however, that having a habitable room within the space of the loft was a cost benefit as it would provide an additional bedroom without increasing the buildings footprint. Whilst Members recognised the benefit of having the potential to extend properties in to the roof,

they also felt that by not designing built in habitable use of the roof space would be a missed opportunity. However Members rejected the idea of converting lofts for the sole use of creating additional storage space, but recognised that by creating a habitable space would create additional storage capacity in the eaves of the loft.

- 2.18 Members felt that a mix of dwellings with and without use of the roof space for habitable use added visual interest to the street scene by varying the height and pitch of the roofline, but were made aware that 1 and 2 bed homes were in large demand in Waverley and therefore there was less need to build into the loft space in smaller homes. **Members recommended that the Waverley Standards should include a design element for loft space to incorporate a habitable bedroom and that this should only apply to house types with 3 + bedrooms and would therefore vary scheme to scheme.**

3. Next Steps

- 3.1 Subject to the comments of the Housing O&S Committee, Officers intend incorporating the findings of the Task Group into a revision of Waverley's Housing Design Standards, which will be brought to the next Housing O&S meeting and then taken to Executive and full Council during the Summer.
- 3.2 The Task Group will continue to scrutinise the drafting of the updated standards.
- 3.3 The updated standards will be used to inform design decisions for the Ockford Ridge Site C development.

Recommendation

For Members of the Housing Overview and Scrutiny Committee to note and comment on the proposed new design standards contained in this report.

Background Papers

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

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WAVERLEY BOROUGH COUNCIL

HOUSING OVERVIEW & SCRUTINY COMMITTEE

20 MARCH 2018

Title:

**HOUSING SERVICE PERFORMANCE MANAGEMENT REPORT
QUARTER 3, 2017/18**

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

Summary and purpose:

This report provides a summary of the housing service performance over the third quarter of the financial year. The report details the team's performance against the indicators that fall within the remit of the Housing Overview & Scrutiny Committee.

The Committee has the opportunity to comment and scrutinise the presented performance data. In addition the Committee may identify future committee reporting requirements regarding performance management.

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 income and spend. There are no direct financial implications included within this report.

Legal Implications:

There are no direct legal implications associated with this report.

Introduction

1. This report provides a summary view of housing service detailing KPIs.

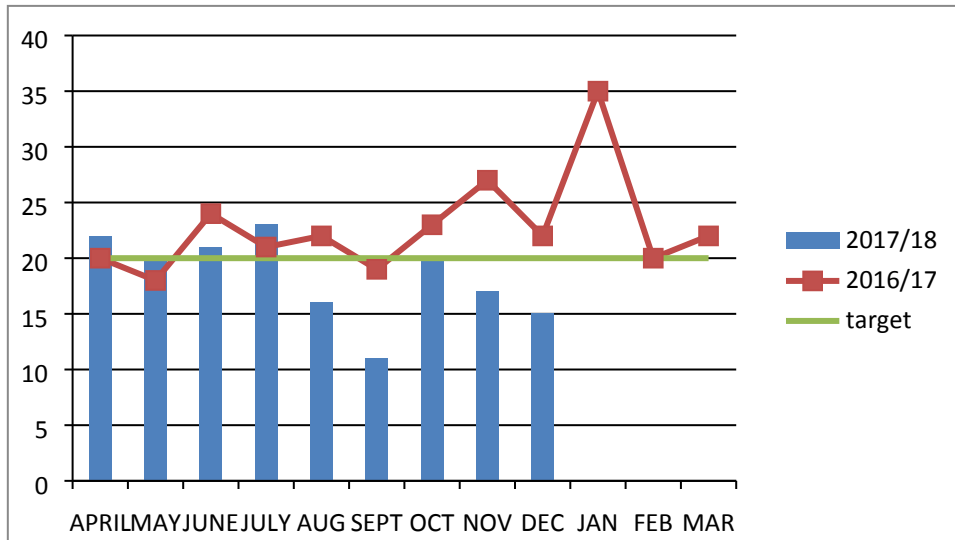
Key Performance Indicators

2. The nine Performance Indicators for the Housing Service are set out in Annexe 1.
3. The Housing Service performed exceptionally well during Quarter Three. Only one indicator did not meet the target. Comments on performance can be found for each indicator within Annexe 1. Additional information for the Voids (of particular interest to the Committee) and Rents (did not meet performance target) follows:

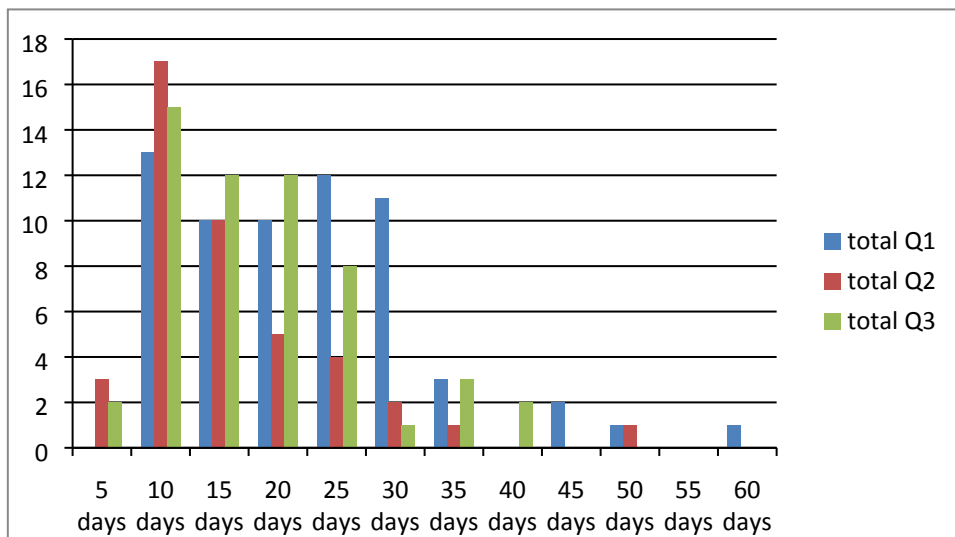
Re-let Performance

4. To ensure we provide homes for people in housing need and maximise our rental income homes must be relet promptly. There has been an ongoing improvement in the relet performance for normal voids, achieving target in Quarter Two and Three.
5. 55 homes were relet during Quarter Three with an overall average of 18 working days. The breakdown by month demonstrates that performance was on target throughout the quarter.

