

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:

Fiona Cameron, Democratic Services
Manager

Policy & Governance

E-mail: fiona.cameron@waverley.gov.uk

Direct line: 01483 523226

Calls may be recorded for training or monitoring

Date: 7 September 2018

Membership of the Overview & Scrutiny Committee - Housing

Cllr John Ward (Chairman)
Cllr Pat Frost (Vice Chairman)
Cllr Carole Cockburn
Cllr Patricia Ellis
Cllr Paul Follows

Cllr Michael Goodridge
Cllr Tony Gordon-Smith
Cllr Richard Seaborne
Cllr Liz Townsend

Co-opted Members from the Tenants' Panel

Miss Brenda Greenslade

Mr Adrian Waller

Substitutes

Cllr Sam Pritchard
Cllr Bob Upton

Cllr Jerry Hyman
Mr Terry Daubney

Members who are unable to attend this meeting must submit apologies by the end of Tuesday, 11 September 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, 18 SEPTEMBER 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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Waverley Corporate Strategy 2018 - 2023

Priority Theme 1: People

Priority Theme 2: Place

Priority Theme 3: Prosperity

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 3 July 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 11 September 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 11 September 2018.

5. QUESTIONS FROM MEMBERS

The Chairman to respond to any questions received from Members in accordance with Procedure Rule 11.

The deadline for submission of written questions for this meeting is 11 September 2018.

6. TACKLING HOUSING FRAUD PROGRESS REPORT (Pages 17 - 22)

The report provides an update to the Committee on the progress made by Waverley Borough Council officers on the work being completed in investigating Housing Tenancy fraud.

Recommendation

It is recommended that the Committee notes the success of the investigation activity and the results achieved.

7. OCKFORD RIDGE UPDATE (Pages 23 - 30)

To receive and note an update on the Ockford Ridge regeneration project.

8. ANNUAL SCRUTINY REPORT (Pages 31 - 58)

The first Annual Scrutiny Report reflects on the progress of the new overview and scrutiny arrangements during the first full year of the committee cycle May 2017 – April 2018. It includes a summary of the work undertaken by the committees, an analysis of the O&S survey and reflections by Members and officers taking part in the overview and scrutiny work.

Recommendation

It is recommended the Overview and Scrutiny Committees endorse the Annual Report and agree any observations or recommendations they wish to make to the Executive.

9. RENT SETTING POLICY (Pages 59 - 66)

Rent Setting Policy provides a clear framework for setting and reviewing rent levels for all Council homes. It ensures that the Council adheres to legislation and regulations when setting rents for Housing Revenue Account properties. This policy will run alongside the Council's Housing Strategy.

Recommendation

It is recommended that the Housing Overview and Scrutiny Committee considers and supports the endorsement of the Rent Setting Policy and identify any areas for further scrutiny.

10. TENANCY AND ESTATES PROGRESS UPDATE (Pages 67 - 72)

The report informs the committee of the progress of the Tenancy and Estates team and a number of changes regarding provision of service and team structure since 2017.

Recommendation

It is recommended that the Committee considers and supports the direction of the team.

11. OVERVIEW OF DAMP IN COUNCIL HOMES (Pages 73 - 86)

The report sets out the Housing Service's draft strategy for responding to reports of damp, mould and condensation in Council homes.

Recommendation

It is recommended that the Housing Overview and Scrutiny Committee considers and supports the Housing Service's draft strategy for responding to reports of damp, mould and condensation.

12. PERFORMANCE MANAGEMENT REPORT Q1 (Pages 87 - 124)

The Corporate Performance Report provides a quarterly analysis of the council's performance. The Performance Report, providing performance analysis for the first quarter of 2018-19, is set out at Annexe 1. The report is being presented to each of the Overview and Scrutiny Committees for comment and any recommendations they may wish to make to the Executive.

Recommendation

It is recommended that the Overview & Scrutiny Committee considers the performance of the service areas under the remit of the committee as set out in Annexe 1 to this report and makes any recommendations to senior management or the Executive as appropriate.

13. GOVERNMENT'S GREEN PAPER "A NEW DEAL FOR SOCIAL HOUSING"
(Pages 125 - 148)

A briefing paper about the Government's green paper "A New Deal for Social Housing". The paper highlights five principles to improve social housing. The Committee has the opportunity to feedback on the consultation themes and questions to inform future social housing legislation, regulation and standards.

This provides an opportunity for the committee to formulate and submit its own response to the Government.

The paper may also identify areas of interest and scrutiny for the Committee's future workplan.

Recommendation

It is recommended that the Housing Overview and Scrutiny Committee:

1. notes the scope and themes of the consultation paper;
2. provides feedback on the consultation questions; and
3. considers and identifies suggested scrutiny areas for the Committee's future workplan.

14. COMMITTEE WORK PROGRAMME (Pages 149 - 160)

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.

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, Scrutiny Policy Officer

Tel. 01483 523078 or email: yasmine.makin@waverley.gov.uk

Fiona Cameron, Democratic Services Manager

Tel. 01483 523226 or email: fiona.cameron@waverley.gov.uk

WAVERLEY BOROUGH COUNCIL

MINUTES OF THE OVERVIEW & SCRUTINY COMMITTEE - HOUSING - 3 JULY 2018

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

Present

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

Cllr Tony Gordon-Smith
Cllr Simon Inchbald
Cllr Richard Seaborne
Cllr Liz Townsend

Cllr Bob Upton (Substitute)

Tenants Panel Representative

Adrian Waller

Apologies

Cllr Pat Frost and Miss Brenda Greenslade

1. APPOINTMENT OF CHAIRMAN FOR 2018/19 (Agenda item 1.)

Councillor John Ward was confirmed as the Chairman of the Committee for the 2018/19 Council Year.

2. APPOINTMENT OF VICE-CHAIRMAN FOR 2018/19 (Agenda item 2.)

Councillor Pat Frost was confirmed as the Vice-Chairman of the Committee for the 2018/19 Council Year.

3. MINUTES (Agenda item 3.)

The Minutes of the Meeting held on 20 March 2018 were confirmed as a correct record and signed.

4. APOLOGIES FOR ABSENCE AND SUBSTITUTES (Agenda item 4.)

Apologies for absence were received from Councillor Pat Frost and Miss Brenda Greenslade. Councillor Bob Upton attended as a substitute.

5. DECLARATIONS OF INTERESTS (Agenda item 5.)

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

6. QUESTIONS BY MEMBERS OF THE PUBLIC (Agenda item 6.)

There were no questions.

7. QUESTIONS FROM MEMBERS (Agenda item 7.)

There were no questions.

8. RESPONSE TO RECOMMENDATIONS FROM THE WAVERLEY SCRUTINY GROUP'S REPORT ON RECHARGES (Agenda item 8.)

The Committee was reminded that the Waverley Scrutiny Group had completed a review on how the Council managed the process of recharging certain costs to tenants and leaseholders. This report had been received at the meeting in March and Members were now presented with information on how the Housing Service Team was addressing the recommendations raised on recharges.

The Committee was advised that of the 14 identified recommendations, work had commenced on all actions; eight had been completed. Completed recommendations included:

- The review of the Recharge Policy to reflect officer decision making and responsibilities
- New accountancy system codes had also been created to easily identify and report on recharges; and
- New tenants were encouraged to take up home insurance.

The Committee noted that the aim was to complete actions against the remaining recommendations by September 2018.

The Committee thanked the Group for their report and supported the implementation of the scrutiny recommendations and action plan. It was agreed that an update report be brought to the meeting in November 2018 on implementation of the recommendations and details of the number of recharges and income received during 2018/19.

9. UPDATE ON THE RESPONSE TO RECOMMENDATIONS FROM THE WAVERLEY SCRUTINY GROUP REPORT ON VOIDS REPAIRS (Agenda item 9.)

The Committee received a report providing an update on the Housing Service's response to the recommendations made by the Waverley Scrutiny Group in relation to how the Council managed void repairs.

The Committee was advised that the report identified ten recommendations that the Waverley Scrutiny Group concluded would result in improvements to the current void process. The Housing Service had agreed or partially agreed with all of the recommendations, and actions agreed. The re-use of key safes and recycling locks had been investigated but not progressed further: there were already processes in place for the removal of key safes, and the recycling of locks removed from properties had been considered and costed but was not cost effective. Of the remaining eight recommendations, only one was outstanding: the review of the re-let standard had been delayed, but the project had commenced and would be completed by the end of July 2018.

The Committee reiterated its thanks to the Scrutiny Group for conducting its review into how the Council managed void reports, noted the response of the Housing Service, and thanked Officers for their engagement with the Scrutiny Group.

10. TENANT INVOLVEMENT PROGRESS REPORT (Agenda item 10.)

The Committee received a report on progress with the last year's tenant involvement activities and future plans for 2018/19.

The Committee noted that the Tenants' Panel continued to be actively engaged with all levels with the Housing Service. There were monthly meetings with the Tenants' Panel Chair and Vice Chair, and members of the Tenants' Panel had attended a 2017 Housing-related Support consultation at the eight Waverley Senior Living Schemes. It was noted that their aim for the rest of the year would be to continue to visit and meet with residents at the Senior Living Schemes to hear feedback on how the new service was operating.

The Committee asked whether it was difficult to attract volunteers. Members were advised that this was always hard and any help from them to promote the service would be appreciated. Volunteers were offered officer support and bespoke training to empower them in their roles with courses, online resources and awareness sessions. They would have an annual review to identify capacity, interests and training needs to support their role. To develop the service further the Tenant Involvement Officer had attended a number of networking and training events held by Voluntary Action South West Surrey. This had helped to inform good practice and network with other agencies such as the Clinical Commissioning Group. Working with these organisations they could now offer a comprehensive induction pack to welcome new volunteers and would look to be recognised with a national award such 'Investors in Volunteers'.

The Committee noted the Tenant Involvement achievements and supported the actions for 2018/19 and acknowledged and thanked those tenants who volunteered for the Housing Service.

11. HRA ASSET MANAGEMENT STRATEGY 2015-2020 - INTERIM REVIEW (Agenda item 11.) (Pages 9 - 10)

Hugh Wagstaff, the Head of Housing Operations, delivered a presentation to the Committee and Members received a report outlining findings of the latest review and gave an overview of performance against commitments made.

The review had highlighted that although there had been progress with a number of key objectives, there had been a loss of momentum in delivery of some objectives since the rent reduction directive which required the Council to re-focus where investment would be targeted. Asset management was a critical function for the Council and through the recruitment of the Strategic Asset Manager, any pledges made within the Strategy would be more closely monitored and managed.

The Committee was advised that robust performance management of contractors had been a key focus in recent years and had resulted in the Council having tighter control of its contracts. This had resulted in an improvement in performance but had required significant staff resource in order to achieve this. The necessary change in focus had meant that other objectives had been impacted upon. However, many actions had been achieved and there were only three that had not in relation to meeting high energy efficiency standards, tackling dampness across the Council's stock and reviewing effectiveness of estate inspections and walk-about.

The Committee thanked officers for the report and noted progress against the strategic objectives and strategic 5 year plan actions within the HRA Asset Management Strategy.

12. HRA ASSET MANAGEMENT STRATEGY 2021-2026 - SCOPING REPORT
(Agenda item 12.)

The Committee was reminded that the Asset Management Strategy covered a period 2015 - 2020. Members received a report setting out a pathway to the proposed 2020-2026 HRA Asset Management Strategy and they were asked for endorsement of its scope.

The Committee noted that the Strategy would be effective from March 2020 and to begin the review process Members' views were sought with regard to the elements to be included within the new Strategy. The current Strategy needed to be updated to ensure that it reflected

- changing needs and demands
- changes in legislation and regulation
- changes in funding regimes and the impact on investment
- changes in corporate objectives
- changes in aspirations and future priorities

The Committee agreed that it also needed to reflect changes in development and technology.

Members noted that the key learning point from the review of the current Strategy was that it contained a number of pledges setting out what was to be achieved without a plan detailing how they would be delivered. This had meant that actions were not adequately monitored and some pledges were not prioritised as they should have been. Consequently, moving forward any pledges set out in the Strategy would be pulled into an action plan where responsibilities could be assigned which would ensure team ownership. There would be a considered approach to determining priorities and these would be mapped to resources to identify where there were additional needs to enable delivery.

The Committee noted the proposed approach and endorsed the scope of the new HRA Asset Management Strategy. The Committee asked that they have the opportunities to scrutinise the draft Strategy as it developed over the next 18 months.

13. HOUSING DESIGN STANDARDS REVIEW - WORKING GROUP REPORT
(Agenda item 13.)

The Committee received a report setting out the work undertaken and recommendations made by the Member Scrutiny Review Working Group into Housing Design Standards for new Council Homes. The intention was that the recommendations of the review would inform the design proposals for Site C at Ockford Ridge, and future housing development schemes.

The Committee noted that the Scrutiny Review focussed on:

- new homes developed and funded by Waverley Borough Council including general needs and affordable housing for rent
- 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.

The Committee welcomed the report and hoped that the planners took on board some of the recommendations arising from the review. In particular those that were in relation to being elderly/dementia friendly and those in relation to improving emissions and energy efficiency.

The Committee thanked the Working Group for its report and endorsed the recommendations contained within it to the Executive.

14. PERFORMANCE MANAGEMENT REPORT - QUARTER 4, 2017/18 (JANUARY - MARCH 2018/19) (Agenda item 14.)

The Housing Overview & Scrutiny Committee reviewed performance management indicators for the Housing Service for Quarter 4, 2017/18 and was pleased to see the good performance overall. Members were asked to comment on the presented performance data and the suggestions for 2018/19 key performance indicators.

The Committee noted that only two indicators had not met the target. The Committee was pleased to note that 76 homes were re-let during Quarter Four with an overall average turnaround time of 19 working days. The breakdown by month demonstrated that performance was on target throughout eight months of the year, and this was a marked improvement from 2016/17 when the target was not met for eight months of the year.

The Committee noted that the Team had an excellent record on rent collection performance but due to the water charge credit and some proactive work to ensure rent was paid in advance there had been a reduction in the total rent collected. This was because tenants in credit had reduced their payments.

The Committee was advised that there had been an overall improvement in tenant satisfaction with the responsive repairs service achieving over 90% in 2017/18. This was due to improved ease of contact, operatives arriving on time and reduction on time taken to complete repairs.

It was recommended to the Committee that in addition to the new affordable homes delivered indicator, there were two further new indicators, and these were:

- New affordable homes planning permission granted; and
- New affordable homes started on site.

In addition, it was proposed that to reflect the new Homelessness Reduction Act, a replacement indicator for number of homelessness cases prevented as follows:

- Number of HRA 2017 Prevention and Relief duties discharged.

The Committee considered the proposal and agreed to recommend the above additional performance indicators and amendment to the Executive.

15. HOUSING SERVICE PLAN ANNUAL OUT-TURN REPORT FOR 2017/18 (APRIL 2017 - MARCH 2018) (Agenda item 15.)

The Committee received a report giving Members an opportunity to scrutinise the outturn of the Housing Service Plan for 2017/18. The analysis of the Housing Service Plan objectives for the financial year showed an excellent performance with all 5 objectives and 17 sub-objectives being achieved, giving an overall 100% completion rate.

The Committee noted that through the year the new five year Housing Strategy had been approved and its ongoing implementation would be reviewed annually. A revised tenancy Agreement had been introduced in June 2018 to allow more effective management of homes and tenancies. The Team had progressed work to develop online forms and had also implemented a new telephone system to increase the customer satisfaction and speed up service delivery. Finally a refugee had been successfully resettled in Waverley as part of the “Vulnerable Persons Resettlement Scheme” and the lessons learnt from the process would be used to facilitate resettlement of four further families.

The Committee thanked the Team for its hard work in completing all the objectives and had no comments to make to the Executive.

16. OCKFORD RIDGE UPDATE (Agenda item 16.)

The Committee received a detailed update on progress with the Ockford Ridge redevelopment. Members noted that Housing Officers were working with Planning colleagues to establish a Local Ecological Management Plan (LEMP) to reflect the ecological report and the Landscaping Plan included in the original consent for Site A. The site had now been fully vacated, final utility disconnection works and hoarding works had been completed and Demolition contractors R G Collard were due to start demolition works w/c 9 July 2018.

In relation to Site B, Reserved Matters were approved by the Central Planning Committee on 29 November 2017, for appearance, landscaping, layout and scale. The construction programme for Site B would be reliant on the progress of Site A.

Stephen Taylor Architects had prepared some options for Site C Ockford Ridge. These had been considered by the Member Working Group as part of their review of the current Design Standard Guidelines. Pre-application advice had been received and the architects were now preparing an Outline Planning Application for submission in July 2018. The residents of Ockford Ridge had been invited to a drop-in consultation event to view these plans and ask any questions on 18 July 2018, which Members were welcome to attend.

The refurbishment contractor TCL Group had changed their site team on 10 April 2018 and a programme for handover was agreed by TCL and the new site manager. Unfortunately this programme had not been adhered to by TCL and this

led to some moves being deferred and in some cases properties handed over with snagging issues. However all properties had now been handed over and outstanding snagging works were now being completed.

The Committee thanked officers for the very useful update on the project.

17. COMMITTEE WORK PROGRAMME (Agenda item 17.)

Yasmine Makin, Graduate Management Trainee, introduced the Committee's Work Programme and drew attention to the items currently scheduled to come forward in September.

It was noted that the item on Homelessness would move from September to November. There would though, be the Health Inequalities report and a report on Housing Fraud in September.

18. EXCLUSION OF PRESS AND PUBLIC (Agenda item 18.)

At 8.23pm, it was RESOLVED that, pursuant to Procedure Rule 20 and in accordance with Section 100B(5) 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 paragraph 3 of the revised Part 1 of Schedule 12A to the act, namely:-

Paragraph 3: Information relating to the financial or business affairs of any Particular person (including the authority holding that information).

19. CONTRACT PROCUREMENT (Agenda item 19.)

The Committee considered the Exempt report on Contract Procurement and endorsed the recommendations to the Executive.

The meeting commenced at 7.00 pm and concluded at 8.25 pm

Chairman

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Interim review of 2015-2020 Asset Management Strategy

Lee Hawdon – Consultant Asset Manager
O&S Committee 3 July 2018

Funding for managing assets and building new homes

- Rents – Management Costs = Surplus for:
 - ✓ Re-investment (planned capital programme)
 - ✓ New Build



Delivering Excellent Asset Management

- Sound business planning developing new and creative approaches to managing homes and assets is a core part of providing decent affordable homes
- Ensuring we manage and maintain our homes in the most productive and efficient way is crucial.