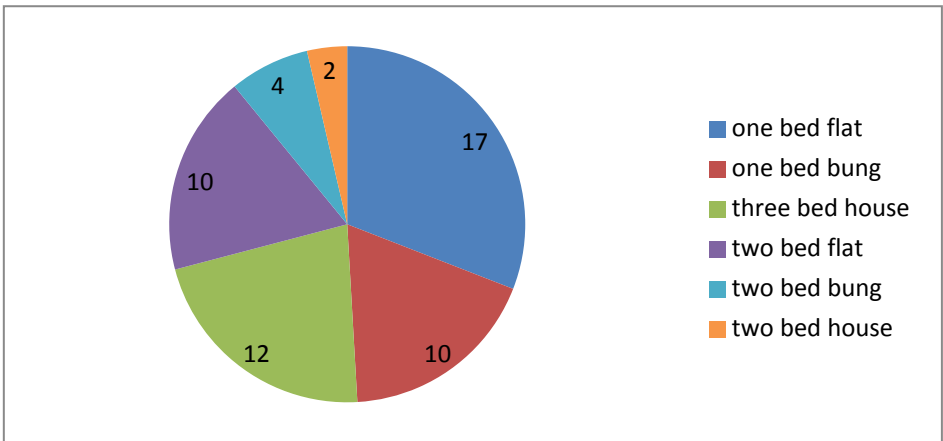
Average number of working days taken to relet normal voids by month



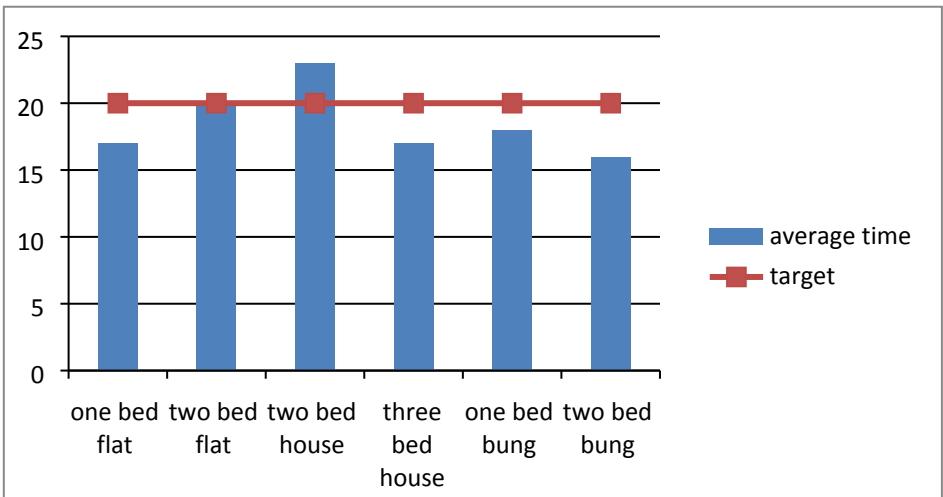
6. The mode average data for Quarter Three shows an average of 10 working days.



7. 41 homes were let within target and no homes took over two months to be relet.
8. On reviewing the number and size of homes the majority of homes relet in Q3 were one bedroomed flats.



9. The data indicates that two bed houses took on average longest to relet in Q3.



10. The team continue to implement the new initiatives to improve performance:
- charge use and occupation when belongings left in home
 - visit current tenants expected to have successful bid in near future, and
 - identify fast track voids.

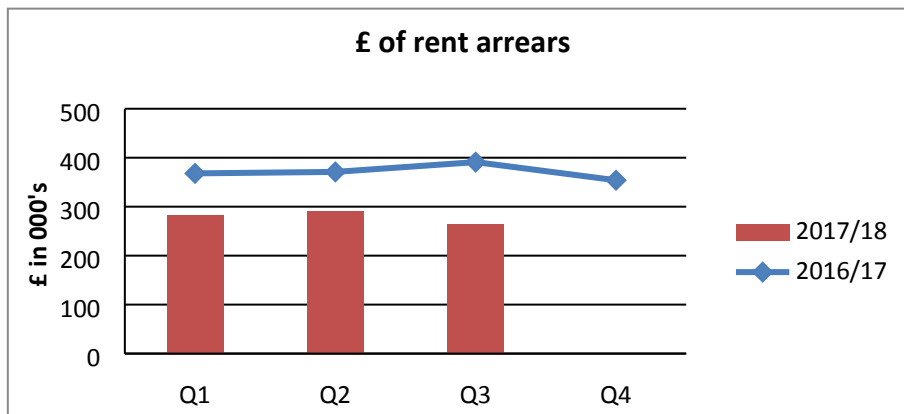
Rent Collection

11. The team have an excellent history of rent collection performance and this figure is an anomaly this year. Due to the water charge credit¹ and some proactive work to ensure rent is paid in advance there has been a reduction in the total rent collected.
12. This is because tenants in credit have reduced their payments either manually or through direct debit payments. The below table illustrates the increase in tenants in credit compared to the previous year. There are an additional c400 tenants in credit amounting to an additional c£30,000.