Overview

- Strategy developed in 2015
- Political (Welfare Reform and Work Act 2016) and financial challenges have taken place since the strategy was developed (£4m reduction to capital allocation)
- Performance management of key contractors has required focus on day to day services and need to re-procure new services going forward
- STAR 2017

Strategic Objectives - page 51

- Meet tenant aspirations
- Strive to meet high energy efficiency standards
- Stock condition surveys
- Garage sites
- Health and Safety -



Where should the focus be?

- Tenant satisfaction – what level?
- Tenant aspirations
- Lowest housing cost possible?
- Transforming lives – how do we measure?
- Decent Homes standard
- Internal – kitchen and bathrooms
- “kerb appeal”
- Parking and garages
- Energy efficiency
- Flexibility

New Homes (page 103)

- Small sample survey but..
- Are we transforming lives through the new build? Should we?
- Satisfaction levels – areas of satisfaction?

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Moving Forward

- Determine Waverley's approach to prioritised investment in the future
- Consider closing the gap between new build homes standard and Waverley's Maintenance Standard based on tenants feedback – are we building and refurbishing homes which make a real impact?
- Obtain greater understanding of existing tenant feedback in order to develop programmes which seek to increase satisfaction with the stock – how do we target improvements to older stock which have less satisfied tenants?
- Continue to improve the way health and safety risks are managed and ensuring this remains a priority within the Council

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BOROUGH COUNCIL

Conclusion

- The 2015-2020 Asset Management Strategy set out strategic objectives and a high level action plan
- It also set out a number of pledges, aspirations and commitments which sought to better manage the Councils assets and meet the needs of its tenants
- There has been some real progress against these but it is accepted that further work is needed
- In order to maintain momentum, the Council, through the appointment of the Strategic Asset Manager will ensure a more focused approach in the monitoring and delivery of the commitments made

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BOROUGH COUNCIL

WAVERLEY BOROUGH COUNCIL

HOUSING OVERVIEW AND SCRUTINY COMMITTEE

18 SEPTEMBER 2018

Title:

FRAUD INVESTIGATION SUMMARY

[Portfolio Holder: Cllr King]

[Wards Affected: All]

Summary and purpose:

The report provides an update to the Committee on the progress made by Waverley officers on the work being completed in investigating Housing Tenancy fraud.

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

Internal Audit and fraud investigation work initiatives contribute to the safeguarding of assets against loss and waste. This contributes to the corporate priorities of People, Place and Prosperity.

Resource/Value for Money implications:

Through the detection of instances of housing related fraud, the Council's resources are better safeguarded thus improving value for money and reducing the waiting list for homes. This work ensures that members of the public are only provided with housing and other services that they are legally entitled. As a by-product of the fraud investigation cases changes to Council Tax and Business Rates discounts may materialise. The Housing Revenue Account funds have continued to support this work through providing resources that have been utilised to obtain the services of an experienced Fraud Investigator.

Legal Implications:

It is the Council's duty to safeguard public funds, and there may be legal costs in taking any matters through to prosecution. However, these costs are far out weighed by the Council's belief that fraud perpetrated against the council and its tax payers will not be tolerated and there are tangible and intangible benefits of the recovery of HRA properties by stopping fraudsters receiving services that they are not entitled to.

Introduction

1. This report provides the Committee with an update on the progress being made on fraud investigations that are being completed. As part of the Surrey Counter Fraud Partnership (SCFP) eight Surrey councils and other social housing providers are working together, including attendance at relevant sub

groups in collaboration to fight fraud and share information, ideas and achievements. The SCFP and its partners have signed up to Information Sharing Protocols to facilitate data matching exercises between members.

2. Waverley has one dedicated experienced Fraud Investigator since March 2015. The success of the work completed has been supported by the introduction of the Prevention of Social Housing Fraud Act 2013 where the maximum penalty is up to two years imprisonment or a fine (or both) and the continued support of the council to fund this post until April 2019.

Details of Results

3. A summary of the volume of cases being investigated is detailed in Annexe 1, for activity up until the end of Quarter 4, 31 March 2018. The Audit Committee are provided with updates throughout the year at each audit Committee. The results are also collated and provided to Surrey County Council to enable these to be cascaded to the Surrey Treasurers and used for publicising the success of the partnership.
4. For comparison purposes, the final figures for 2016/17 have been provided.
5. In this period, results include nine tenancies being relinquished, and these properties have now been made available to be relet to tenants on our housing needs register. Five of these were due to the homes not being occupied by the tenant in accordance with the Tenancy Agreements terms and conditions, or the tenancy was originally obtained by providing inaccurate information. The remaining four instances were a result of unsuccessful successions (transfer of tenancy following death of tenant) where investigations concluded that details provided on the application did not reflect the true circumstances of the applicant/s.
6. In the last financial year the Council also successfully obtained legal possession of a property, owned by Ewart Bequest but managed by Waverley. After many years of non occupation in accordance with the tenancy agreement, a previous attempt through the benefits process to secure a conviction had failed; this success highlights the thorough process applied to obtain a result. This successful prosecution informs those that seek to abuse their tenancy agreements that Waverley will not tolerate this behaviour as it deprives others of much needed accommodation. The information has also been passed on to the DWP to investigate years of false claims.
7. The latest statistics, 2018/19 quarter one, show that two properties have been recovered where the tenants were not residing at their respective tenancy addresses; when presented with the evidence they opted to voluntarily terminate their tenancies.
8. An increased tenancy fraud awareness of staff and training has enabled cases to be dealt with more confidently and efficiently. The Fraud Investigations Officer continues to embed new ideas and processes to safeguard our assets.

9. Due to the high values involved in the Right to Buy process, there is a strong focus on reviewing all applications to ensure eligibility. The current maximum discount is £80,900 and when taking the value of the property and the cost to replace it in to consideration, this value can exceed £500,000.
10. During a Right to Buy application the entire tenancy is scrutinised; this includes the initial allocation and current occupancy of the home. The Fraud Investigation Officer has introduced Anti Money Laundering Forms to be completed by tenants who are funding their purchase with money gifted by family or friends; checks are carried out to ensure that the funds are in no way linked to any proceeds of crime and were obtained from a legitimate source.
11. Examples of current investigations include:
 - A Right to Buy application where the Fraud Investigation Officer discovered that the family members gifting almost £200,000 towards the purchase have been in receipt of Housing Benefit for many years.
 - Unlawful subletting; we will soon commence legal proceedings against the tenant - this investigation has also led to information being passed on to the DWP for substantial Housing Benefit irregularities.
 - Housing application in which the applicant has not declared his true circumstances in order to make himself eligible.
 - Non occupation; the tenant has been living elsewhere with family for several years whilst the council property remains unoccupied.

Conclusion

The Fraud Investigation Officer, supported by the Internal Audit Manager, will continue to investigate the cases reported and introduce, where applicable, enhancements to policies and procedures to maintain effective working practices. Where the need arises we will work closely with other officers in the council and in the partnership to maximise successful outcomes. The housing team support this work by reporting cases for investigation, informing tenants that breaches of a tenancy agreement will not be tolerated and this will also assist in minimising the risk of fraudulently activity.

The notional value of financial savings detailed in Annexe 1 up to 31 March 2018, is £700,000 based on Audit Commission figures. However, these notional figures do not include the real value to Waverley, as it costs on average £200,000 to build a new house.

These outcomes not only highlights the fundamental financial value of continuing to support the work being carried out but the ethical and social responsibility importance to ensure that only those that qualify for social housing are successful, and by securing the return of properties back into housing stock helps Waverley to meet the needs of legitimate housing applicants.

Recommendation

It is recommended that the Committee notes the success of the investigation activity and the results achieved.

Background Papers

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

CONTACT OFFICER:

Name: Jose Ribeiro

Telephone: 01483 523573

E-mail: jose.ribeiro@waverley.gov.uk

Name of Partner	Waverley
Accumulative to Quarter	4

Investigated in the period covering 01 April 2017 to 31 March 2018

	Cases currently being investigated from previous year	Referrals received since 1 April 2017	Cases Started	Cases closed	Still under investigation	Positive outcomes includes previous years cases	Properties retained by the Council	Properties Handed Back /Recovered	Housing / Homeless/RTB / Succession/Mutual Exchange/Shared ownership application withdrawn	Financial Value	Prosecutions	Other Sanctions
Housing												
Social housing Fraud	10	31	41	29	12	6	1	5		108,000		
Housing Register Fraud	2	8	10	8	2	7	7		Housing Applications Rejected	126,000		
Homelessness Applications												
Right To Buy/Right To Acquire	2	21	23	21	2	5	5		Right to Buy and Tenancy Relinquished	389,500		
Mutual Exchange	5	41	46	36	0	0	0	0	Mutual Exchange denied/rejected	0		
Successions	0	12	12	11	1	4	0	4	Succession denied	72,000		
Recovered properties for others	2	0	2	2	0	2				36,000	1	
Council Tax Discount												
SPD & LCTRS						6				2,430		
Student Exemptions												
Disability												
Council Tax Support (benefit)												
Business rates												
NNDR	0					0				0		
Other												
2017/18 Total Year	21	113	134	107	17	30	13	9		733,930	1	0
2016/17 Previous Year Total	11	127	138	118	20	32	13	12		688,866		

Value of financial savings

Tenancy Recovered £18,000 (Audit Commission notional figure)

Housing/Homeless Application withdrawn £18,000 (as above)

Right To Buy/Right To Acquire withdrawn/terminated Value of individual amount of discount offered by Housing provider - (max discount £77,900)

Council Tax Discount £405 per case (25% discount on avge band C property)

Council Tax Support - actual figure per case based on amount of CTS added back to account from effective date of change to end of current financial year.

Business Rates - actual figure per case

Resources utilised to investigate - 1 full time officer, approx £60,000 per year including on costs (£15K per quarter)

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WAVERLEY BOROUGH COUNCIL

HOUSING OVERVIEW & SCRUTINY COMMITTEE

18 SEPTEMBER 2018

Title:

OCKFORD RIDGE UPDATE

[Portfolio Holder: Cllr Carole King]

[Wards Affected: Godalming Central and Ockford]

Project overview

102 new homes – demolition of 64 homes – net gain of 38

Site A: 37 new homes

Site B: 17 new homes

Site C: 30 new homes

Site D: 16 new homes

Show homes: 2 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

Officers are working with planning colleagues to establish a Local Ecological Management Plan (LEMP) to ensure that ecology recommendations and conditions are implemented as part of the Landscaping Plan included in the original consent.

Demolition contractors R G Collard started demolition works w/c 9 July 2018 and handed back a clear site w/c 20 August 2018, a week ahead of schedule. The demolition works included 127 and 128 Ockford Ridge.

Procurement

The tender pack for the procurement of the main build contractor has been prepared and following the evaluation of the selection questionnaires, the formal Invitation to Tender (ITT) has been issued to the (4) shortlisted contractors. The tenders will be returned for

assessment (28 September). Contract Award is planned for November and a start on site in March 2019.

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.

It should be noted that the construction programme for Site B is reliant on the progress of Site A. Further investigation is underway with Planning Services to establish whether demotion of part of Site B will be sufficient to satisfy Section 56 (4) Town and Country Planning Act 1990 (TPCA) that the development begins when any material operation 'comprising in the development' is carried out.

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

The Pre development budget 18/19 will cover interim costs until full budget approval is obtained from a future meeting of the Executive.

Site C

A drop-in consultation event was held at St Mark's Community Centre on 18 July 2018. Residents were able to view the proposals for Site C, discuss with officers and a representative from Stephen Taylor Architects and inform final designs for the outline planning application.

Our appointed civil engineers Price and Myers have worked with architects to review and improve the design of the south-east corner junction of the site. The Design and Access Statement and survey reports are being reviewed and finalised with a submission expect to be made mid September 2018.

Site D

W. Stirland handed over the 16 new properties (10 flats and 6 houses) on 31 July 2018 and all tenants have moved into their new homes.

A formal opening ceremony will be held in September 2018 when residents have settled in.

Refurbishment

Phase 1

A few remaining snagging works will be completed by our refurbishment contractor TCL Group w/c 22 August 2018. Our Tenant Liaison Officer is liaising with the three tenants with outstanding works to make appointments for the works to be completed.

Waverley Officers and our appointed Contract Administrator continues to monitor and will review our position contractually before we agreed the final account.

Phase 2 & 3

Properties have been identified and survey works completed to inform the next two phases of refurbishment. Officers are currently reviewing the survey reports.

Community consultation

The July 'My Ockford Ridge' newsletter was dispatched and focused on the start of demolition properties on Site A and completion and handover of Site D. An open event to update local residents on progress was held on 18 July 2018 at St Marks Community Centre.

A number of letters have been issued to specific tenants to inform them about works and surveys on sites A and C. This has worked well.

CONTACT OFFICER:

Name: Louisa Blundell
Housing Development Manager

Telephone: 01483 523205
Email: louisa.blundell@waverley.gov.uk

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Cost Code	Project	Current Budget 2018/19	Spend to Date	Committed	Total Spend & Committed	Forecast Outturn	Budget Remaining	Reschedule	Saving / (Overspend)	2019/20 Revised Estimate	2020/21 Revised Estimate
New Affordable Homes Projects											
COMMITTED DEVELOPMENT SCHEMES											
K5407	Ockford Ridge - utility contingency	1,200,000	9,373	700	10,073	1,200,000	1,189,927				
K5407	Ockford Ridge - Show homes	12,150				12,150	12,150				
K5425	Ockford Ridge - Site A	4,836,637	43,956	35,936	79,892	4,836,637	4,756,745			1,201,702	4,405,263
K5428	Ockford Ridge - Site D	1,368,468	776,399	221,478	997,877	1,368,468	370,591			107,048	
OTHER SCHEMES IDENTIFIED BUT NOT APPROVED*											
K5426	Ockford Ridge - Site B	17,535	7,914		7,914	17,535	9,621				
K5427	Ockford Ridge - Site C	74,921	20,775		20,775	74,921	54,146			60,980	104,012
LAND AND ASSET PURCHASE											
K5000	Buy Backs										
Total New Affordable Homes Projects		7,509,711	858,416	258,114	1,116,530	7,509,711	6,393,181			1,860,960	5,000,505

Cost Code	Project	Current Budget 2018/19	Spend to Date	Committed	Total Spend & Committed	Forecast Outturn	Budget Remaining	Reschedule	Saving / (Overspend)	2019/20 Revised Estimate	2020/21 Revised Estimate
Stock Remodelling											
COMMITTED DEVELOPMENT SCHEMES											
K5008	Ockford Ridge Refurbishment - pilot	15,000				15,000	15,000				
K5016	Ockford Ridge Refurbishment - Phase 1	371,545	263,894	15,870	279,764	371,545	91,781				
K5017	Ockford Ridge Refurbishment - Phase 2 - e	387,928	2,486	1,294	3,780	387,928	384,148				
K5018	Ockford Ridge Refurbishment - Phase 3	485,000	2,175		2,175	485,000	482,825				
Total Stock Remodelling		1,259,473	268,554	17,164	285,718	1,259,473	973,755			4,432,570	
Stock Remodelling Funding											
	HRA funding	1,259,473	268,554	17,164	285,718	1,259,473	973,755	0	0	4,432,570	-
	External Funding	0	0	0	0	0	0	0	0	-	-
Total Funding		1,259,473	268,554	17,164	285,718	1,259,473	973,755	0	0	4,432,570	-

WAVERLEY BOROUGH COUNCIL

VFM AND CUSTOMER SERVICE OVERVIEW & SCRUTINY COMMITTEE – 10 SEPTEMBER
COMMUNITY WELLBEING OVERVIEW & SCRUTINY COMMITTEE – 11 SEPTEMBER
ENVIRONMENT OVERVIEW & SCRUTINY COMMITTEE – 17 SEPTEMBER
HOUSING OVERVIEW & SCRUTINY COMMITTEE – 18 SEPTEMBER

Title:

OVERVIEW AND SCRUTINY ANNUAL REPORT 2017/18

Portfolio Holder: ALL
Wards Affected: ALL

Summary and purpose:

This Annual Scrutiny Report reflects on the progress of the new overview and scrutiny arrangements during the first full year of the committee cycle, April 2017 – March 2018. It includes a summary of the work undertaken by the committees, an analysis of the O&S survey and reflections by Members and officers taking part in the overview and scrutiny work. As the first Annual Scrutiny Report since the new arrangements were implemented, Members are invited to give feedback on its layout and structure.

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

Overview and scrutiny is an independent, Member led function that facilitates and achieves democratic accountability for public services. As such, it seeks to ensure that the work of the Council fully meets the Council's corporate priorities.

Equality and Diversity Implications:

There are no direct equality and diversity implications in this report. Equality impact assessments are carried out when necessary across the Council to ensure service delivery meets the requirements of the Public Sector Equality Duty under the Equality Act 2010.

Financial Implications:

There are no resource implications in this report.

Legal Implications:

There are no legal implications in this report.

1. Background

The Council's overview and scrutiny arrangements were reviewed in 2015/16 and four new committees were established in May 2017 reflecting the corporate priorities at the time.

The committees have been supported by a full-time Scrutiny Policy Officer as recommended in the review and this resource was augmented during the year by the Graduate Management Trainee.

The Annual Scrutiny Report is an opportunity for all those involved in the new committees to reflect on the first year, to consider what has worked well, where there are lessons to be drawn and where further improvements could be made.

Recommendation

It is recommended the Overview and Scrutiny Committees endorse the Annual Scrutiny Report and agree any observations or recommendations they wish to make to the Executive.

Background Papers

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

CONTACT OFFICERS:

Name: Yasmine Makin
Policy Officer – Scrutiny

Telephone: 01483 523078

E-mail: yasmine.makin@waverley.gov.uk

Louise Norie
Corporate Policy Manager

01483 523464

louise.norie@waverley.gov.uk

OVERVIEW AND SCRUTINY ANNUAL REPORT 2017/2018

WAVERLEY BOROUGH COUNCIL



September 2018

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Foreword

Cllr John Ward

Chair of Overview and Scrutiny Coordinating Board

Welcome to Waverley's first Annual Scrutiny Report.

The new Scrutiny arrangements, which came into effect in 2017, have been implemented effectively with constructive recommendations stemming from various Overview and Scrutiny (O&S) Committee meetings and Scrutiny reviews. This work has been welcomed by the Executive and all formal recommendations have been accepted, demonstrating the value Scrutiny has added to the work of the Council.

The smaller committees, brought in under the new arrangements, have provided more of an inclusive feel, allowing Members to be more involved in the process of O&S. This change in atmosphere has enabled Members to contribute more effectively to discussion and has resulted in higher Member engagement.

The Coordinating Board is a group comprising the Chairs and Vice Chairs of each of the four O&S Committees. It has enabled us to keep abreast of the other Committees' work programmes, ensuring cooperation is maintained and duplication of effort avoided. It has also allowed the Chairs and Vice Chairs to stay up to date with the progress of the in-depth Scrutiny reviews of each Committee.

These in-depth reviews have been a notable success for the new Scrutiny arrangements, with each Committee having initiated at least one in this first year. Enthusiasm from Members and Officers for these working groups has been encouraging, with the Value for Money and Customer Service O&S Committee having completed two reviews by the end of the first annual Scrutiny cycle. The Community Wellbeing and Environment O&S Committees have also completed reviews. A working group of the Environment O&S Committee investigated and evaluated options for the future of the waste and recycling contract and the Community Wellbeing O&S Committee undertook a major study into health inequalities in the borough. The Housing Design Standards Review was an in-depth piece of work in which Members from the Housing O&S Committee took part. This review was hugely successful with the outcomes being instrumental in both the design of the latter phases of the Ockford Ridge housing development and subsequent Waverley housing.

I extend my thanks and appreciation to Members who undertook the O&S role over the past year. Likewise my thanks go to our Scrutiny officers, Alex Sargeson, who was intimately involved with setting up the new system and sadly moved on to pastures new just as his efforts were bearing fruit, Yasmine Makin, who has picked up much of this work, and also to Fiona Cameron, Democratic Services Manager, who has been the mainstay and backbone of the Committees.

What is Overview and Scrutiny?

O&S is an independent, Member-led function that facilitates and achieves democratic accountability for public services. Scrutiny acts as 'critical friend' challenge to the Executive and partners to help support, prompt reflection and influence how public services are delivered. This function is achieved by:

- reviewing and challenging decisions taken by the council and its partners,
- investigating services or policy areas which are of interest or concern to people in Waverley, and
- making evidence based recommendations to improve services provided by Waverley and other partner organisations.

The Local Government Act (2000) requires local authorities with an Executive arrangement to include provision of one or more Scrutiny committees to hold to account Executive decision makers and other providers of public services, for example local partners, in a public forum where residents are able to attend and ask questions¹.

O&S has four broad functions:

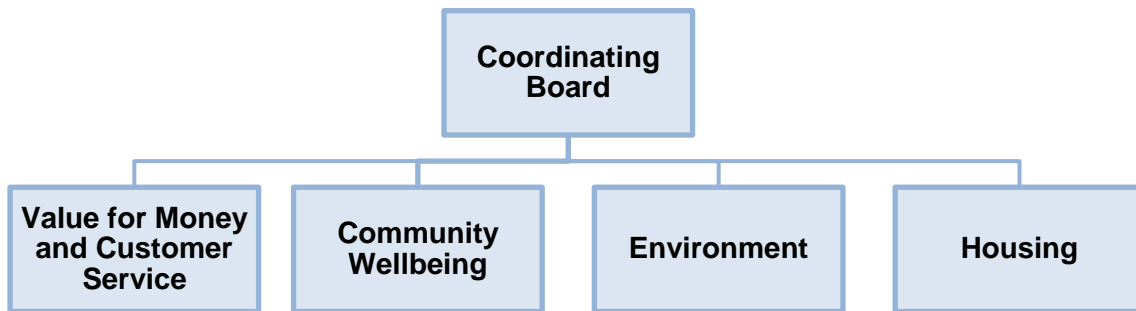
- Review and scrutinise the decisions and performance of the Council and other public bodies in the local area and invite reports from them.
- Make reports and evidence based recommendations to the Executive or other constitutional/external bodies arising from the outcome of the Scrutiny process.
- Act as a forum where Executive decision makers are publically held to account for their decisions.
- Develop and review policy by making reports or recommendations to the Council and the Executive on matters which affect the authority's area or the inhabitants of that area.

Additional Functions include:

- Examining future decisions to be taken, to influence and improve them;
- 'Calling-in' decisions made by the Executive within 5 working days of being taken to re-consider the decision;
- Conducting research and carrying out consultation with members of the public on policy issues that affect the local community;
- Liaising with other external organisations operating in the area, whether local or national, in the interest of improving service delivery for the Borough's residents;
- Monitoring agreed recommendations coming from the Scrutiny process and decisions made by the Executive and Council.

¹ Local Government Act 2000: Overview and scrutiny committees.
<https://www.legislation.gov.uk/ukpga/2000/22/section/21>

The Structure of Overview and Scrutiny at Waverley



The structure of O&S at Waverley Borough Council consists of four O&S Committees: Value for Money and Customer Service; Community Wellbeing; Environment; and Housing and an overarching Coordinating Board. These four committees originally aligned to the Council's priorities in the Corporate Plan 2016.

The Coordinating Board's role is to coordinate Scrutiny activities and assign cross-cutting tasks to the most appropriate Overview & Scrutiny Committee. The Scrutiny Committees are made up of nine non-Executive Members who plan and develop the committee work programme, including in-depth Scrutiny reviews.

Developing Overview and Scrutiny

Waverley's current O&S arrangements were put in place as a result of a review carried out in 2016². The review found that the role of Scrutiny was not clearly defined; was not as effective as it could be and did not add as much value to the work of the Council as it could do. As a result of this review a new O&S structure and process was designed and implemented and a dedicated Policy Officer for Scrutiny was recruited to support the work of the committees.

The review identified 'good' Scrutiny as being:

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

² The full report can be found here: <https://modgov.waverley.gov.uk/documents/s9958/Joint%20OS%20-%20Final%20Interim%20report%20V3%2018042016.pdf>

Members of the Coordinating Board, whilst working with the Policy Officer for Scrutiny, agreed that Scrutiny give attention to:

- developing a flexible committee work programme that is member-led, but Officer supported;
- creating a process that measures itself against its outputs by contributing to the Council's corporate priorities and continuous improvement in services
- creating a Scrutiny system that lends itself to 'pre-Scrutiny' by being able to look at decisions prior to being made
- giving a greater focus on looking at the 'issues' that affect residents within the borough, and as a result work with external partners within the remit of O&S; and, as a result
- creating an O&S system that is able to assist the Executive to develop policy by making effective policy recommendations to the Executive and local partners.

O&S Committee Work Programme 2017/18

Value for Money and Customer Service Overview and Scrutiny

Chair: Cllr John Williamson (June 2017 – May 2018) Cllr Stephen Mulliner (June 2018)

Vice Chair: Cllr Mike Band

The Committee had a strong focus through the year on financial matters and undertook in-depth reviews into capital programme slippage, property strategy and continues to work on a long term approach to budget strategy.

The in-depth review into the root causes of slippage in the capital programme took evidence from a broad range of Service Managers responsible for undertaking capital projects. The findings of the Group brought together a number of strands covering project management, finance governance, phasing of budgets over multiple budget years and effective resourcing. The recommendations were agreed by the Executive and now form the basis of an Action Plan which will be monitored by the Committee in the coming year.

Another major area of work followed a request for the Committee's expertise to examine the merits of setting up a property company. The purpose and objectives of such a company were initially explored by the Committee in their September meeting and it was agreed that a Property Strategy Working Group would be set up to work with officers on the detailed approach to be taken. However, the exercise also led to the conclusion that the draft Property Investment Strategy was in need of improvement. Accordingly, the Working Group reviewed the Strategy through a series of very productive meetings and delivered a revised Strategy which the Executive agreed in April 2018.

A major theme throughout the year for the Committee was their Scrutiny of the Medium Term Financial Plan and as a result a major in-depth review was commenced to make recommendations to the Executive on a longer term budget strategy. Accordingly, a Budget Strategy Working Group was established to examine the Council's general fund financial outlook over the next five year given the indications that some significant income reductions were likely to occur. The scope detailed five work streams to be undertaken over the next two years covering the following: identification of discretionary and statutory services; an assessment of demand management including a public budget participatory consultation; procurement; project management; assessing the Council's assets including people resources and identifying efficiencies in the way the Council does business.

The general work of the Committee covered a variety of areas but always with a view to add value and develop policy. For example, following the government's roll out of Universal Credit the Committee was concerned about the impact on Waverley residents and requested a report on the measures that would be put in place to support residents in the transition to Universal Credit as well as a financial model showing how the budget would be managed during this change. As a result of this Scrutiny the Council's Financial Inclusion Approach is being reviewed and will be brought back to the Committee.

The Committee requested updates on a number of Council and service initiatives including the Customer Services Review, the 2016 Strategic Review and the Building Control Business Plan. An update on the Strategic Review was given to the Committee's October meeting and Members voiced their concern at the lack of apparent progress on the strategic vision for the Council.

Progress on the Customer Services Review was also scrutinised. The review covered four key areas; channel shift, the customer service pilot in Housing, the customer service system technology and corporate infrastructure covering all relevant strategies, policies and service standards. Members were keen to emphasise the importance of maintaining access to key services for less IT literate residents.

During the year the Complaints Handling policy was revised from a three stage process to two stages. Scrutiny members were keen to ensure that the Chief Executive and Strategic Directors would still be involved in monitoring the complaints process to draw out learning and this was subsequently clarified in the agreed procedure.

Proposals for governance arrangements for the Community Infrastructure Levy were scrutinised by the Committee and further work on the criteria for assessing bids will be considered later in 2018.

The Committee scrutinised the Economic Development Strategy and following the referral of their observations to the Executive further work will undertaken by a group of Members from both O&S and the Executive.

The Committee received performance indicator information on an exception only basis. They focused in particular on the time taken to pay invoices, staff turnover and sickness levels. A detailed report was requested on the latter items and a workforce profile report with a presentation was made to the Committee in June. A separate meeting was held to focus specifically on Service Plans and the Committee requested that in future a closer alignment is made to the budget report with cross references included where appropriate.

Community Wellbeing Overview and Scrutiny

Chair: Cllr Andy MacLeod

Vice Chair: Cllr Liz Wheatley

The Committee undertook a major in-depth review of the 'Factors Affecting Health Inequalities in Waverley' during 2017/18. The review was triggered by the very significant disparities in life expectancy across the Borough demonstrated in the annual health profile. The Working Group that was tasked with the review gathered evidence from a variety of internal and external experts and organisations and were supported enormously by the Public Health Team. The resulting recommendations were adopted by the Executive and form the basis for further work with the Clinical Commissioning Groups, Surrey County Council, Surrey Heartlands as well as a detailed action plan for Waverley service managers.

The review illustrated the opportunity to consider the wider effects of district council services on the wellbeing of its residents. It also demonstrated the willingness of external partners to work jointly and collaboratively with Waverley. The review was a significant and unique piece of policy development work to be carried out by a Surrey district and Members involved in the review gave extremely positive feedback. The Portfolio Holder for Health, Wellbeing and Culture has been thoroughly engaged with the outcome of the review and is pursuing the recommendations with partner organisations.

Reports and presentations on a variety of subjects were received by the Committee during the year including the Waverley Safer Neighbourhood Partnership, the Community Engagement Plan by Surrey Police and a very thought provoking presentation on Loneliness by the Communities and Prevention Officer from Surrey County Council. Updates were requested and given on the Community Meals Service, the Stroke Service relocation, the transfer of public conveniences to Haslemere and Godalming Town Councils and the new Business Plan for Waverley Training Services. The Committee considered the new Prevent Policy and the Safeguarding Policy for Children and Adults at Risk before adoption by Council. They also assisted the Executive on areas such as Service Level Agreements grant

funding proposals, the Leisure Centre Contract Management Review, Service Plans and annual budget proposals.

The Committee agreed to receive key performance information on an exception only basis and recommended new performance indicators in the service areas of Waverley Training Services, Careline and Leisure. The Committee considered and shaped the proposed investment options for Godalming, Farnham and Cranleigh Leisure Centres.

Environment Overview and Scrutiny

Chair: Cllr Jerry Hyman

Vice Chair: Cllr Wyatt Ramsdale

The Committee undertook an in-depth review into the future approach to waste management and street cleaning in Waverley. The scope was later expanded to include options for the Grounds Maintenance Contract. The review was supported by officers from the Environment service and the Council's consultant. The Working Group explored the options around the type of service to be procured, the way in which the service might be provided and the affordability. The Group looked in detail at the design of the current service and also reviewed the evidence on how well the contract was performing, taking into account benchmarking data and customer satisfaction feedback. Member feedback was extremely positive and those taking part in the review felt it had been a rewarding experience, greatly extending their knowledge of the subject. The recommendations were presented to the Executive and a decision on which options to take forward was taken at their July 2018 meeting.

The work of the Committee during 2017/18 focused on a number of major Council projects and work streams including the consideration of the Community Infrastructure Levy (CIL) charging schedule, Local Plan Part 2: issues and options, air quality issues, street cleaning performance and the review of the Development Management function.

The Committee maintained a strong focus on air quality during the year. As a result of new government policy guidance and best practice an Air Quality Steering Group was set up to bring strategic stakeholders from both the Borough Council and County Council together to work collaboratively to address poor air quality within the Borough. In addition, a Farnham Air Quality Working Group was also established to support the Steering Group.

The review of the Development Management Function was considered by the Committee and it was agreed to establish a Planning Reference Group. This Group is considering current arrangements for planning decision making and to consider options for the future.

A standard item on the agenda on 'corporate priorities' was established early on in the year. It has provided a useful update for the committee on major Council projects and issues. Items included progress on Brightwells, the Frensham 'Heathland Hub' and the Local Plan Parts 1 and 2. A special meeting to consider the Local Plan Inspector's report was held in February 2018 with comments going forward to the Executive.

Questions were received from the public on public conveniences, Brightwells, traffic and air quality. The Committee also considered the impact of the Surrey County Council proposals to change services at the Community Recycling Centres and this will continue to be monitored as early indications are that it has resulted in an increase in fly tipping. Performance monitoring across a range of key performance indicators has been carried out at each meeting and a particular focus has been given to street cleaning and refuse and recycling rates.

Housing Overview and Scrutiny

Chair: Cllr John Ward

Vice Chair: Cllr Pat Frost

The Committee undertook a major in-depth review of Housing Design Standards in 2017/18 in order to inform both 'Site C' of the major regeneration project at Ockford Ridge, Godalming and other future council housing developments. The review arose from discussions following a site visit to Ockford Ridge about the optimum use of space in the homes. As a result the Working Group reviewed the Design Standards and Specifications adopted in 2014 and researched other available good design standards. The review focused on standards for new homes to be developed and funded by the Council, internal and external space standards, potential use of roof space, parking, materials and opportunities for future proofing and adaptation to changing circumstances. The new Standards were approved by the Executive at their July 2018 meeting and the review outcome is a good example of the additional value the work of the Committee has contributed to the Housing Service.

The Committee requested regular updates on a number of major projects and work streams throughout the year so that progress could be scrutinised. Update reports on the regeneration scheme at Ockford Ridge were received at each meeting as well as updates on the Tenancy Agreement review and progress on the procurement of the new repairs and maintenance contracts due to commence in April 2019.

The tenant's Waverley Scrutiny Group carried out reviews on both voids and recharges during the year. The voids report focused on the re-let standard, reducing the cost of a void and improving value for money in the voids process. The Group also completed a review on how the Council manages the process of recharging certain costs to tenants and leaseholders.

Proposals by Surrey County Council (SCC) to decommission all Housing Related Support funding, including funding for services for older people, were reported in September 2017 and the implications for the Sheltered Housing Schemes were considered. Following recommendations to the Executive, the Leader sent letters to SCC, local MPs and Ministers expressing the Council's grave concern over the impact the reduction in funding would have on elderly services.

In November 2017 the Committee received a presentation on the Private Sector Improvement Policy which highlighted the joint work being undertaken by the districts and the county in relation to home adaptations and efforts to speed up grant approvals.

Performance on a range of key performance indicators were monitored regularly and particular focus was given to gas safety checks, voids and responsive repairs.

The development of a new Housing Strategy for 2018-2023 was considered by the Committee during the year and it culminated in the adoption of the Strategy by the Council in April 2018. Following Scrutiny by the Committee the Homelessness Strategy 2018-2023 was also adopted.

Overview and Scrutiny Member Survey

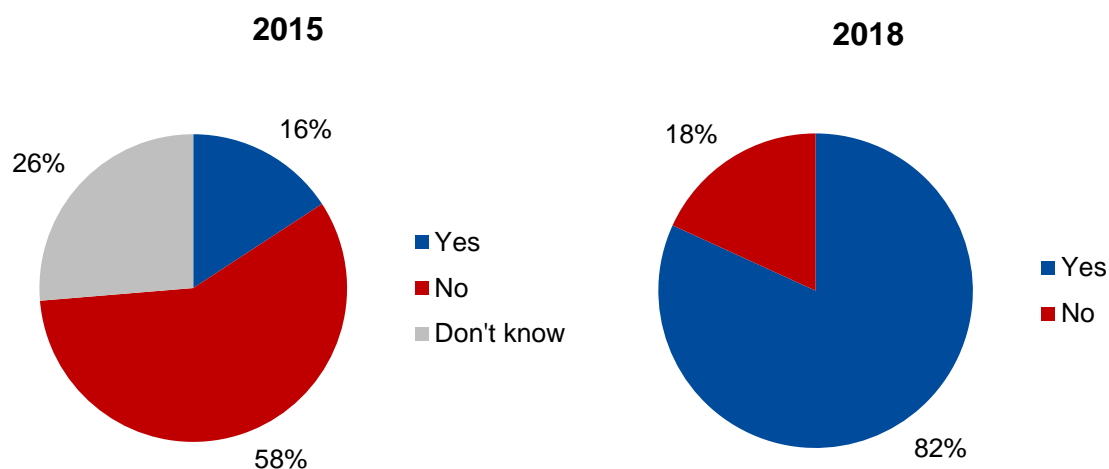
As part of the review of the O&S arrangements in 2015/16, Members were encouraged to complete a survey to evaluate the perceived effectiveness of O&S at Waverley in order to inform the revised process.

Following the first complete cycle of the new O&S arrangements an opportunity has been taken to conduct a similar survey and an online confidential questionnaire was sent to all members of the new O&S Committees during the period 10 July and 3 August 2018.

There were 11 respondents to the 2018 survey as compared to 19 in 2015. Most questions were binary but all gave Members the opportunity to provide comments if they so wished. Comparisons between percentages are given in terms of percentage points (pp). It is important to note that in the 2015 survey respondents had an option to choose 'don't know', respondents were not given this option in 2018 but could skip the question if they so desired.

Survey Results

Q1. Do you think O&S provides an effective challenge to the Executive?