Time period (Q3)	Number of rent accounts in credit	Total credit
End Dec 2016/17	3,297	£508,000
End Dec 2017/18	3,690	£539,000

¹ c2500 tenants received a credit to their rent account to reflect commission received by Waverley. This assisted tenants in rent arrears and enabled payment in advance.

13. The amount of total arrears also demonstrates good performance in rent collection and a significant improvement from 2016/17.



14. The Committee agreed in January to review % of rent arrears. The % rent arrears is currently below 1% compared to over 1% in 2016/17.

Time period (week no)	13	26	39
% of gross debit 2016/17	1.2%	1.15%	1.21%
% of gross debit 2017/18	0.91%	0.94%	0.86%

Conclusion

The housing service has continued to meet key performance targets on voids, gas safety, temporary accommodation and overall satisfaction with responsive repairs. The missed indicator on rents is not of concern given the context and reducing rent arrears. The initiatives implemented to improve and maintain performance are proving successful.

Recommendation

It is recommended that the Housing Overview & Scrutiny Committee:

1. considers the performance figures, as set out in Annexe 1, and agrees any observations or recommendations about performance it wishes to make to the Executive.
2. considers performance and identifies suggested scrutiny areas for the Committee future workplan.

Background Papers

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

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Housing O&S

Performance Management Report

Quarter 3, 2017/18

(October - December 2017)

RAG Legend		Graph Lines Legend	
On target	Green	Waverley 2017/18 (current year outturn)	
Up to 5% off target	Amber	Waverley 2016/17 (prior year outturn)	
More than 5% off target	Red	Waverley Target	---
Data not available	Not available		
Data only / no target / not due	No Target		

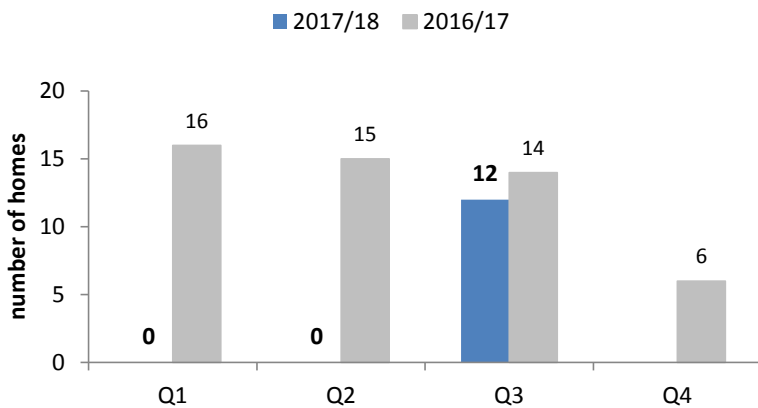
CONTACT OFFICER:**Name:** Annalisa Howson**Telephone:** 01483 523 453**Email:** annalisa.howson@waverley.gov.uk

HOUSING:

H1 (P6): Number of Affordable homes delivered by all housing providers

No target

Number of affordable homes delivered (gross)



Quarter	2017/18	2016/17
Q1	0	16
Q2	0	15
Q3	12	14
Q4		6

Comments

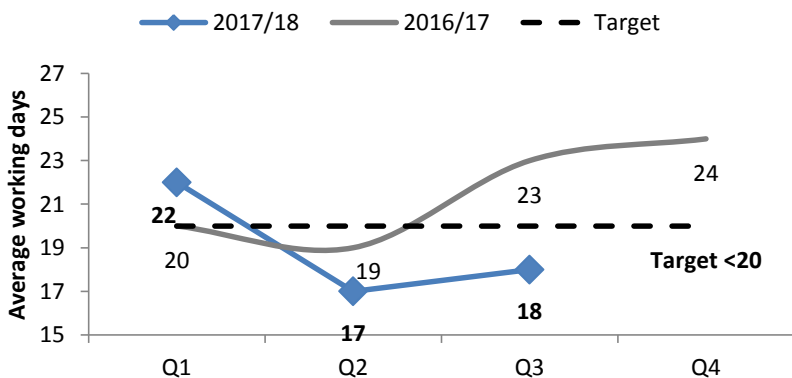
There were 12 affordable homes completed in Q3:
 • 3 x shared ownership at Weydon Lane, Farnham by Thames Valley HA on 17.11.2017
 • 5 x shared ownership at Furze Lane, Farncombe by Mount Green HA on 21.11.2017
 • 4 x affordable rented homes at Furze Lane, Farncombe by Mount Green HA on 13.12.2017

HOUSING:

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

GREEN

Average number of working days taken to re-let (lower outturn is better)



Quarter	2017/18	2016/17	Target
Q1	22	20	20
Q2	17	19	20
Q3	18	23	20
Q4		24	20

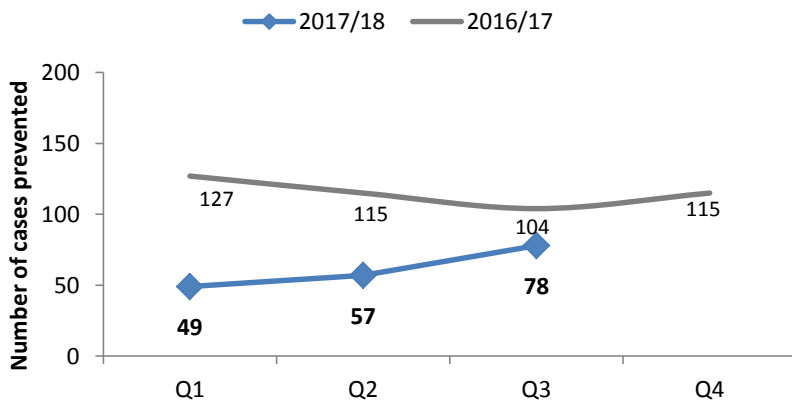
55 homes were relet in Q3. The team achieved target. 41 homes were let within 20 working days.