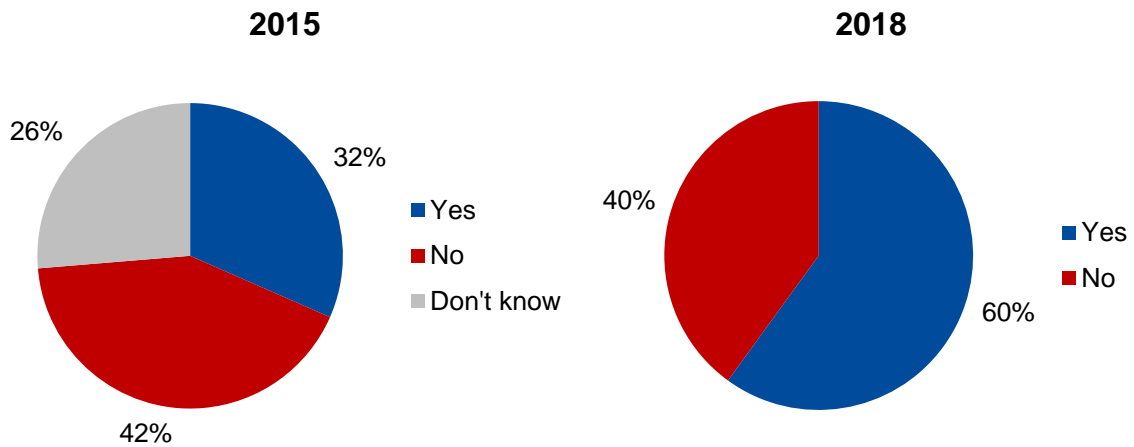
This question related to the first principle of good Scrutiny, defined by the Centre for Public Scrutiny³, in that it 'should provide a constructive critical friend challenge' to the Executive.

The 66pp increase in respondents answering yes when asked if O&S provides an effective challenge to the Executive suggests that the new Scrutiny arrangements are enabling O&S to fulfil its 'critical friend' function much more effectively. In the comments provided by respondents, one Member acknowledged that the process had improved but did not believe 'that the situation has changed sufficiently to be able to say that O&S is an effective challenge'.

Another Member recognised the improvement but conditioned this by saying the process is only effective when the gap between the O&S meeting and Executive is sufficient to make changes. Whilst the process has improved, there is still scope to develop the efficacy of O&S by ensuring the timescales allow for O&S outcomes to genuinely inform Executive decisions.

³ The [Centre for Public Scrutiny](#) is CfPS is a national centre of expertise on governance and scrutiny.

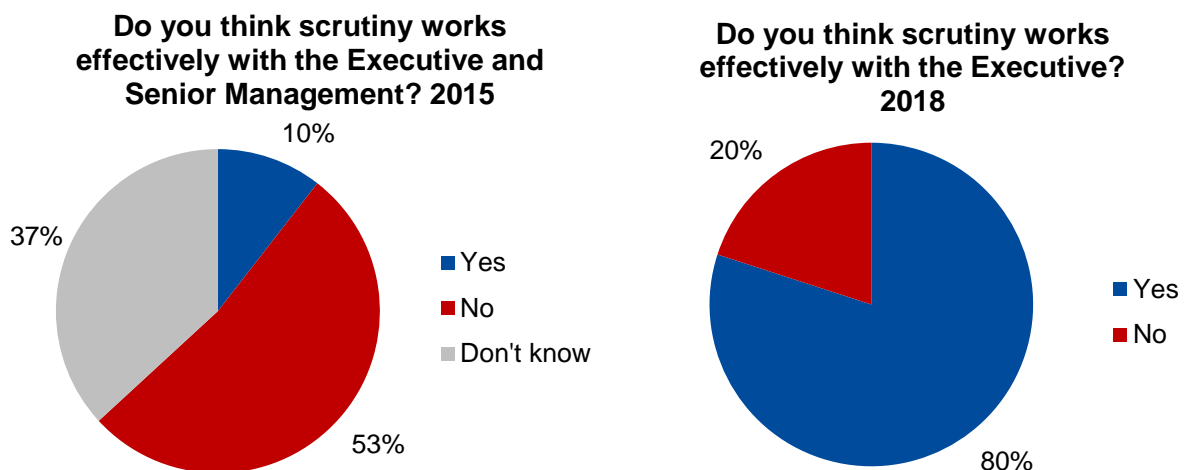
Q2. Do you think external partners are involved in Scrutiny enough?



Over 40% of Members responding to the above question in 2015 said no. In 2018 this had decreased slightly to 40%. This is clearly an improvement but with only 60% saying yes in 2018, there is a clear desire from Members to involve more external partners in Scrutiny. In the comments provided by respondents, one Member recognised their role in involving external partners through discussion and engagement outside of the direct O&S process and another recognised the value of external partner expertise but expressed concern at the time required to resource this.

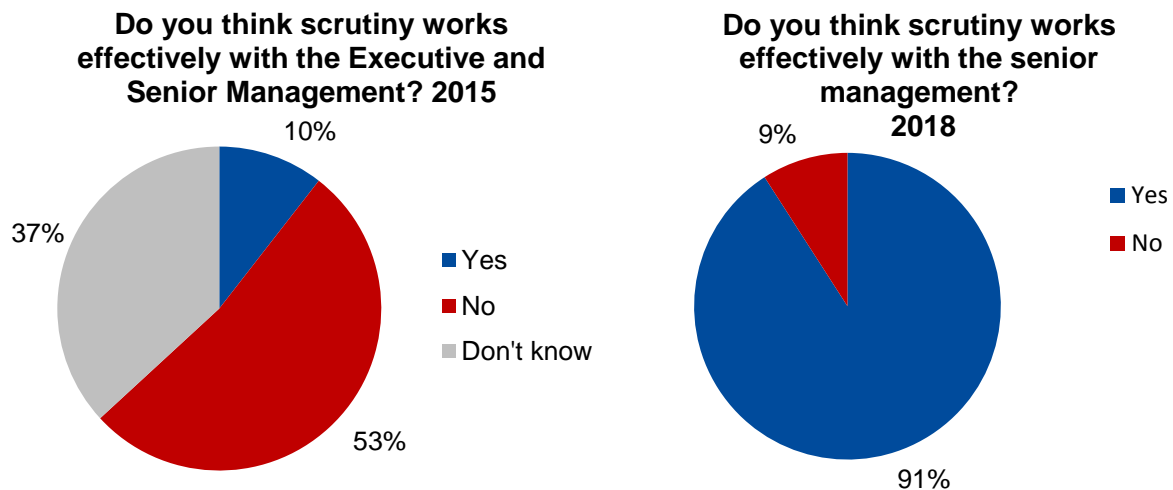
Attendance at meetings of representatives from partners such as Surrey County Council, Safer Waverley Partnership and health organisations has provided Scrutiny with another perspective through which to challenge and develop the issues at hand. As the new process is established, there will be opportunities to involve more external partners in the work O&S does at Waverley.

Q3. Do you think Scrutiny works effectively with the Executive?



The 2015 survey contained a combined question asking whether Members felt O&S works effectively with the Executive *and* senior management. This question was split into two for the 2018 survey and so the results are not directly comparable.

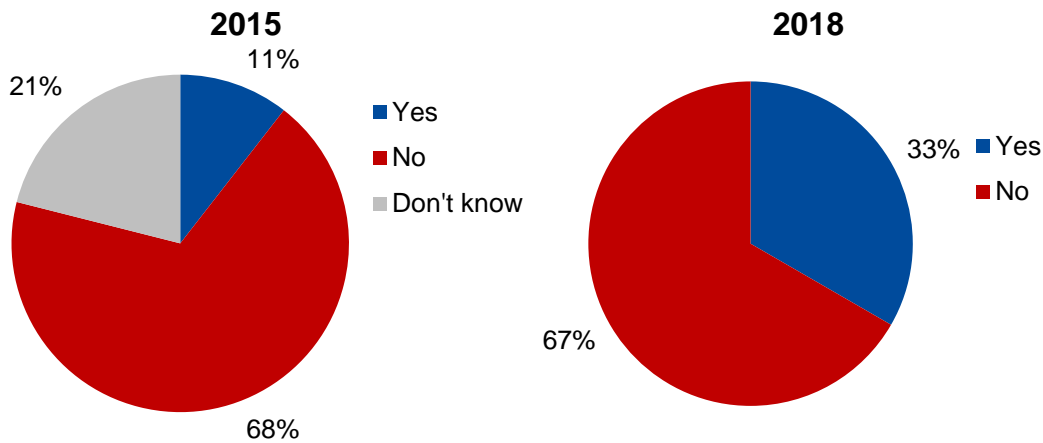
Q4. Do you think scrutiny works effectively with the senior management?



In relation to question 4, 91% of respondents said O&S works effectively with senior management. Although the results of question 3 are not directly comparable, the increase shows Members have seen a considerable improvement in how effectively O&S works with the Executive and senior management. In the comments on the 2018 survey one respondent showed concern regarding how seriously the Executive takes the O&S process. However, this respondent expressed their belief that the Scrutiny in-depth review working groups could be increasingly effective. Another comment stated that the follow up on recommendations varied (seemingly due to workload of officers). Whilst there has been a significant increase in the confidence that O&S works more effectively with the Executive and senior management, the survey results have provided useful feedback on how to continue to improve this efficacy, namely following up on recommendations more effectively and showing evidence of the seriousness with which Executive treats O&S outcomes.

Questions 5, 6 and 7 relate to the second principle of good Scrutiny in that it should 'amplify the voices and concerns of the public'. The questions seek to understand Members' perceptions of how well Waverley's O&S process does this.

Q5. Do you think O&S publicises itself enough to the public?

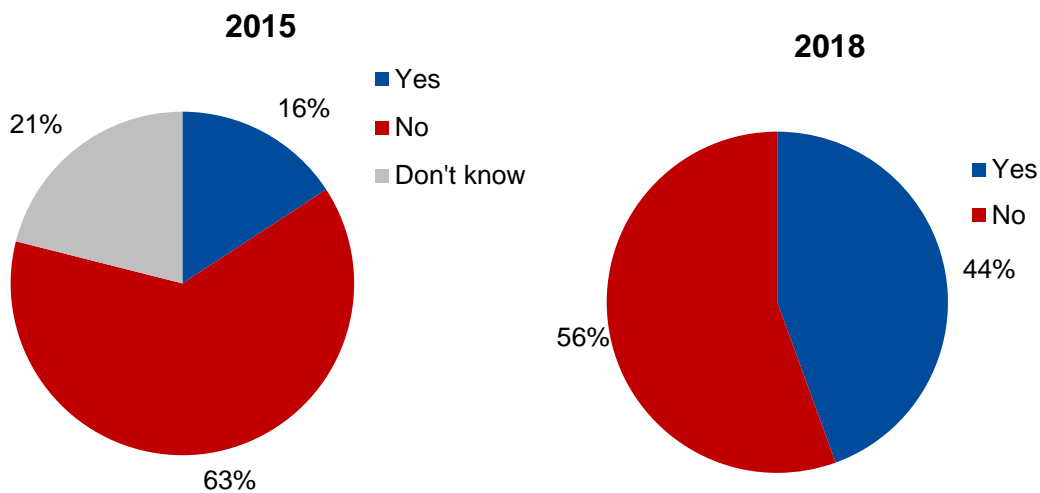


In 2015 68% of respondents said they did not believe O&S publicises itself enough and in 2018 this figure was 67%. Whilst the results show an increase in the percentage of respondents saying yes, public involvement and representation are clearly areas in which the process could see improvement.

Q6. What ways are there to improve interaction with the public?

When asked what ways there are to improve O&S interaction with the public, social media, press releases and website information were all included in multiple comments. One respondent suggested creating short videos containing information on the role of each O&S Committee, something that could be tried in combination with increase use of social media. Webcasting of the Committee meetings was also mentioned as a way for O&S to publicise itself to the public and improve interaction.

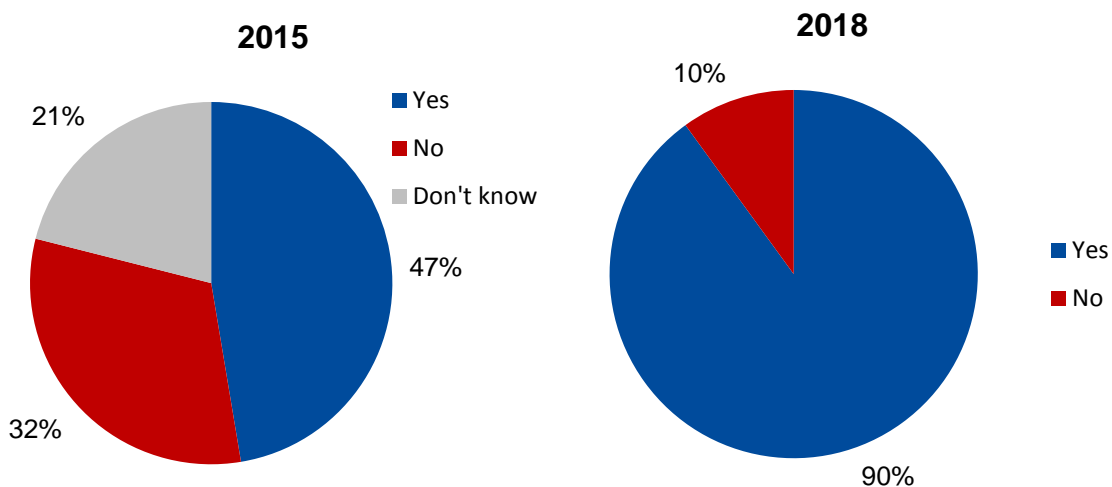
Q7. Do you think the public have been involved in the scrutiny process?



In answer to the third question on whether Members thought the public have been involved in the Scrutiny process, the percentage of respondents responding positively increased and negatively decreased. This is a slight improvement but with over half respondents saying the public has not been involved in the Scrutiny process there is clearly opportunity to develop this area of engagement.

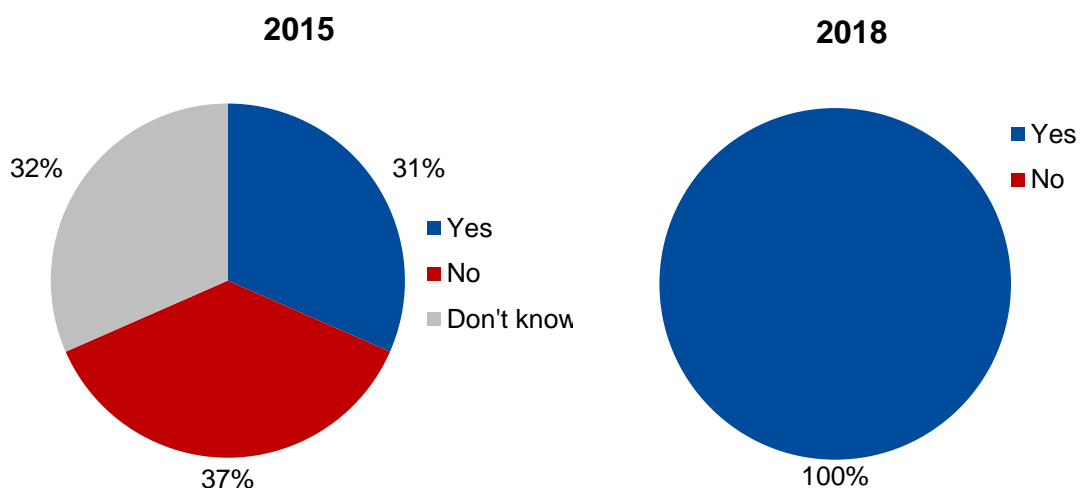
Questions 8, 9 and 10 relate to the third principle of good Scrutiny being 'led by independent minded people who take ownership of the Scrutiny process'.

Q8. Do you think O&S operates with political impartiality?



The percentage of respondents answering yes to this question increased by 43pp from 2015 to 2018. The percentage of respondents answering no to the question decreased, illustrating that an increase in political impartiality is one of the successes of the new arrangements. A comment provided for this question recognised the importance of operating with political impartiality and stated that O&S should be about Waverley wide issues.

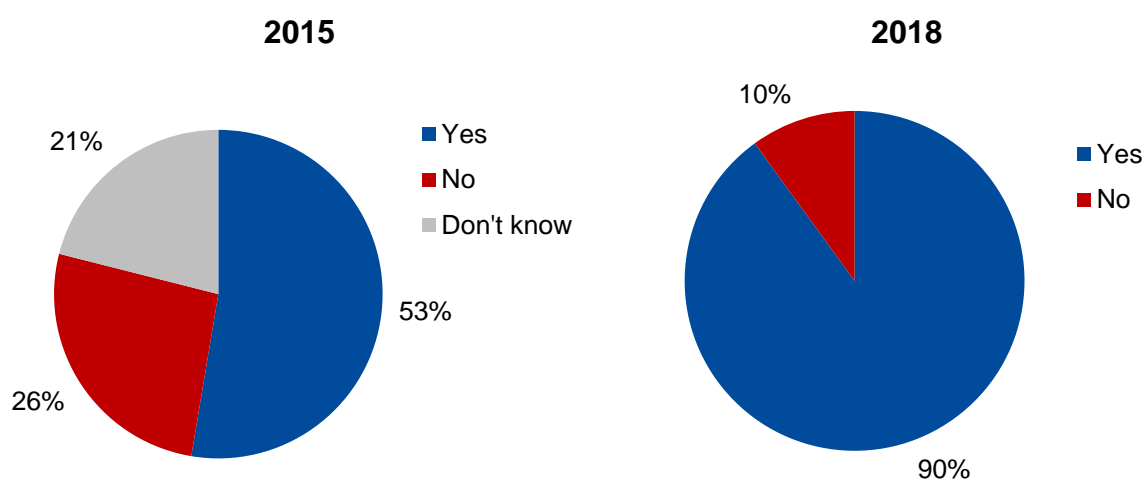
Q9. Do the committees have ownership of their own work programme?



In 2018 all respondents felt that the Committees do have ownership of their work programmes. One of the comments from respondents in 2018 stated that they believed the Committees have ownership of their work programmes 'to a limited degree'.

The 'Committee Work Programme' item on each agenda is intended to give Committee Members ownership of their respective agendas with an opportunity to comment on items coming up, request particular items or suggest the removal of items. The result of the 2018 survey clearly demonstrates that the feeling of ownership has improved.

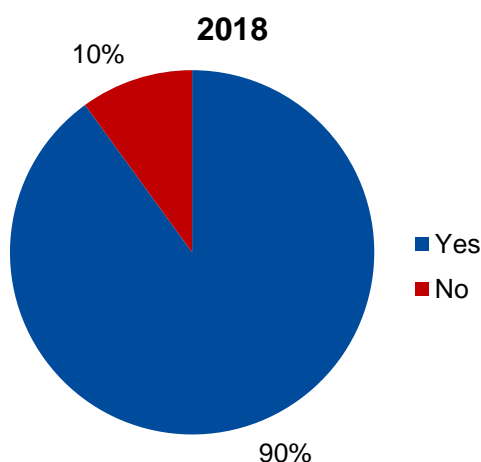
Q10. Do you consider Scrutiny to be a worthwhile and fulfilling role?