HOUSING:

H3: Housing advice service – homelessness cases prevented

No target

Number of homelessness cases prevented (higher outturn is better)



Quarter	2017/18	2016/17
Q1	49	127
Q2	57	115
Q3	78	104
Q4		115

Comments

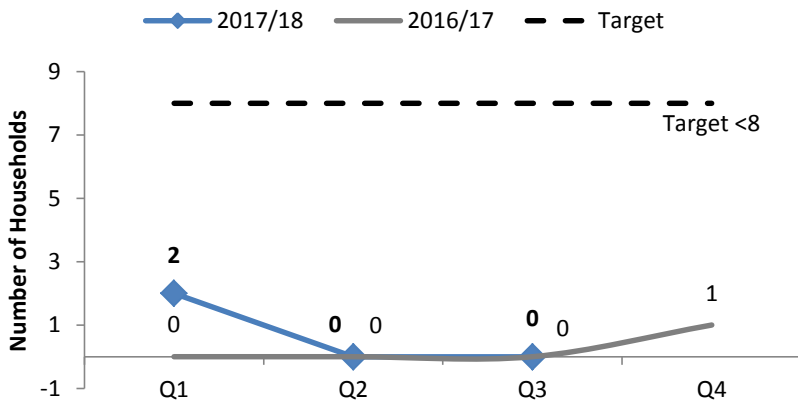
In preparation for the Homelessness Reduction Act the team are no longer collecting homelessness prevention data from all housing teams and Waverley CA. The level of detail as required by the act could not be provided.

HOUSING:

H4: Number of households living in temporary accommodation

GREEN

Number of Households living in temporary accommodation (lower outturn is better)



Quarter	2017/18	2016/17	Target
Q1	2	0	8
Q2	0	0	8
Q3	0	0	8
Q4		1	8

Comments

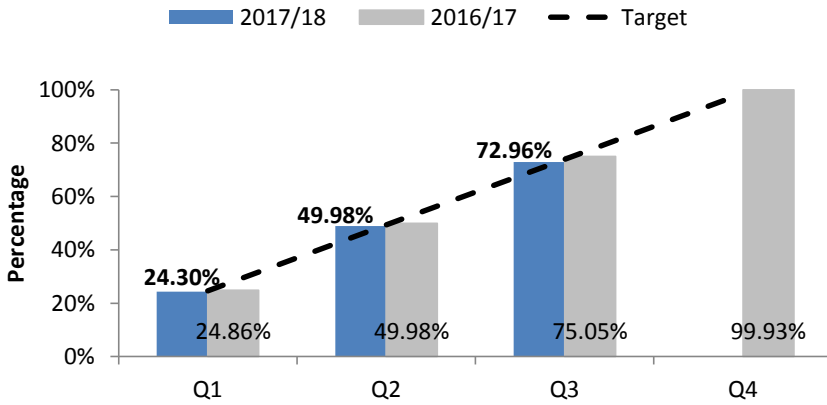
The PI reports on the number of households in temporary accommodation at a set date at the end of each quarter.

HOUSING:

H5: Percentage of estimated annual rent debit collected

AMBER

% of estimated annual rent debit collected (higher outturn is better)



Quarter	2017/18	2016/17	Target
Q1	24.30%	24.86%	24.65%
Q2	48.90%	49.98%	49.30%
Q3	72.96%	75.05%	73.95%
Q4		99.93%	98.65%

Comments

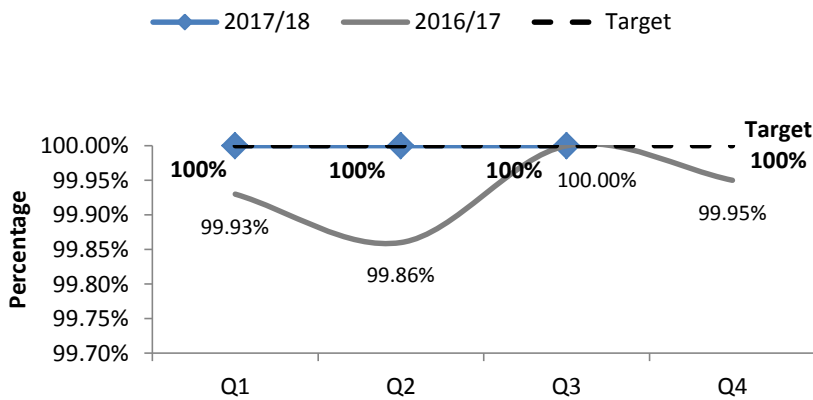
The team performed slightly below target. The dip in performance can be conversely related to the work undertaken to get accounts in credit. Over 3,600 tenants are in credit with total value £539k. The total arrears is currently £265k.

HOUSING:

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

GREEN

% of annual boiler services and gas safety checks undertaken on time (higher outturn is better)



Quarter	2017/18	2016/17	Target
Q1	100.00%	99.93%	100.00%
Q2	100.00%	99.86%	100.00%
Q3	100.00%	100.00%	100.00%
Q4		99.95%	100.00%

Comments

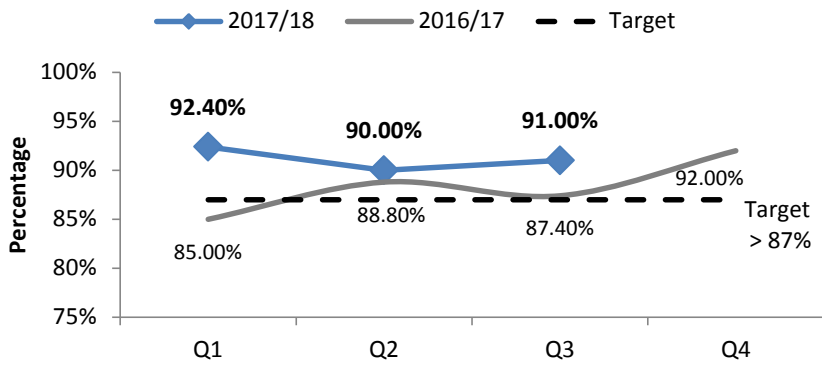
The team achieved target with no checks outstanding at the end of December. The performance reflects the team's ongoing proactive approach to access homes.