The increase of 37pp in respondents answering yes to this question suggests that the new arrangements have improved Members' perception of the value of O&S

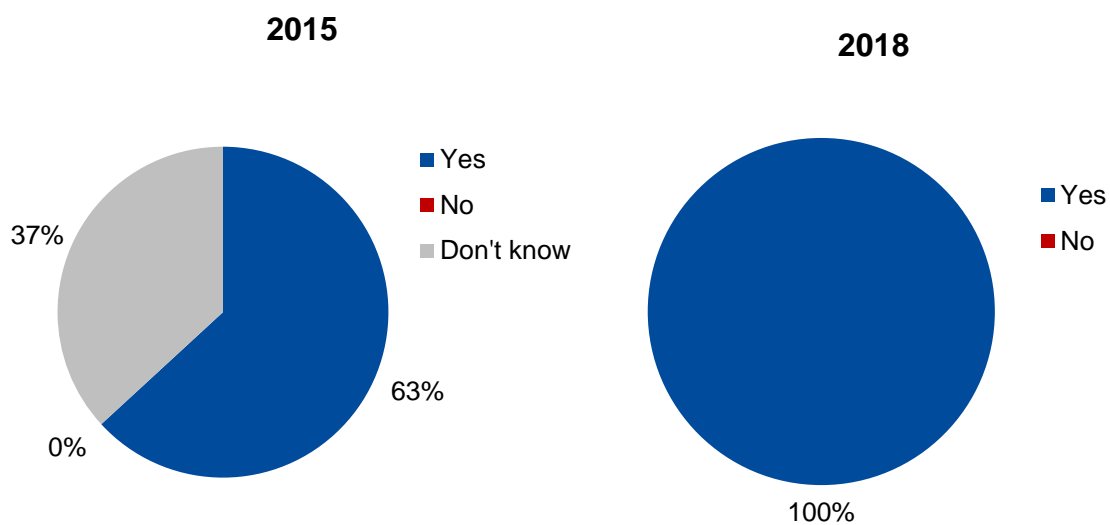
Two comments provided for this question articulated the respondents' beliefs that the changes to the O&S process have positively impacted how worthwhile and fulfilling they feel their role is

Q11. Do you think Scrutiny results in valuable recommendations and outcomes?



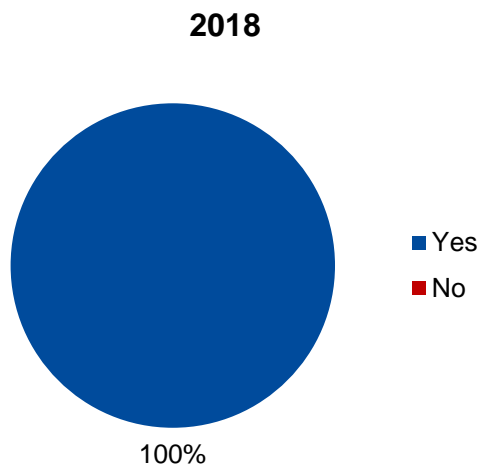
This question was not asked in the 2015 version of the survey. One of the criticisms of the previous O&S process was that items were being brought to Committee after decisions had been made and the opportunity to influence had been missed. Therefore such a high percentage of respondents answering yes to this question suggests the new process has, to some extent, addressed this issue. One of the comments provided, however, states that the respondent has ‘some concerns that decisions have been pre-determined’ and so whilst the new process has improved perceptions there is still progress to be made. Another respondent commented ‘yes, but not often enough’, demonstrating the point that whilst there have been developments there are still opportunities to improve.

Q12. Do you think O&S has a constructive working partnership with officers?



In the 2018 survey, all those who responded to question 12 replied that they did feel that O&S has constructive working partnerships with officers. Two respondents’ comments attributed this success to the new O&S process. One respondent expressed their view that ‘councillors on O&S feel more involved and valued and officers are greatly encouraged by this and are more supportive’, demonstrating the fact that effective Scrutiny is in the interests of both officers and Members. Another comment partly credited the constructive working relationships to familiarisation of Members and officers since the 2015 elections. From this comment one might infer that, depending on the results, the 2019 election could see a fall in the number of respondents answering yes to this question. This, therefore, is an aspect of O&S for officers to bear in mind for the 2019/20 Scrutiny cycle.

Q13. Do you feel communication between officers and committee members is effective?

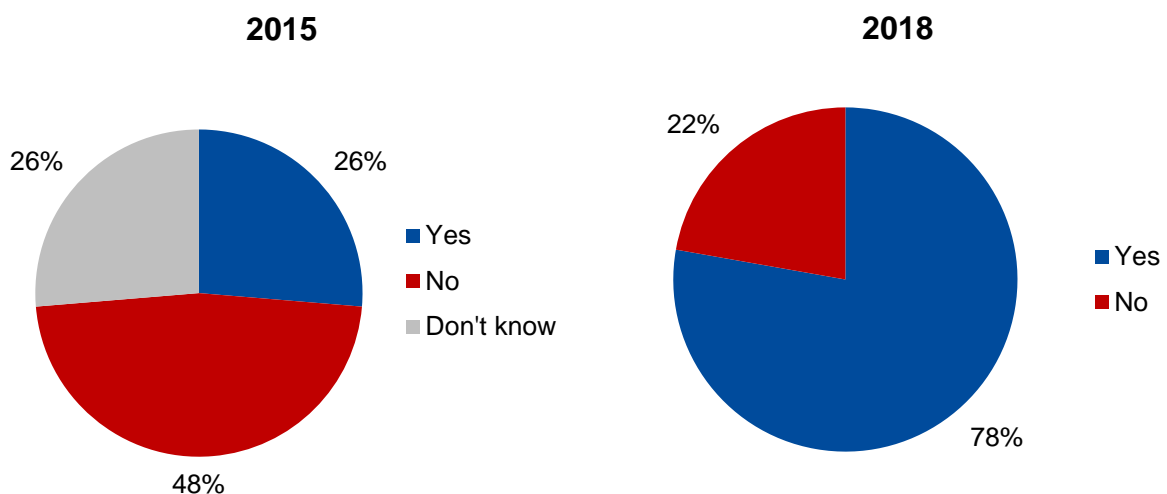


This question was not asked in the 2015 version of the survey. In their comment for this question, one respondent recognised that much of the communication will be between officers and the Chair and Vice Chair, stressing that the role of the Chair in communicating with their Committee Members is vital. The relationship between Chair and committee members is very important to increase Member engagement and involvement in the work programme.

Scrutiny Driving Improvement

Three questions were asked to assess Members' views on whether the fourth principle of good Scrutiny is being observed in that it 'drives improvement in public services'.

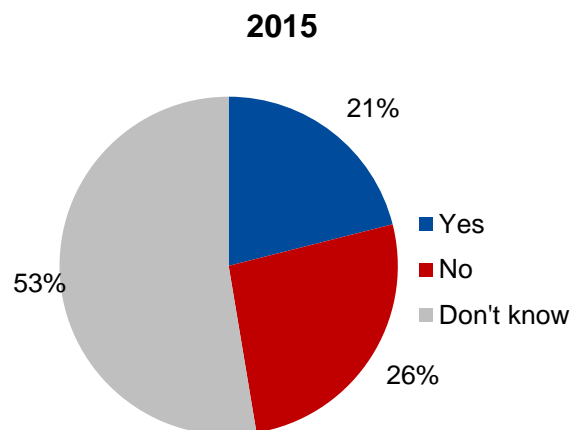
Q14. Do you think the O&S function is integrated with corporate processes?



Almost half of respondents in 2015 said they did not think O&S was integrated with corporate processes with the others split evenly between no and don't know. 78% of respondents answered yes in 2018, with 22% answering no. Whilst the increase in yes answers is positive, 18% of respondents in 2018 and 26% in 2015 did not answer the question or answered don't know, suggesting the meaning of the question was not very clear. The respondents' comments to this question recognised the integration to some degree but expressed that there were improvements still to be realised, particularly in terms of the stage at which issues are brought to O&S and their potential to influence these issues.

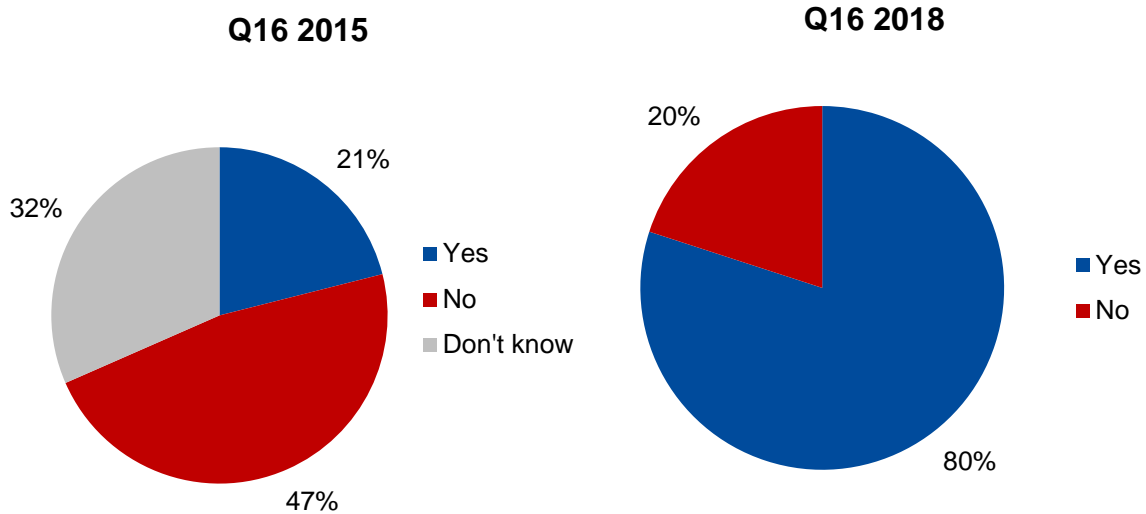
Q15. What evidence is there that Scrutiny has (or is able to) contribute to service improvements?

In 2015 respondents were asked 'is there evidence that Scrutiny has (or is able) to contribute to service improvements?' and in 2018 this question was altered slightly, as set out above.



Seven of the nine (78%) respondents who commented on this question listed positive outcomes O&S has had in the past year. Two respondents answered 'very little' and 'none' and the rest skipped this question. In the list of positive outcomes provided, Members referred to housing repairs, waste and recycling, the apprenticeship scheme, leisure centres, housing design standards and staff turnover. Two Members explicitly expressed the view that O&S now has the opportunity to influence the work of the Executive, and make recommendations, before it meets. Each of the four Committees has its own work programme and in-depth Scrutiny reviews and each Member, therefore, will have a different experience of Scrutiny. Further analysis of the views of respondents by Committee would provide more indication of the effectiveness of each Committee in delivering service improvements. Future developments and areas for improvement could then be broken down by Committee. However, all responses to the survey are anonymous.

Q16. Do you think O&S fulfils its policy review and development roles?



When asked if they feel O&S fulfils its policy review and development roles, there was an increase of 59pp from 2015 to 2018. The percentage of those who answer no decreased significantly.

It is worth noting the useful role O&S committees have in policy development, and each of the O&S Committees has received policy based items in the past year. Whilst 80% is a good figure, one area for improvement is to ensure all O&S Members feel engaged in policy development particularly in the work of the various working groups established to undertake in-depth reviews.

Q17. What do you feel O&S has achieved over the last 12 months?

Respondents were asked what they felt O&S had achieved over the last 12 months and their replies fell into three categories: deliverables (tangible outcomes such as reports or recommendations); improvements in ways of working; and impact on Executive decisions.

Respondents cited in-depth Scrutiny reviews including the Leisure Centre review, the Housing Design Standards review, Waste and Recycling Contracts review and Health Inequalities review as achievements of the last 12 months.

Some respondents expressed their view that O&S Members now have more meaningful participation with their expertise being used more effectively and working effectively as a team with officers.

One respondent felt that the outcomes of Executive had been improved through the work of O&S and another that the Executive better realised the importance of O&S.

In addition to completing the survey, Members were also encouraged to share their reflections more generally on the last 12 months of O&S.

One Member, who had taken part in two in-depth Scrutiny working groups in the first 12 months of the new O&S process, expressed their view that the support from officers had been brilliant and it had been a pleasure to work with their fellow colleagues in small groups. This Member said they found the working groups very interesting and worthwhile and believed they would make a valuable contribution to the way the Council operates and provides its services, hugely benefitting the residents of Waverley.

Q18. Are there any further improvements in the O&S process you would like to see?

One respondent expressed their concern at the resourcing levels of Scrutiny and emphasised the need for permanent officer Scrutiny support. Another respondent suggested putting the work programmes of the Committees in a more prominent place on the website for residents to access, a potential way to improve public engagement mentioned earlier in this report.

Finally, this comment was made in relation to the impact O&S has had on Executive considerations and enthusiasm of O&S Members:

'I would like to see some evidence that the work being carried out by the O&S committees is better appreciated by the Executive and that the hard work carried out by the enthusiastic councillors and very supportive officers is seriously taken into account when decisions are made. I fully acknowledge that there are many other factors to be taken into account by the Executive and senior management but Waverley should take advantage of the enthusiasm of back benchers who really want to make a difference. The support from officers associated with O&S has been excellent.'

Officer Reflections

Alex Sargeson, Scrutiny Policy Officer (2017/18)

This was the first Council year (2017-2018) that the new O&S arrangements were implemented; new Committees were designed, and a greater focus was given on creating an O&S that adds value to the policy decisions of the Executive and informs the direction of the Council. This was also the first year that Members on O&S had a dedicated Officer support, as recommended by a member-led review on the O&S arrangements (2016).

O&S at Waverley faced challenges, but Members have had an appetite to change how Scrutiny functions and equally, Officers understood the value of a Scrutiny system that lends itself as a resource to assist the Council in producing quality reports that inform policy. The current O&S system is now a process that is Member-led, but Officer supported; has strengthened its policy development capacity by producing more effective policy recommendations to the Executive and others, and is more strategically focused in how Scrutiny can add value to Executive's objectives and the Council's Corporate Priorities.

During this past year there has been a greater emphasis on 'pre-decision' Scrutiny; looking at decisions before they have been made in order for members to input, influence decisions, and where necessary improve them. Additionally, Members have been encouraged to put a greater emphasis on balancing their work programmes to ensure it reflects the issues and concerns of local residents. For instance, the Community Wellbeing Committee looked in-depth at the health inequalities within the Borough which covered and identified a range of issues concerning the health and wellbeing of residents; the Value for Money and Customer Service Committee examined the anticipated impact of Universal Credit and advised on the merit of the creation of a property company and subsequently the property investment strategy; the Environment Scrutiny Committee looked at the impact of Surrey County Council's proposals to change the services at Community recycling centres, including looking in-depth at the Council's Waste, Recycling and Street Cleaning Contract; and Housing reviewed in-depth the Council's Housing Design Standards for New Council Homes, and also looked at how the Homelessness Reduction Act would affect Waverley's most vulnerable residents.

Yasmine Makin, Policy Officer Scrutiny (2018)

As Graduate Management Trainee I joined the Scrutiny team in September 2017. The new process had only been in place for a few months and each Committee had met only once. All the work that had been undertaken to contribute to the development of the new process was evident in the enthusiasm shown by both officers and Members; there was a real sense of change. Almost one year later I have been formally in post as Policy Officer for Scrutiny for nearly two months and

have seen that sense of change affect not only the work the Committees have embarked upon but also the approach both officers and Members take to Scrutiny.

Good practice tells us that O&S should be Member-led. Whilst officers and Members are still adapting to this new driving force of O&S, a good proportion of agenda items have been at the request of Members informed by strategic curiosity and constructive desire to enhance the output of the Council. The move from officer-led to Member-led has had an encouraging start but there is more opportunity to develop this and include items on Committee meeting agendas at the request of Members, resulting in more engaged debate and valuable outcomes.

One of the major successes of the new process is how items are brought to O&S before decisions have been made by the Executive; the O&S Committees exercise 'pre-decision' Scrutiny much more effectively. The in-depth working groups have also been a success of the new Scrutiny arrangements. O&S has been able to develop and inform policy through Committee meetings but particularly through these working groups. This is a change to the previous way of working that has enabled O&S to act as a resource for the Council and ultimately improve service delivery to residents.

A broader range of issues has been considered by the O&S process. In my opinion this is a result of both the influence of the first Policy Officer for Scrutiny, Alex Sargeson, and the interest of Members to look less internally and more at issues which affect our residents. This welcome change does require a shift in not just the approach of Members but also that of officers; it necessitates the acceptance and use of alternative sources of information to support the work of Scrutiny. As O&S progresses, more contacts and working relationships with external agencies will be formed to allow for these alternative sources to be utilised. This is one of the clear areas for improvement after one year of the new arrangements.

Conclusion

Cllr John Ward

The first year of the new O&S arrangements has been very productive and the results of the survey show that Members have seen an improvement in the effectiveness and value of Scrutiny.

A major area of success has been the policy development side of the O&S work. The in-depth reviews have contributed enormously to the work of the Council and have helped forge a firmer relationship with the Executive. These reviews have all been conducted with good cooperation between councillors of all parties and officers involved. The working groups have invariably led to recognisable improvements to outcomes in the areas of study.

The work of the O&S committees and reduction in committee size has also strengthened Members' level of service knowledge and in turn officers have been able to benefit from drawing on the expertise of Members.

Although, disappointingly, fewer Members took part in the repeat of the 2015 Survey, the results were generally very encouraging. It was particularly pleasing to see that a very high percentage of respondents felt that the new Committees were working more effectively with the Council's Executive and senior management.

Areas for improvement were highlighted through the survey, these being: publicising the work of O&S; increasing engagement/involvement with/from the public; and increasing liaison with external bodies such as other councils, emergency services and infrastructure suppliers. Consistent and well publicised webcasting and more effective use of social media, the press and the website could contribute to improvement in this element of Scrutiny.

Overall the re-organization of Waverley's O&S arrangements has led to a successful and productive year with the Committees not only **scrutinising** already-made decisions but actively **overviewing** the Executive process pre-decision, often by in-depth reviews of important matters.