HOUSING:

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

GREEN

Responsive Repairs: how would you rate the overall service you have received (higher outturn is better)



Quarter	2017/18	2016/17	Target
Q1	92.40%	85.00%	87.00%
Q2	90.00%	88.80%	87.00%
Q3	91.00%	87.40%	87.00%
Q4		92.00%	87.00%

Comments

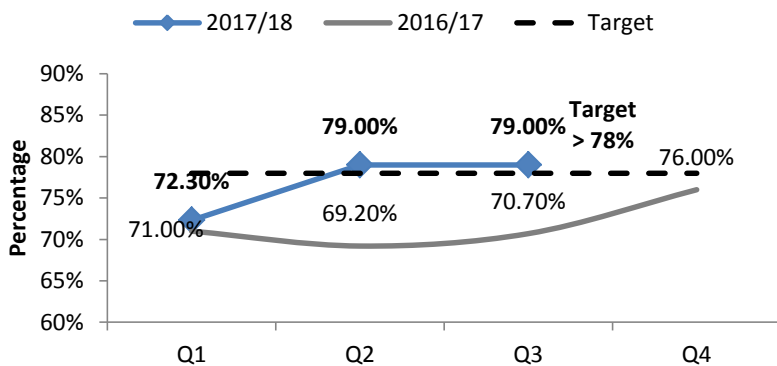
From 2016/17 tenant's views are collected by an independent telephone survey. Overall satisfaction remains high.

HOUSING:

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

GREEN

Responsive Repairs: Was the repair completed right the first time (higher outturn is better)



Quarter	2017/18	2016/17	Target
Q1	72.30%	71.00%	78.00%
Q2	79.00%	69.20%	78.00%
Q3	79.00%	70.70%	78.00%
Q4		76.00%	78.00%

Comments

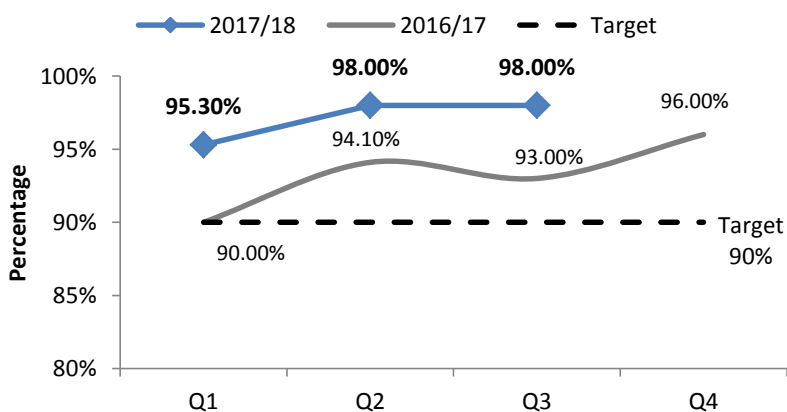
The teams continuous efforts to improve job diagnosis and maintain well stocked vans has maintained target.

HOUSING:

H9: Did the tradesperson arrive within the appointment slot

GREEN

Responsive Repairs: Did the tradesperson arrive within the appointment slot (higher outturn is better)



Quarter	2017/18	2016/17	Target
Q1	95.30%	90.00%	90.00%
Q2	98.00%	94.10%	90.00%
Q3	98.00%	93.00%	90.00%
Q4		96.00%	90.00%

Comments

The team continue to perform above target.

* 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

INTRODUCTION TO WAVERLEY BOROUGH COUNCIL

OVERVIEW AND SCRUTINY WORK PROGRAMME

The programme is designed to assist the Council in achieving its corporate priorities by ensuring topics add value to the Council's objectives, are strategic in outlook, are timed to optimise scrutiny input and reflect the concerns of Waverley residents and council members. The programme is indicative and is open to being amended with the agreement of the Chair with whom the item is concerned. The work programme consists of three sections:-

- Section A – Lists items for Overview and Scrutiny consideration. It is not expected that the committee cover all items listed on the work programme and some items will be carried over into the following municipal year. In-depth scrutiny review topics for consideration by the respective Committee will also be listed in this section.
- Section B – Lists live in-depth scrutiny task and finish groups, including objectives, key issues and progress.
- Section C – Lists the Scrutiny tracker of recommendations for the municipal year.

Section A

Work programme 2017-18

Subject	Purpose for Scrutiny	Lead Member/ officer	Date for O&S consideration	Date for Executive decision (if applicable)	Priority
Ockford Ridge	To scrutinise the development and refurbishment programme; and monitor the delivery of the project.	Louisa Blundell	<i>Standing item</i>		High
Homelessness Prevention Strategy	To consider the draft strategy and make any comments to the Executive.	Andrew Smith	March 2018		High
Housing design standards in-depth review	Receive update from working group.	Cllr Seaborne/ Alex Sargeson	March 2018		
Review of Age- related properties			March 2018		
Housing Strategy	To consider the final draft of the strategy and make any comments to the Executive.	Andrew Smith	March 2018		
Waverley Scrutiny Group's report on recharges	To receive the Scrutiny Group's report on recharges and discuss the findings.	Annalisa Howson	March 2018		
Tenant involvement progress report	To receive information on recent tenant involvement activities and successes and to consider future opportunities.	Annalisa Howson	July 2018		
Waverley Scrutiny Group - void report progress update	To be updated on the progress of the void report action plan.	Heather Rigg	July 2018		