Officer Contact

Yasmine Makin
Policy Officer for Scrutiny
01483 523078
yasmine.makin@waverley.gov.uk

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WAVERLEY BOROUGH COUNCIL

HOUSING OVERVIEW AND SCRUTINY COMMITTEE

18 SEPTEMBER 2018

Title:

Housing Revenue Account - Rent Setting Policy

[Portfolio Holder: Cllr Carole King]

[Wards Affected: All]

Summary and purpose:

This report presents the draft Rent Setting Policy to the Committee. The policy provides a clear framework for setting and reviewing rent levels for all Council homes. The policy ensures that the Council adheres to legislation and regulations when setting rents for Housing Revenue Account properties. This policy will run alongside the Council's Housing Strategy.

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

This report supports the corporate priorities of People, Place and Prosperity by ensuring council homes are affordable to enable people to create settled homes, communities and support the economy.

Financial Implications:

The Rent Setting policy safeguards the income stream needed to meet the commitments in Housing Revenue Account Business plan in managing and maintaining council homes, delivering new homes and servicing debt.

Legal Implications:

Section 24 of the Housing Act 1985 gives a local housing authority the power to set rents, making "such reasonable charges as they may determine for the tenancy or occupation of their houses". This is subject to certain considerations and a requirement to review rents from time to time and to adjust them as circumstances require.

Under Section 102 of the Housing Act 1985 the Council is obliged to serve a statutory notice of variation on council tenants if it wishes to change the rent charged (or other terms of the tenancy). This will be carried out at the appropriate time subject to the decision of the Committee.

Introduction

1. The Rent Setting Policy sets out how Waverley will calculate and charge rent for council homes within the Housing Revenue Account. Please refer to Annexe One for the draft policy document.
2. Landlords must follow legislative and statutory guidance when setting social and affordable rents. The rent collected is ring-fenced for the provision of housing in the borough. Council tenants rent fund the management and maintenance of current homes, current home and estate improvements and the delivery of new council homes.
3. The policy applies to all HRA properties that the Council owns and has responsibility to manage and maintain.
4. The policy has been developed to provide clear guidance on rent setting and includes a process for setting rent for new build council homes.
5. The policy also records that the Council is required to rebase rents of Affordable Rent properties whenever a new tenancy is issued or renewed, to ensure that it continues to reflect the market rent for the property.

Conclusion

6. The draft policy ensures Waverley complies with legislative and statutory requirements whilst providing transparent information about rent setting.

Recommendation

It is recommended that the Housing Overview and Scrutiny Committee considers and supports the endorsement of the Rent Setting Policy and identify any areas for further scrutiny.

Background Papers

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

CONTACT OFFICER:

Name: Deborah Harding
Rent Accounts Manager

Telephone: 01483 523137
E-mail: debbie.harding@waverley.gov.uk

Housing Revenue Account Rent Setting Policy June 2018

Version Control

Rev	Issue	Date	Originator	Approved	Date
V1.1	Draft for internal service comment	10.7.18	Mike Platten		
V1.2	Draft	17.8.18	Deborah Harding		

1. Objective

- 1.1 This policy sets out how Waverley Borough Council (Waverley) will calculate and charge rent for our Housing Revenue Account (HRA) owned stock.

2. Scope of the Policy

- 2.1 The policy applies to all HRA properties that the Council owns and has responsibility to maintain and manage. The policy does not apply to service charges that contribute to the overall rental charge for a property. These charges are calculated separately.

3. Aim of the Policy

- 3.1 The purpose of this rent setting policy is to:
- Provide a clear framework for the setting and review of rent levels for each property;
 - Ensure that Waverley adheres to legislation and regulations when setting rent for HRA properties;
 - Help the Housing Service to plan for future investment;
 - Establish how rents are varied annually; and
 - Ensure that all tenants are made aware of the weekly rent payment due to the Council in respect of their property both at the beginning of their tenancy and when it changes in April every year.
- 3.2 We strive to ensure that our rents are affordable to our residents, while raising sufficient funds to manage and maintain our properties to a high standard, build new homes, deliver relevant services, and meet the commitments of our HRA Business Plan, within constraints of government policy.

4. Roles and Responsibility

- 4.1 It is the responsibility of Full Council to set the yearly change to HRA rents, as this forms part of the Council's budget and policy framework. The Rent Accounts Manager, reporting to the Head of Housing Operations has responsibility for ensuring that all associated processes are followed, including compliance with legislation and directions from central government on the setting of housing rents.

5. Policy Background

- 5.1 The various rent types currently in operation across Waverley are the result of successive changes to legislation and government initiatives concerning rented and social housing across England over the last four decades.
- 5.2 Rent setting for social housing is currently driven by measures set out in the Welfare Reform and Work Act 2016, which requires that social housing rents should be reduced by 1%, for four financial years from, 2016-17 through to 2019/20.
- 5.3 The Government has indicated that from 2020/21, social housing landlords will be permitted to increase rents by Consumer Price Index plus 1% for five years.

6. Types of Rent

- 6.1 Waverley operates two primary rent types for social accommodation:
 - Social Rents set with reference to the formula rate, adjusted to reflect rent reductions required by central government; and
 - Affordable Rents set at a proportion of the market rate.

7. Social Rents - Rent Setting Policy

Existing Tenancies

- 7.1 In accordance with measures set out in the Welfare Reform and Work Act 2016, rents for existing tenancies will be reduced by 1% per year until 2019/20. After this, rents will be set in line with directions from Government.

New Tenancies - Existing Social Housing

- 7.2 When a social rent property is let to a new tenant, the rent will be generally set at the target rent (adjusted for any 1% rent reductions that may have come into force whilst the property was empty).

Annual Rent Review

- 7.3 Rents will change annually during the course of the tenancy in line with the annual rent charge determined by Government.

8. Affordable Rents

Rent Setting

- 8.1 The Council may seek to charge an affordable rent for all new build properties. Affordable Rents are set at up to 80% of the market rate inclusive of service charges. Affordable Rents will only be used for introductory and flexible secure tenancies (and not 'lifetime' tenancies) due to the need to periodically rebase rents to ensure they continue to reflect the market rate.

- 8.2 The market factor may vary from property to property, but cannot exceed 80% of the equivalent market rent for the property. In determining the market factor, we will consider affordability in the local area and viability of any new build housing schemes. The market factor will typically range between 60% and 80%.
- 8.3 Any decision to apply an affordable rent at less than 80% of market rent will be made after completion of an affordability and viability review and will be subject to approval by the Head of Housing Operations.
- 8.4 We will not set an affordable rent at a level lower than the equivalent formula rate for the property. We will not set the combined rent and eligible service charge for an Affordable Rent at a level higher than the relevant local housing allowance for the property.
- 8.5 In accordance with the Local Lettings Plan for Ockford Ridge the Council will, on occasion, when a move is required to progress the redevelopment allocate new build housing to tenants at social rents.

Annual Rent Review

- 8.6 Affordable Rents will change in the course of the tenancy in line with the annual rent charge determined by Government. Rents cannot be rebased or refactored during the tenancy.

New Tenancy Agreement – Affordable Rent Property

- 8.7 We must rebase the rent, using a new market valuation, when renewing an affordable rent tenancy or issuing a new tenancy agreement to ensure that it continues to reflect the market rent for the property. We may also change the market factor percentage. This requirement, which overrides the annual rent increase limit, is designed to ensure that the rent set at the beginning of each new tenancy is no higher than 80% of the market rent.

9. Shared Ownership Properties

- 9.1 The Council part owns a small number of shared ownership properties. Rents on these properties are governed by rental agreements with tenants.

10. Garages

- 10.1 Garage rents are not subject central government directives. The Council will set the rental charge of garages annually; this will be approved at Full Council at the same time as housing rents.

11. Pay to Stay

- 11.1 The Council has the discretion to charge high income social tenants a rent equivalent to Full Market Rent or Intermediate Market Rent; this system is known as Pay-to-Stay. The Council does not currently operate a Pay-to-Stay model.

12. Notification to Tenants

- 12.1 The Council will set rents annually by giving tenants at least 28 calendar days notification of a variation to their rent charge. This is in accordance with the terms of their tenancy agreement and legislation.
- 12.2 The Council will record rent data on its housing management system. All of the Council's key performance indicators related to rent will be closely monitored and reported against routinely through the Council's performance management framework.

13. Review of this Policy

- 13.1 This policy will be reviewed every three years, unless legislative or regulatory changes require an earlier review. It is envisaged that the next review will be carried out for the 2020-21 rent year, once government rent setting policy for this period has been finalised.

14. Legislation and Guidance

- Welfare Reform and Work Act 2016 (including amendments)
- HCA Rent Standard Guidance 2015
- Guidance on rents for social housing from April 2015
- Rent setting: social housing (England) 7 October 2015
- Summer Budget 2015, HC 264, July 2015, para 1.140
- Housing Act 1985 Section 24:
- Local Government and Housing Act 1989 Section 76:
- Guidance on Rents for Social Housing 2014 (Chapter 4)
- Social Housing Rents (Exceptions and Miscellaneous Provisions) Regulations 2016
- Housing and Planning Act 2016

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WAVERLEY BOROUGH COUNCIL

HOUSING OVERVIEW AND SCRUTINY COMMITTEE

18 SEPTEMBER 2018

Title:

TENANCY AND ESTATES UPDATE

[Portfolio Holder: Carole King]

[Wards Affected: All]

Summary and purpose:

To inform the committee of the progress of the Tenancy and Estates team. There have been a number of changes regarding provision of service and team structure since 2017.

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

This report supports the priorities of Customer Service, Community Well-being, Environment and Value for Money

Financial Implications:

There are no direct financial implications associated with this report.

Legal Implications:

There are no direct legal implications associated with this report.

Introduction

1. The Tenancy and Estates team is central to the wider housing operation service and works in close partnership with other housing teams to ensure consistency of service to our customers. In January the team was involved in the wider housing re-structure and the administrative support was moved to the Housing Customer Service Team to facilitate a more efficient and responsive service to our customers.
2. The current team structure comprises of:
 - Tenancy and Estates Manager - strategic manager with overall responsibility for the team
 - Team Leader - responsible for operational day to day management of Tenancy and Estates officers
 - 5 Tenancy and Estates officers - responsible for the tenancy management of approximately 5000 properties
 - 2 Intervention Officers - responsible for aids and adaptations to our properties and case working the most vulnerable tenants.
 - 2 Community Development Officers - responsible for supporting the officers to improve the environment and infrastructure for our customers

- Utilities Officer – responsible for identifying and recording centrally all communal energy meters to facilitate improved service charging.

Tenancy and Estates Officers

3. As previously reported the team have completed a review of the tenancy agreement and the new version applied to all tenants from 4 June, the implementation of the new processes will be completed by the end of September. A significant improvement for the team has been the introduction of the Case Management System (CMS). This was developed to facilitate accurate record keeping relating to our tenants, an adequate recording method had not previously been available to the T and E team. The new system allows for cases to be added relating to their subject and awards the appropriate level of priority alerting the officer to the target date for completion. We are now able to report on volume and type of cases categorising by subject (see Annexe 1) and have just rolled out revised priority response times to the team.
4. The role of the officer has diversified and in addition to tenancy management tasks, the team are now managing much more complex cases as thresholds for other services have increased. Frequently as landlord, we are the only service involved with our customers as other statutory partners withdraw. Officers are now undertaking recurring visits to our most vulnerable tenants and there is often a requirement to visit in pairs due to the unpredictable behaviour of some of our customers. This can be due to Mental Health issues, substance misuse problems, Anti-Social Behaviour (ASB) or learning disabilities.
5. We are also utilising our enforcement powers more effectively, this was popular with our customers when consulting on the new agreement. We have worked closely with the police on a number of cases of ASB or Serious and Organised Crime, successfully obtaining three closure orders and moving a victim of crime to a safe environment. As part of ASB week we targeted vulnerable households who were at risk of crime or harm, and visited jointly with the police to provide information and support. We have just been granted possession of a property after an unauthorised trespasser had a significant negative impact on the community.

Intervention Officers

6. Intervention officers have seen a significant increase in their involvement with complex cases, these figures are included in the CSM report.
7. We are currently reviewing the Aids and Adaptations policy and have been looking at ways to ensure best use of the budget. The officers have successfully completed the Disabled Living Foundation level 3 Trusted Assessor Training at the end of July, enabling them to undertake minor adaptation assessments for our customers, reducing the need for an Occupational Therapy referral saving time and money. They have already completed 6 assessments. Aids and Adaptations figures for the last financial year are attached (see Annexe 2).

Community Development

8. The Community Development service work plan for 2018/19 follows on from the extensive work undertaken last year with the key priorities as follows:

- Assist T&E officers by developing and trialling new subsidised services including gardening and tree/ arboriculture support for vulnerable tenants utilising the re-charge process, offering flexible payment to customers
- Assist both the surveyors and inspectors with planned works for identifying key estate improvements e.g. parking projects, path projects and lighting. Community Development will liaise with homeowners, manage applications with other landlords and Surrey County Council to ensure successful planning and contract management for project completion
- Develop the use and lease arrangements of the remaining unused and under-utilised community rooms and housing land
- Provide support for ecology issues on estates and between the Housing Service and other landowners, such as badger setts
- Identify and manage community projects on our major housing developments and to help fundraise on behalf of new groups that emerge to help our estates e.g. from the community rooms

Conclusion

9. The team have been through significant change and continue to provide a customer focussed service while embracing new processes and implementing a new system. The team is settled and officers continue to support each other within a challenging and at times stressful working environment. Our priority is to ensure the new system is fully embedded within the team by the end of this financial year and we will plan the direction of service on the reporting outcomes.

Recommendation

It is recommended that the Committee considers and supports the direction of the team

Background Papers

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

CONTACT OFFICER:

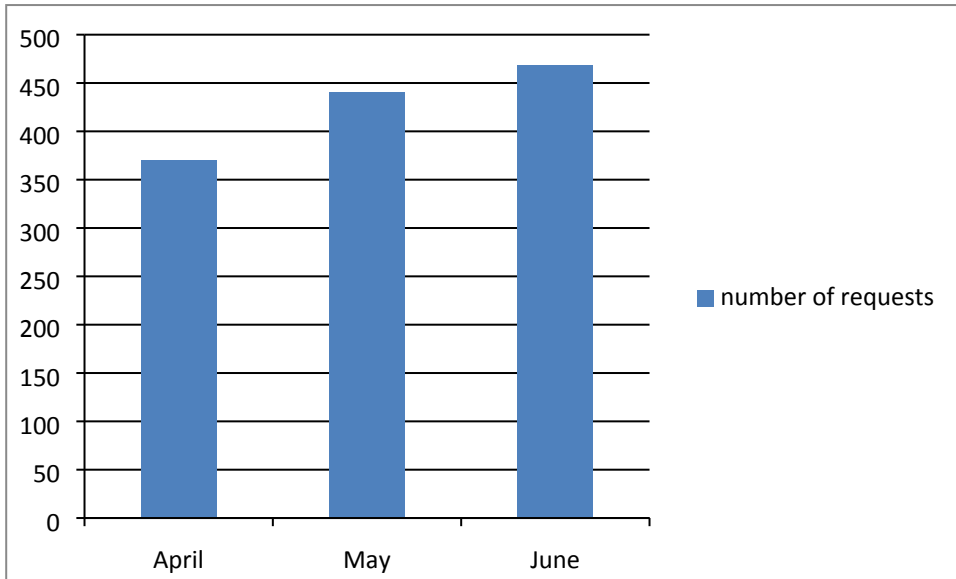
Name: Rachel White
Tenancy & Estates Manager

Telephone: 01483 523194
E-mail: rachel.white@waverley.gov.uk

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Tenancy and Estates Officer Caseload April to June 2018

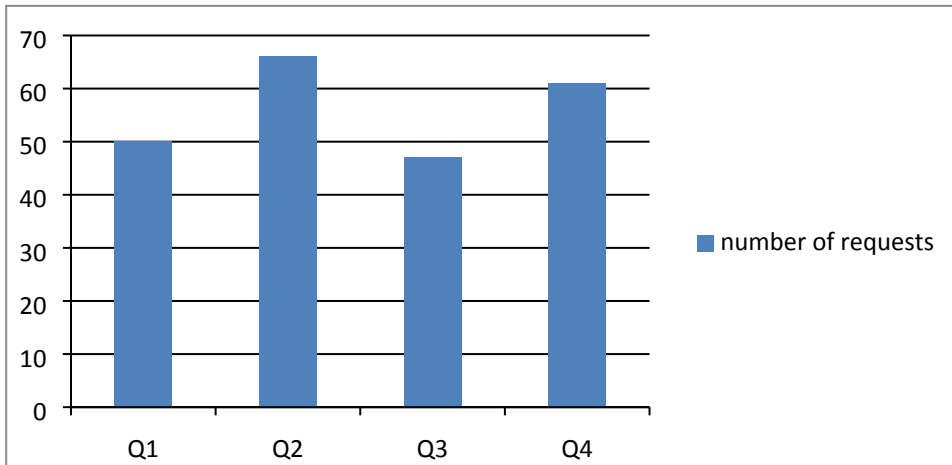
Number of requests



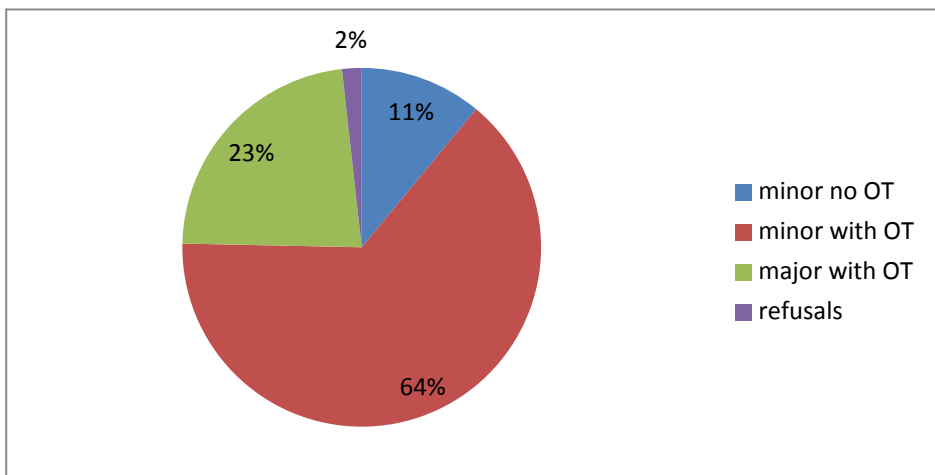
The team have a wide case remit from meeting new tenants, dealing with changes in circumstances, tenancy compliance, advice, assistance and tenancy terminations. Further details regarding type of referral, case actions and outcomes will be reported as the system is implemented and developed.