Housing Overview and Scrutiny Committee

Homelessness Reduction Act 2017	For officers to keep the committee up to date with the impact of the legislation once in force, particularly on the Council's housing strategy.		September 2018	February 2018	High
Future of Sheltered Housing Scheme	Consider white paper on Housing related support funding.				
Affordable housing	Consider the extent to which housing association partners are delivering housing objectives in terms of meeting and matching need following comments made from the strategic review that there needs to be balanced communities who can afford to live here and work locally.		TBC		High
Responsibility as a social landlord and duty of care in the area of tenants' mental health	To receive report/presentation on housing related outcomes of Health Inequalities review (Community Wellbeing OS) to understand Housing's influence on this area.		TBC		Low
Changes to housing benefit	Consider the impact of changes to housing benefit entitlement introduced in April 2017 on Waverley tenants with two or more children.		TBC		
Customer Service Project – Housing Pilot Scheme	Report back on monitoring of the project.		TBC		High
Private sector housing	<ul style="list-style-type: none"> Review the enforcement of standards and compliance on private landlords (governance and regulations); and Houses in multiple occupations: to scrutinise the Council's approach to enforcing standards of HMOs across the Borough in light of the anticipated legislative changes requiring 1 & 2 storey HMOs to obtain a license. 		TBC		High

Section B

In-depth scrutiny reviews 2017-18

Subject	Objective	Key issues	Lead officer	Progress
<p>Review of Housing Design Standards</p>	<p>To provide members with an overview of the Design Standards and Specifications adopted in 2014 for new council homes and outline a proposal for review of these standards by the committee both in context of 'Site C' at Ockford Ridge and other future council housing developments.</p>	<ul style="list-style-type: none"> • Changes by the Government to the Code for Sustainable Homes • Distinguishing between the legally binding nationally described standards and the optional requirements / recommendations for Local Housing Authorities (building regulations) • Whether current internal design standards (e.g. internal layout, storage space and room layout, including loft storage capacity) meet the needs of tenants and if not to identify which aspects can be improved • Health and safety 	<p>Louisa Blundell</p>	<p>The working group has had six meetings, including one site visit.</p>

Section C

Scrutiny tracker 2017-18

Housing Scrutiny recommendations tracker				
Meeting date	Agenda item	Outcome / Recommendations	Officer / Executive response	Timescale
4 July 2017	1. Tenancy Agreement review	OUTCOME: For an explanatory text to be produced alongside the tenancy agreement so tenants are clear on what they are being consulted and signing up to.	An update on the tenancy agreement review came to committee January 2018 with the implementation of the new agreement anticipated April 2018.	April 2018
	2. Response to recommendations from the Waverley Scrutiny Group's report on Voids	OUTCOME: The recommendations from the Waverley Scrutiny group and performance on voids re-lets are monitored by the committee.	The Housing team have noted the Scrutiny Group's recommendations and will follow the action plan. Void performance will continue to be monitored through performance reports.	For an update on progress to be brought to committee.
	3. Ockford Ridge Regeneration Project	OUTCOME: For a site visit to be arranged to Ockford Ridge followed by an informal discussion to inform potential in-depth review topics.	Site visit attended (01/08/17) and review on housing design standards started. See section B.	See section B.