Intervention Officers Caseload Aids and Adaptations Data 2017/18

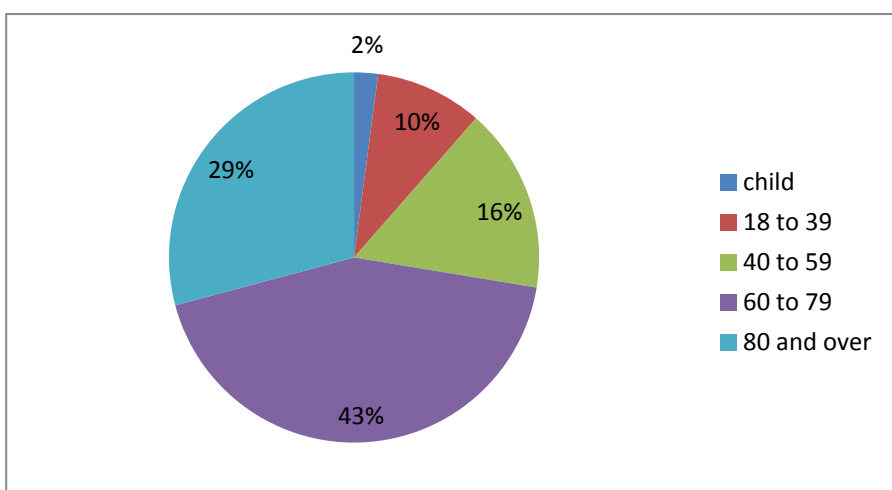
Number of referrals



Type of work requested



Age of applicant



WAVERLEY BOROUGH COUNCIL

HOUSING OVERVIEW & SCRUTINY COMMITTEE

18 SEPTEMBER 2018

Title:

**DRAFT STRATEGY FOR RESPONDING TO REPORTS OF DAMP, MOULD AND
CONDENSATION IN COUNCIL HOMES**

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

Summary and purpose:

This report sets out the Housing Service's draft strategy for responding to reports of damp, mould and condensation in Council homes.

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

The report supports the following corporate priorities: People, Place and Prosperity

Financial implications:

Implementation of the draft strategy is likely to incur maintenance expenditure on both capital and revenue works. Budgets are in place for damp works in capital and revenue. However due to increased tenant awareness and a new procedure, additional spend may well be incurred. Budgets for damp works will be reviewed as part of the upcoming budget setting process to ensure sufficient provision is put in place.

Increased investment in properties to tackle dampness across the stock will help ensure value of stock is maintained which is identified as a key objective for the HRA.

Legal implications:

The strategy addresses internal management and operational issues for Officer/tenant clarity. The legal aspects are set out within the strategy document and non-compliance with relevant provisions will leave the Council open to challenge or complaint. In addition, the Decent Homes Standard is relevant as a measure of general housing conditions introduced by the government. The standard was updated in 2006 to take account of the Housing Act 2004 and the implementation of the Housing Health and Safety Rating System (HHSRS). The standard has four requirements and local authorities are required to ensure that housing stock; (i) meets the current statutory minimum standard for housing; (ii) is in a reasonable state of repair; (iii) has reasonably modern facilities and services; and (iv) provides a reasonable degree of thermal comfort.

1. Introduction

- 1.1 The report on the interim review of the HRA Asset Management Strategy 2015-20 was presented to the Housing Overview and Scrutiny Committee on 3 July 2018. In this report, it was noted that within the 5 year action plan, the following objective had not been achieved:-

“Develop a strategy for tackling dampness across the Council’s stock, including developing a policy/procedure for dealing with damp related issues reported by tenant.”

- 1.2 The report further commented that:-

“Damp related issues continue to be dealt with on an ad-hoc basis which is inefficient and potentially ineffectual. Going forward, there will be a systematic management of cases so that they are monitored and measures assessed for effectiveness.”

- 1.3 In response to the report, a draft strategy has been compiled that outlines the Housing Service’s response to reports of damp, mould and condensation. This is shown as **Annexe 1**.

2. Key features of the draft strategy for responding to reports of damp, mould and condensation

- 2.1 The aims of the draft strategy are outlined and include the following:-

2.1.2 Provide and maintain dry, warm and healthy homes for our tenants.

2.1.3 Work in partnership with tenants to resolve issues of damp and mould in their home. This will include advising them on ways to reduce condensation.

- 2.2 The draft strategy incorporates a definition of and responsibility for damp and condensation. This includes the three main categories of damp: Penetrating damp, rising damp and condensation.

- 2.3 The legal aspects of dealing with damp and mould in tenants’ homes are incorporated in section 3 of the draft strategy. This includes the relevant sections of the tenancy agreement.

- 2.4 Section 4 of the draft strategy details the most common causes of damp and mould within Council properties.

- 2.5 Section 5 of the draft strategy highlights information gathering and actions in respect of responsive damp repairs. The focus of the Housing Service’s approach will be to continue to accurately establish the cause(s) of damp, mould and condensation. This is to make sure that either the tenant takes appropriate action to deal with any condensation, as shown in **Annexe 2**: the ‘tackling damp, mould and condensation in your home information guidance sheet.’ Or the Housing Service is able to raise an order for the most beneficial type of repair to alleviate or eliminate damp or mould in the tenant’s home.

2.6 The concluding section incorporates preventative and monitoring work that includes the following:-

2.6.1 Further promotion to tenants as to how they can prevent and reduce condensation and report damp/mould in their home.

2.6.2 All damp and mould jobs to be reviewed by the Asset Manager every six months, to assess whether the proposed solution has been effective.

2.6.3 The Repairs and Voids Manager identifying a list of components most likely to cause damp and liaising with the Council's main repairs contractor and any other contractor to monitor these items.

2.6.4 Work to alleviate damp in tenants' homes identified by the Stock Condition Surveyor within the Asset Management team when carrying out stock condition surveys.

Recommendation

It is recommended that the Housing Overview and Scrutiny Committee:-

- Considers and supports the Housing Service's draft strategy for responding to reports of damp, mould and condensation.

Background Papers

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

CONTACT OFFICER:

Name: Hugh Wagstaff
Head of Housing Operations

Telephone: 01483 523363
E-mail: hugh.wagstaff@waverley.gov.uk

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THE DRAFT STRATEGY FOR RESPONDING TO REPORTS OF DAMP, MOULD AND CONDENSATION IN COUNCIL HOMES

1) Aims of the strategy

The aims of the strategy are for the Council to:-

- i) Provide and maintain dry, warm and healthy homes for our tenants.
- ii) Work in partnership with tenants to resolve issues of damp and mould in their home. This will include advising them on ways to reduce condensation.
- iii) Make sure the fabric of our homes is protected from deterioration and damage resulting from damp and mould.
- iv) Make sure responsive repairs to alleviate damp (for example work to guttering and drains, replace tiles etc.) are carried out as quickly and efficiently as possible. This will be to minimise damage to the structure, fixtures and fittings of the property.
- v) Know our stock and the type of properties and components that are likely to suffer from damp and mould.
- vi) Plan resources to respond to higher demand. For example, during the winter months.
- vii) Reduce the number of visits by the main repairs contractor/their sub contractor/other contractors. Plus increase the number/percentage of damp related jobs completed in one visit. (First time fix).
- viii) Increase our monitoring of the works undertaken and completed by the main repairs contractor/ their sub contractor(s).
- ix) Reduce the number of jobs raised to alleviate the results of condensation in tenants' homes. This will be through increasing tenants' knowledge of maintaining their home.

2) Definition of and responsibility for damp and condensation

Damp occurs when a fault in the building's basic structure lets in water from outside. Damp can originate from:-

- Leaking or defective pipes, wastes, drainage and overflows.
- Rain water from defective roof coverings, blocked or leaking gutters and broken pipes.
- Penetrating dampness around windows, through walls and due to raised ground levels.
- Rising damp due to lack of, or no effective damp proof course.

There are three main categories of damp:-

Penetrating damp: This occurs if water (rainwater or otherwise) is coming in through a wall or roof, (for example under a loose roof tile) or through cracks. It can be identified by:-

- Discolouration of internal walls or ceilings.
- The presence of tidemarks or salt deposits.
- Blown or blistered plaster.
- Rusted nails in skirting boards and floor timbers.

Random damp patches to walls and ceilings (at any height) may appear and severe black mould on internal walls and window frames may be present.

Rising damp: This is relatively rare and occurs where there is a problem with the damp proof course (DPC). Rising damp results in bricks becoming porous and means water will flow from the ground level and be carried up the brickwork. This will transfer moisture from wet bricks to dry ones.

Like penetrating damp, rising damp usually leaves a tide mark.

Condensation: This occurs when the moisture in the air becomes cooler and tiny water droplets appear on surfaces. Condensation is caused by:-

- Humidity of indoor air.
- Low temperature.
- Poor ventilation.
- Poor insulation.

Condensation usually happens during cold weather and appears on cold surfaces and places where there is little movement of air. For example in corners of rooms, on or near windows, in or behind furniture. If left untreated, mould will begin to grow.

Note:

i) The Council is responsible for dealing with damp as per the tenancy agreement. (See section 8.1(a): *"We will keep the structure and outside of your home in good repair"*).

ii) The landlord does not have an obligation to remedy condensation as per section 8.2 (g): of the tenancy agreement: *"You are responsible for managing condensation levels inside your property by properly ventilating and heating it. You should not dry wet clothes and possessions inside the property on or by radiators or heaters."*

3) The legal aspects of dealing with damp and mould in the home

i) The Council's tenancy agreement

See sections 8.1(a) and 8.1(g) as detailed in section 2: 'Definition of and responsibility for damp and condensation.'

ii) Landlord and Tenant Act (LTA) (1985)

Under section 11(1) (a) of the LTA, landlords have an obligation to "keep in repair the structure and exterior of the dwelling-house". This is a continuing obligation to keep up the standard of repair throughout the tenancy. It also requires the landlord to put the premises into repair if it was not in good repair at the start of the tenancy.

Due to the duty they owe to tenants, the landlord must repair the defect to the structure/exterior of the property which is resulting in damp. "To keep" means that there must have been some form of deterioration before the landlord is liable to repair. Therefore the mere existence of damp does not automatically mean that disrepair has occurred. Section 11 of the LTA is a legally enforceable obligation under which tenants are entitled to compensation.

The landlord does not have an obligation to remedy condensation. This obligation falls upon the tenant due to their duty to act in a "tenant like manner".

iii) Environmental Protection Act (EPA) (1990)

Any occupier is entitled to take action directly where affected by a statutory nuisance. The process involves serving notice and an application to the Magistrates' Court for an order to abate a nuisance, prohibit its recurrence and requiring the Council (as landlord) to undertake remedial work.

The Courts can impose a fine and breach of any order is an offence. The Court can also require compensation to be paid for personal injury loss or damage for a limited period.

If dissatisfied, action could be taken by way of judicial review or complaint to the Ombudsman.

iv) Housing Health and safety rating system (HHSRS) for rented homes

The HHSRS was introduced under the Housing Act (2004) as a risk based evaluation tool to help local authorities identify and protect against potential risks and hazards to health and safety from any deficiencies identified in dwellings. This assessment method focuses on the hazards that are present in housing and means a higher burden can be placed upon landlords generally to minimise or avoid potential hazards and to review conditions regularly including to rectify damp and mould in properties.

Nationally, under HHSRS ratings, many properties have been found to score highly in the category of environmental hazards due to issues such as a lack of damp proofing or poor ventilation. As a result of such defects and in relation to Council properties, Environmental Health Officers can make a report or send an informal notice to Housing Officers. Tenants are also able to pursue issues by way of Waverley's complaint process and to the Housing Ombudsman.

Environmental Health Officers carrying out HHSRS assessments within the borough of Waverley have not found there are many high scoring damp and mould cases. When Environmental Health Officers see condensation or mould within a property, they will consider whether it is capable of being kept warm at a reasonable expense. If there is condensation, they may still decide that the property has an excess cold hazard, whether or not there is an issue of mould or disrepair.

Guidance on HHSRS provided by the Ministry of Housing, Communities and Local Government can be found at:-

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/9425/150940.pdf

v) Defective Premises Act (DPA) (1972)

Under section 4(1) of the DPA, a duty of care is imposed on landlords to ensure that users of their property are reasonably safe from damage or personal injury attributable to a relevant defect. A tenant may be able to claim compensation if their home has been severely damaged or they have suffered adverse health effects due to the condition of the premises. For example damp and mould.

4) The causes of damp and mould

The most common causes of damp and mould within Council properties are as follows:-

i) Cold bridging: Can be caused by insulation not fully extending into the eaves of a roof, as well as poorly installed cavity wall insulation.

ii) Type and location of radiators: Damp can occur when radiators are located on internal walls, creating colder external walls. Plus the radiators may be too small when compared to the size of a room.

iii) Blocked, broken or covered ventilation: Examples would include blocked air bricks and malfunctioning window vents.

iv) No extractor fans in kitchens, bathrooms and utility rooms: Alternatively, extractor fans may be broken, covered or otherwise malfunctioning.

v) Bridging damp: This occurs when bridging damp from render systems (i.e. the textured surface of a wall) goes below the damp proof course (DPC) to ground level. Also when concrete paving and ground levels are increased.

vi) Penetrating damp from render systems: This could be as a result of render systems exceeding their life span. Plus the mix may be too dense.

vii) Lack of pointing on brickwork: This is where poor or broken pointing (i.e. the finish between bricks) on parts of a brick wall may have created cold spots for condensation and penetrating damp.

viii) Finlock gutters: This type of guttering can become defective and this can lead to leaks, resulting in penetrating damp and cold bridging for condensation.

ix) Leaking guttering: This is where guttering is overflowing or blocked and joints are leaking.

x) Leaking roofs: For example when tiles are missing.

xi) Unvented and condensing tumble dryers: These can produce excessive amounts of water vapour, encouraging condensation.

xii) Lack of adequate ventilation is the primary cause of excessive humidity within the home: However drying clothes on radiators, cooking with lids off pans and even tropical fish tanks all add to the moisture levels within a property.

xiii) Fuel poverty: Fuel poverty is becoming a major factor in the increase in damp and mould problems when tenants are unable to heat their home.

5) Procedure for gathering information and taking action in respect of responsive damp repairs

At the initial point of contact by the tenant, the following steps should be undertaken by the Housing Customer Services Team (HCST):-

i) Establish the cause(s) of the damp, mould or condensation from the discussion with the tenant. Also if appropriate, request they submit photographs of the damp to the Council. On receipt of these, the photographs should be scanned in to Council's

document management system, plus referred to the appropriate Housing Maintenance Inspector.

ii) If the mould is considered to be associated with condensation, the Customer Services Officer within HCST should explain the causes of this to the tenant and how it can be reduced/alleviated. Plus they will inform the tenant they will receive the 'tackling damp, mould and condensation in your home information guidance sheet' (shown as **appendix 2**) that will assist them in managing the cause(s) of the condensation. This advises the tenant to contact the Council **after four weeks** if the damp has still not improved.

iii) The condensation could be caused by a lack of heating in the tenant's home as a result of fuel poverty. If the Customer Services Officer feels there could be an issue with the benefits claimed by the tenant, they should be advised to approach their local Citizens Advice for further advice:-

- Godalming: 36 Bridge Street, Godalming, GU7 1HP. Tel. 03448 487 969.
- Cranleigh: Village Way Cranleigh, GU6 8AF. Tel. 03448 487 969.
- Farnham: Montrose House, South Street, Farnham, GU9 7RN. Tel. 03448 487 969.

iv) In addition if the Customer Services Officer or another member of the Property Services team feels there is an issue relating to the tenant's welfare in respect of their capacity to maintain their tenancy, they will refer the matter to the appropriate officer within the Tenancy and Estates team. This will be to see whether any assistance or support can provided to the tenant.

v) If the tenant has already received a leaflet, or the diagnosis highlights another cause, the Customer Services Officer will raise an order for either the main repairs contractor or a Housing Maintenance Inspector to visit the property. This will provide specific instructions of the work to be undertaken and be in accordance with the following criteria:-

Cause	Action
Damp on a ceiling and becoming progressively worse.	Raise a job for a plumber to inspect/repair.
Damp on a ceiling with spores/mould and previous advice given.	Raise a job for a Housing Maintenance Inspector to visit.
Constant wet patch surrounded by a ring that becomes bigger after rain.	Raise a job for a Housing Maintenance Inspector to visit.
Constant wet patch surrounded by a ring that becomes bigger every day regardless of rain.	Raise a job for a Housing Maintenance Inspector to visit.
Mould spores in the corner of a room behind furniture.	Raise a job for a Housing Maintenance Inspector to visit.
If the tenant has decorated over a recent leak that has reappeared.	Raise a job for a Housing Maintenance Inspector to visit.

vi) When an inspection in respect of damp is carried out by an officer of the Council or a contractor, where practical they will survey the following:-

1. The heating system.
2. Damp and humidity (which should be measured).
3. Pipework.
4. Rainwater goods.
5. The damp proof course (DPC).
6. Loft insulation.
7. Cavity wall insulation.
8. Thermal imaging.¹

vii) Following the inspection, the results of the survey will be evaluated by the Housing Maintenance Inspector to establish the cause of the problem. **Within five working days of the inspection**, the tenant will be advised by a Customer Services Officer within the HCST of the following:-

- Actions they should take to alleviate the damp/mould.
- Further work the Council will undertake to alleviate the damp/mould and the timescale for this.

viii) **Damp work over £300 will be post inspected by the Housing Maintenance Inspector and undertaken within ten working days of the application for payment being 'Submitted to Client' by the contractor.** Following the post inspection the job will either be passed or failed.

ix) **Damp work over £1000 or that considered to be more major or complex (for example where they adversely affect a number of properties or involve a number of jobs)** should be referred to the Repairs and Voids Manager for consideration and approval. The job will be presented with a fully costed order, together with photograph(s) of the damp work required.

x) **Damp work up to a value of £1000 or of a standard nature will continue to be carried out as lower cost/minor works repairs.** This work will generally be restricted to minor repairs rather than the replacement of components.

6) Preventative and monitoring work

This will include the following:-

i) Further promotion to tenants as to how they can prevent and reduce condensation and report damp/mould in their home. (See 4(ii)). This will be by the following means:-

- The Housing Customer Services team continuing to send the 'tackling damp, mould and condensation in your home information guidance sheet' to those reporting issues associated with condensation in their home.

¹ This will be carried out by a contractor instructed by the Housing Service.