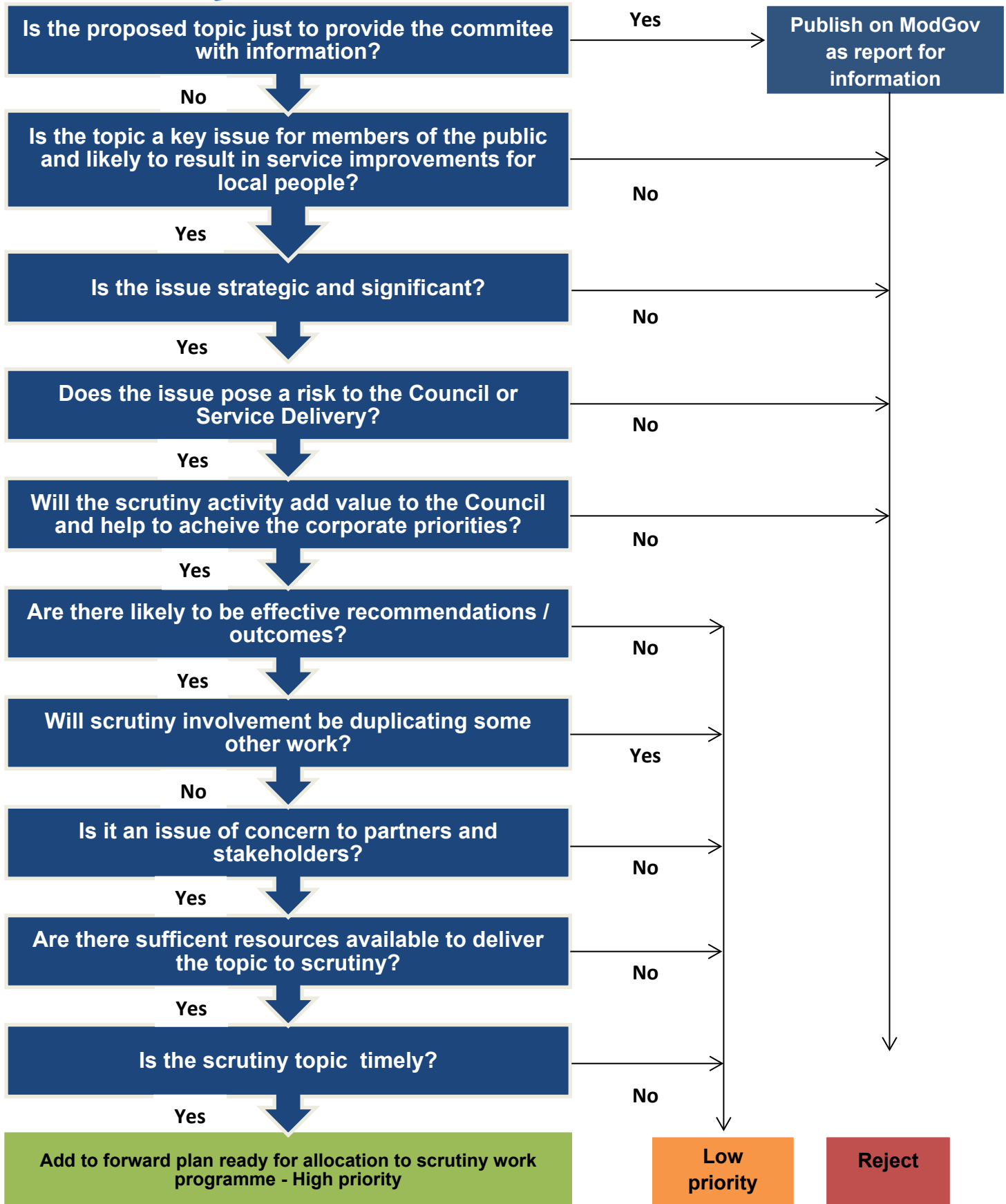
Housing Overview and Scrutiny Committee

Meeting date	Agenda item	Outcome / Recommendations	Officer / Executive response	Timescale
19 September 2017	1. Performance Management Report Q1 2017/18	OUTCOME: the committee suggested the performance reports could show split of time between contractor and Waverley during the re-let period and provide an indication of the size of the properties re-let.	Housing officers do record this information and current performance shows no significant correlations. Officers will include in performance reports when relevant.	
	2. Sheltered Housing Service and Housing Related Support.	RECOMMENDATION: <ul style="list-style-type: none"> • That the Leader writes to all Surrey MPs, the Prime Minister and Minister for the Department of Communities and Local Government to express concerns about the impact of cuts by SCC in Housing Related Support funding; and include the Tenants' Panel report on the impact of the withdrawal of Housing Related Support for older people. • As part of this letter to press the Government to bring forward the long-awaited Green Paper on the future funding of supported housing. 	The Leader wrote to the PM, Secretary of State for Communities and Local Government, Guildford MP and South-West Surrey MP and Leader of SCC. Response received from Leader of SCC.	Letter was sent 16 October 2017.
	3. Review of Housing Design Standard	OUTCOME: the Committee agreed for a scope and timetable for the review to be prepared by the Scrutiny Policy Officer in liaison with Housing Development Officers.	Scope has been prepared, agreed and the review started. See section B.	See section B.

Housing Overview and Scrutiny Committee

Meeting date	Agenda item	Outcome / Recommendations	Officer / Executive response	Timescale
14 November 2017	1. Revised Private Sector Home Improvement Policy	RECOMMENDATION: that the Executive adopts the revised Home Improvement Policy, subject to eligible works under Safe and Warm grant also including works to address flooding, damp and mould.	The Home Improvement Policy was adopted by Executive.	Adopted by Executive 28 November 2017.
	2. Customer Service Project	RECOMMENDATION: that the Executive agree for the Orchard-Agresso interface be expedited as a matter of high priority.	The Executive agreed to expedite the Orchard-Agresso interface as a matter of high priority.	Agreed at 28 November 2017 Executive. Go-live date for interface is Monday 29 January.
	3. Housing Service Performance Management Report, Q2 2017/18	RECOMMENDATION: that funding is prioritised in the 2018/19 budget for specialist rent management software to support officers to maintain Waverley's good performance on rent collection.	The Executive agreed for funding to be prioritised in the 2018/19 budget for specialist rent management software. Budget is in process of approval with provision made for rent management software.	Agreed at 28 November 2017, included in 2018/19 budget.
		RECOMMENDATION: For officers to include data on rent arrears in future performance reporting.	Service Improvement Officer will bring data on rent arrears in next performance report (Q3, March committee).	March 2018 committee.
30 January 2018	1. Draft Housing Strategy 2018-2013	OUTCOME: Housing officers to circulate the draft strategy offline and committee members to direct their comments through the Chair and Vice Chair, who will work with Housing officers to develop the strategy.	Head of Strategic Housing and Delivery (Andrew Smith) to receive comments from members in order to develop the strategy.	The strategy is due to come to this committee March 2018.

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Waverley Borough Council Key Decisions and Forward Programme

This Forward Programme sets out the decisions which the Executive expects to take over forthcoming months and identifies those which are key decisions.

A key decision is a decision to be taken by the Executive which (1) is likely to result in the local authority incurring expenditure or making savings of above £100,000 and/or (2) is significant in terms of its effects on communities living or working in an area comprising two or more wards.

Please direct any enquiries about the Forward Programme to the Democratic Services Manager, Emma McQuillan, at the Council Offices on 01483 523351 or email committees@waverley.gov.uk.

Executive Forward Programme for the period 1 March 2018 onwards

TOPIC	DECISION	DECISION TAKER	KEY	ANTICIPATED EARLIEST (OR NEXT) DATE FOR DECISION	CONTACT OFFICER	O & S
POLICY AND GOVERNANCE, HUMAN RESOURCES, BRIGHTWELLS AND LEP - CLLR JULIA POTTS (LEADER)						
Brightwells [E3]	To bring forward matters when necessary	Executive	No	Potentially each meeting	Kelvin Mills, Head of Communities and Major Projects	VFM and CS/Environ
Performance Management	Quarterly combined performance report	Executive	No	April 2018	Louise Norie, Corporate Policy Manager	All
Corporate Strategy	For adoption	Executive	Yes	April 2018	Louise Norie, Corporate Policy Manager	ALL
FINANCE - CLLR GED HALL (DEPUTY LEADER)						
Property Investment Strategy	For adoption	Executive, Council	Yes	April 2018	Graeme Clark, Strategic Director - Finance & Resources	VFM AND CS
Property Acquisitions	To bring forward opportunities for approval as they arise	Executive	No	Potentially each meeting	David Allum, Head of Customer and Corporate Services	VFM and CS

TOPIC	DECISION	DECISION TAKER	KEY	ANTICIPATED EARLIEST (OR NEXT) DATE FOR DECISION	CONTACT OFFICER	O & S
COMMUNITY SERVICES AND COMMUNITY SAFETY - CLLR KEVIN DEANUS						
Joint Enforcement Team (JET) Initiative	To agree next steps	Executive	No	April 2018	Richard Homewood, Head of Environmental Services	Environment
CUSTOMER AND CORPORATE SERVICES - CLLR TOM MARTIN						
ECONOMIC DEVELOPMENT - CLLR JIM EDWARDS						
Economic Development Strategy	For approval	Executive, Council	No	April 2018	Katie Webb	VFM and CS
ENVIRONMENT - CLLR ANDREW BOLTON						
HEALTH, WELLBEING AND CULTURE - CLLR JENNY ELSE						
Leisure Feasibility Study	For approval	Executive	No	April 2018	Fotini Vickers	Community Wellbeing
Leisure Centre Management - O&S Review	To receive a progress update after 6 months	Executive	No	April 2018	Kelvin Mills, Head of Communities and Major Projects	Community Wellbeing
Budget Management [E3]	Potential for seeking approval for budget variations	Executive	Yes	Potentially each meeting	Peter Vickers, Head of Finance	VFM and CS
HOUSING - CLLR CAROLE KING						
Housing Delivery Board [E3]	Potential to approve and adopt policies and make decisions to assist in the delivery of affordable homes in the Borough	Executive	Yes	Potentially each meeting	Andrew Smith, Head of Strategic Housing Delivery	Housing

TOPIC	DECISION	DECISION TAKER	KEY	ANTICIPATED EARLIEST (OR NEXT) DATE FOR DECISION	CONTACT OFFICER	O & S
Partnership with Developers or Housing Associations for new Affordable Homes	Give consideration to matters as they arise to assist in the delivery of affordable homes in the Borough	Executive	No	Potentially each meeting	Andrew Smith, Head of Strategic Housing Delivery	Housing
Homelessness Reduction Bill	To agree a response and budget/grant allocations	Executive	No	April 2018	Andrew Smith, Head of Strategic Housing Delivery	Housing
Homelessness Strategy	To review and adopt the strategy.	Executive	Yes	April 2018	Andrew Smith, Head of Strategic Housing Delivery	HOUSING
Review Tenancy Agreements	To receive an update report	Executive	No	April 2018	Hugh Wagstaff, Head of Housing Operations	Housing
Housing Strategy	To adopt the strategy	Executive, Council	No	April 2018	Andrew Smith, Head of Strategic Housing Delivery	Housing
Asset Management Strategy [E3]	To adopt the strategy	Council, Executive	No	April 2018	Hugh Wagstaff, Head of Housing Operations	Housing
PLANNING - CLLR CHRIS STOREY						
Local Plan Part II - Preferred options Consultation	For approval	Executive, Council	Yes	April 2018	Graham Parrott, Planning Policy Manager	Environment
Development Management - Progress on Improvement Plan	For review	Executive	Yes	April 2018	Elizabeth Sims, Head of Planning	Environment

TOPIC	DECISION	DECISION TAKER	KEY	ANTICIPATED EARLIEST (OR NEXT) DATE FOR DECISION	CONTACT OFFICER	O & S
Community Infrastructure Levy (CIL)	Approval to submit for examination	Executive	Yes	April 2018	Graham Parrott, Planning Policy Manager	Environment
Community Infrastructure Levy (CIL)	For adoption	Executive	Yes	September 2018	Graham Parrott, Planning Policy Manager	Environment
Community Infrastructure Levy (CIL)	To agree governance arrangements	Executive	Yes	July 2018	Emma McQuillan/ Graeme Clark	VFM AND CS
Local Plan Part II - Approval to Publish	Approval for publication	Executive	Yes	October 2018	Graham Parrott, Planning Policy Manager	Environment
Local Plan Part II - Approval to submit	Approval to submit	Executive	Yes	Feb 2019	Graham Parrott, Planning Policy Manager	Environment

Background Information

The agenda for each Executive meeting will be published at least 5 working days before the meeting and will be available for inspection at the Council Offices and on the Council's Website (www.waverley.gov.uk). This programme gives at least 28 days notice of items before they are considered at a meeting of the Executive and consultation will be undertaken with relevant interested parties and stakeholders where necessary.

Exempt Information - whilst the majority of the Executive's business at the meetings listed in this Plan will be open to the public and press, there will inevitably be some business to be considered which contains confidential, commercially sensitive or personal information which will be discussed in exempt session, i.e. with the press and public excluded. These matters are most commonly human resource decisions relating to individuals such as requests for early or flexible retirements and property matters relating to individual transactions. These may relate to key and non-key decisions. If they are not key decisions, 28 days notice of the likely intention to consider the item in exempt needs to be given.

This is formal notice under the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 that part of any of the Executive meetings listed below may be held in private because the agenda and reports or annexes for that meeting contain exempt information under Part 1 of Schedule 12A to the Local Government Act 1972 (as amended), and that the public interest in withholding the information outweighs the public interest in disclosing it. Where this applies, the letter [E] will appear after the name of the topic, along with an indication of which exempt paragraph(s) applies, most commonly:

[E1 – Information relating to any individual; E2 – Information which is likely to reveal the identity of an individual; E3 – Information relating to the financial or business affairs of any particular person (including the authority holding that information); E5 Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings; E7 – Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime].

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