- Incorporating the 'tackling damp, mould and condensation in your home information guidance sheet' within the Council's website.
- Publicising advice on tackling damp, mould and condensation via social media, prior to the commencement of winter.
- Publicising advice on tackling damp, mould and condensation via the Tenants' Panel.
- Publicising advice on tackling damp, mould and condensation at future tenant events. For example, Mutual Exchange roadshows.
- Incorporating the tackling damp, mould and condensation in your home information guidance sheet' within the new tenants' sign up pack.
- Incorporating the tackling damp, mould and condensation in your home information guidance sheet' within quarterly rent statements to tenants.
- Including advice and information relating to damp, mould and condensation within future editions of the Council publication: 'Homes and People.'

ii) **All damp and mould jobs being reviewed by the Asset Manager every six months to assess whether the proposed solution has been effective.** If necessary, he/she will liaise with the Senior Surveyor to assess whether any planned work (for example cavity wall insulation) will be necessary.

iii) In conjunction with ii) above, the Repairs and Voids Manager will identify a list of components most likely to cause damp and liaise with the Council's main repairs contractor and any other contractor to monitor these items. The intention of this process will be to consider whether the replacement of these components could be covered by a cyclical or planned works programme.

iv) Work to alleviate damp in tenants' homes will be identified by the Stock Condition Surveyor within the Asset Management team when carrying out stock condition surveys. This will involve the following actions:-

- Database Support within the Asset Management team to pass any such reports to the Planned Works team (if required) on a weekly basis as a responsive or planned repair.
- Database Support mapping blocks or groups of houses within an area that may be susceptible to damp. This information will be presented to the Repairs and Voids Manager, Senior Surveyor and Asset Manager to make a decision on any planned or programmed work that may be necessary.



Tackling damp, mould and condensation in your home

What is damp?

Damp occurs when a fault in the building's structure lets in water from the outside. Damp can originate from:-

- Leaking pipes, wastes, drainage and overflows.
- Rain water from defective roof coverings, blocked or leaking gutters and broken pipes.
- Penetrating dampness around windows, through walls and due to raised ground levels.
- Rising damp due to lack of, or no effective damp proof course.

What is condensation?

This occurs when the moisture in the air becomes cooler and tiny water droplets appear on surfaces. Condensation is caused by:-

- Humidity of indoor air.
- Low temperature.
- Poor ventilation.
- Poor insulation.

Condensation usually happens during cold weather and appears on cold surfaces and areas where there is little movement of air. For example in corners of rooms, on or near windows, in or behind furniture. If left untreated, mould will begin to grow.

Do's and don'ts to reduce condensation in the home

Do

- Make sure your home is properly heated: Try to leave the heating on a low to moderate setting for long periods.
- Have the right balance between heating, ventilation and insulation.
- In the short term, wipe off the condensed water from windows and cills with a fungicidal wash, every morning when condensation is occurring. Wring the cloth out in a sink rather than drying it out on a radiator.
- Always cook with pan lids on and turn the heat down once the water has boiled.
- Only use the minimum amount of water for cooking vegetables.
- If you use a tumble dryer, make sure it is vented to the outside.
- Always run an extractor fan or open a window when showering or cooking.
- Keep trickle vents open at all times.
- Close the bathroom and kitchen doors when these rooms are in use. You should do this even if these rooms have extractor fans.
- Put cold water in the bath before adding hot.
- Allow space for air to circulate in and around your furniture.
- Leave space between the backs of wardrobes and the wall.
- Where possible, position wardrobes against internal rather than external walls.
- Dry clean carpets that have mildew.

Don't

- Never dry laundry on radiators: You should make sure that if possible, you dry washing out of doors or put it in the bathroom with the door closed and the window open or extractor fan on.
- Don't leave kettles boiling.
- Don't use paraffin and portable flueless bottled gas heaters. These can produce a lot of moisture.
- Never overfill wardrobes and cupboards because this restricts air circulation.
- Don't use your gas cooker to heat the kitchen because this appliance produces moisture when burning gas.
- Never block permanent ventilators. For example vents to windows, airbricks to walls and chimney breasts.

Please follow the do's and don'ts advice for a four week period.

If after four weeks of following the do's and don'ts advice, the condensation in your home has still not improved, you should contact the **Housing Customer Services team again on 0330-1193000**. One of our Customer Services Officers may then arrange for an inspection of your home to be carried out to establish if there is damp.

WAVERLEY BOROUGH COUNCIL

VALUE FOR MONEY AND CUSTOMER SERVICE O&S – 10 SEPTEMBER 2018

COMMUNITY WELLBEING O&S – 11 SEPTEMBER 2018

ENVIRONMENT O&S – 17 SEPTEMBER 2018

HOUSING O&S – 18 SEPTEMBER 2018

Title:

**CORPORATE PERFORMANCE REPORT
Q1 2018/2019
(APRIL - JUNE 2018)**

**[Portfolio Holder: All]
[Wards Affected: All]**

Summary and purpose:

The aim of the Corporate Performance Report is to report a quarterly analysis of the council's performance. The Performance Report, providing performance analysis for the first quarter of 2018-19, is set out at Annexe 1. The report is being presented to each of the Overview and Scrutiny Committees for comment and any recommendations they may wish to make to the Executive.

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

Waverley's Performance Management Framework and the active management of performance information helps to ensure that Waverley delivers its Corporate Strategy.

Equality and Diversity Implications:

There are no direct equality and diversity implications in this report. Equality impact assessments are carried out when necessary across the council to ensure service delivery meets the requirements of the Public Sector Equality Duty under the Equality Act 2010.

Financial implications:

There are no resource implications in this report. Active review of Waverley's performance information, including financial data, is an integral part of the corporate performance management process, enabling the council to maintain value for money across its services.

Legal Implications:

Some indicators are based on statutory returns, which the council must make to the Government.

Background

In order to align the performance reporting with the new Corporate Strategy, and to provide a more complete picture of the council's performance, the new Chief Executive has initiated changes to the performance reporting format for 2018-19, following consultation with members of the Executive, the Chairs of the Audit and Overview and Scrutiny Committees and the senior management team. Previously, each of the four Overview and Scrutiny (O&S) Committees and the Executive received a quarterly report on key performance indicators and a biannual report on progress of service plans. The

new report includes a broader range of performance measures and provides a more comprehensive picture of the council's overall performance.

As this is the first report in the new format, it is likely that further amendments and improvements will be made before Q2 as a result of feedback from managers and councillors.

New Performance Report

The new format presents quarterly performance updates for each service area on the following:

- Key performance indicators
- Progress of service plan actions
- Progress of Internal Audit recommendations
- Complaints
- Workforce data
- Finance

It is intended that future reports will also include the status of corporate projects. This will take account of the recent O&S recommendations on project management, which are being incorporated into a new suite of consistent project documentation.

The new layout gives an overall corporate summary of performance followed by an overview of each service area by the accountable Head of Service including key successes, lessons learnt and any issues needing to be brought to councillors' attention. The narrative sections of the report have been increased to improve the explanations and to include factors that might not be highlighted by the data, thereby presenting a more complete and rounded account of how the council is performing.

The Overview & Scrutiny Committees have the following service areas remits:

Value for Money and Customer Service O&S Committee:

- Customer and Corporate Services
- Finance
- Policy and Governance

Community Wellbeing O&S Committee:

- Communities Services
- Environmental Services – Licencing only

Environment O&S Committee:

- Environmental Services
- Planning

Housing O&S Committee:

- Housing Operations
- Housing Strategy and Delivery

As this is the first time that the new format is being presented, the committees' discussions will help to shape future format improvements.

Recommendation

It is recommended that the Overview & Scrutiny Committees:

1. Considers the performance of the service areas under the remit of the committee as set out in Annexe 1 to this report and makes any recommendations to senior management or the Executive as appropriate.

Background Papers

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

CONTACT OFFICER:

Name: Tom Horwood
Title: Chief Executive
Telephone: 01483 523238
E-mail: tom.horwood@waverley.gov.uk

Name: Nora Copping
Title: Policy & Performance Officer
Telephone: 01483 523465
E-mail: nora.copping@waverley.gov.uk

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Corporate
Performance Report
Q1 2018/19
(April - June 2018)








Report Publication Date: 31 August 2018

Report Content Page

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9	Service Dashboard	Housing Strategy & Delivery	Andrew Smith	30

RAG Rating Legend

Performance Indicators RAG Legend

	Data only	Data only KPI, no target, not due
	Green	On target
	Amber	Up to 5% off target
	Red	More than 5% off target
	Not available	Data not available

Service Plans. Internal Audit, Project Management RAG

Completed
On track
Off track - action taken / in hand
Off track - requires escalation
Cancelled

1. Corporate Dashboard – All Services

Quarter 1 2018-19 Performance Summary from the Management Board on Key Successes, Lessons Learnt, Areas of Concern

Chief Executive's quarterly report:

This is the first report in the new format, providing a more comprehensive snapshot of the Council's performance at the end of June 2018. We expect to make further format improvements as a result of feedback on this new style and approach.

Overall performance is very good with most performance indicators and service plan actions on track. The Service chapters include additional commentary on these and on the actions in train on those targets that are off track. The Council's operational finances are also on track compared with the Budget set by councillors in February.

There are many performance highlights that are reflected in the Service chapters, including:

- Workshops with councillors and engagement with external stakeholders on the Council's new Corporate Strategy, which was then adopted in July
- Meeting the new, earlier deadlines for the closure of last year's accounts
- The 'Good' Ofsted rating for Waverley Training Services
- Progress with the Local Plan Part 2
- Successfully-run by-elections in Farnham
- Implementation of the Homelessness Reduction Act
- Progress with new housing at Ockford Ridge, Godalming
- The Council undertaking its Investors in People review, with the news in August that we achieved the new, more rigorous standard

In addition:

- The Council approved new strategies or policies for housing, homelessness, property investment, treasury management, the Community Infrastructure Levy and leisure centre investment
- The new civic year commenced with a new Mayor
- We have implemented the new General Data Protection Regulations
- We have implemented the new requirement to report on our 'gender pay gap' for 2017, which showed that we employ more women than men and more than most councils among the 25% highest paid, but that our overall pay gap in favour of men is higher than the average for councils

In the coming months, we will be focusing on:

- Continuing to work with councillors and staff on the budget for next year and beyond, in the face of massive financial pressure and the elimination of government grant
- Defending the borough's Local Plan from judicial review, with a High Court hearing due in October
- Considering the report of the Planning Service peer review
- Oversight of the Brightwells regeneration scheme in Farnham
- Supporting the Police investigation into air quality data, as reported to the Audit Committee in the Annual Governance Statement
- Developing a new HR Strategy, using the Investors in People report as helpful evidence
- Supporting Surrey County Council on its transformation programme and the publication of the

draft 'Surrey Vision'

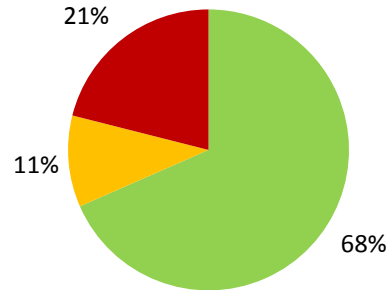
- Government consultations on social housing, right to buy and local government funding
- Preparing for the May 2019 borough, parish and town council elections, including a prospective councillor event on 10 September

Tom Horwood, Chief Executive

Performance Indicators Status

Q1 All Corporate KPIs

Total	100%	38
Green	68%	26
Amber - less than 5% off target	11%	4
Red - over 5% off target	21%	8

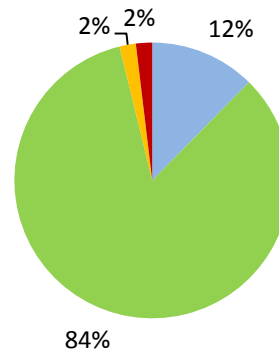


Comment: The services performed well in the first quarter with 68% of indicators performing on target. The service specific dashboards contain further details on underperforming indicators and what actions are being taken.

Service Plans - Actions Status

Corporate Service Plan Actions

Total	100%	210
Completed	12%	26
On track	84%	176
Off track - action taken / in hand	2%	4
Off track - requires escalation	2%	4
Cancelled	0%	0



Comment: The majority of service plan actions are on target. The details of service specific performance can be found under individual dashboards.

Internal Audit – Overdue Actions Status

Note: The Internal Audit section was included for information only, as the scrutiny function of this service area falls under the remit of Audit Committee, which monitors the Internal Audit recommendations at their quarterly meetings. For further details, please refer to the most recent progress report from the Committee meeting on the 24 July..

1. [IA18/21.005 Final Payment Process](#)
2. [IA18/22.001 Code of Conduct](#)

Comment: At the end of first quarter there were two outstanding Internal Audit actions for the service areas of: Finance and Policy and Governance. The details can be found under the individual service specific dashboards

Complaints

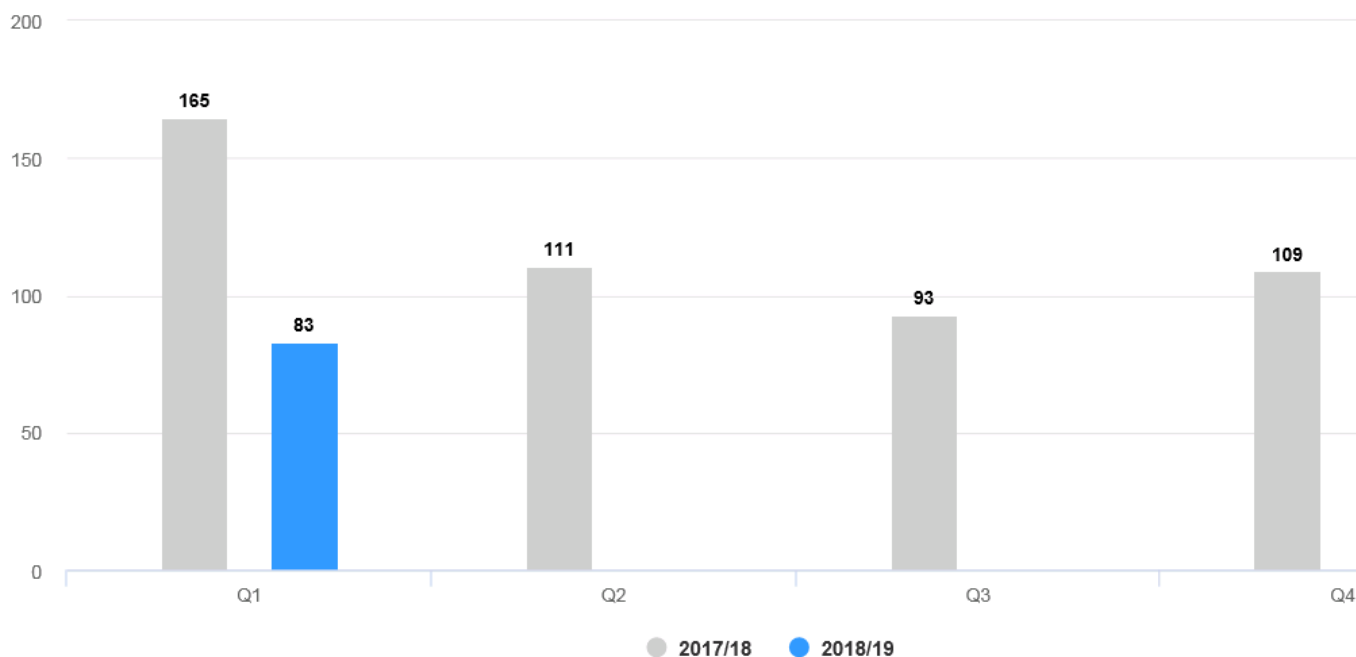
Q1 2018-19 (1 April 2018 - 30 June 2018)

Service Area	Level 1 (10 working days)			Level 2 (15 working days)			Ombudsman	
	Total Number of Complaints	Dealt with on time	Response Rate	Total Number of Complaints	Dealt with on time	Response Rate	Number of Complaints Concluded in the quarter	Status
Communities	2	2	100.00%	0	0		0	
Customer & Corporate	0	0		0	0		0	
Environment	13	13	100.00%	2	2	100.00%	0	
Finance	6	5	83.33%	2	2	100.00%	4	Not upheld
Housing Operations	25	18	72.00%	8	8	100.00%	0	
Housing Strategy & Development	8	7		1	1	100.00%	1	Not upheld
Planning	9	6	66.67%	4	4	100.00%	0	
Policy & Governance	0	0		0	0		0	
Total	63	51		17	17		5	0

Total Complaints	85
-------------------------	-----------

	Response Rate	Target		Status
Level 1	80.95%	95%		over 5% off target
Level 2	100.00%	95%		on target
Total	85.00%	95%		over 5% off target

PG1 - Total Number of Complaints

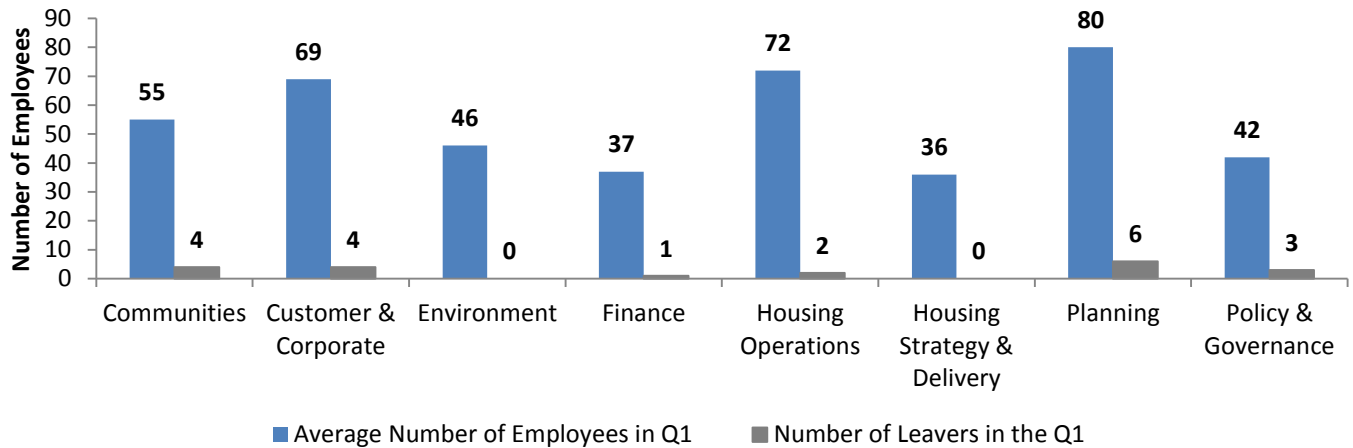


Comment: The response rate for complaints at level 2 is on track. However, the overall performance was impacted by the Level 1 response rate in Planning and Housing. Further information on this is within those services' commentaries. The overall number of complaints has fallen from the previous quarter and compared with this quarter last year. Service teams' nominated complaints officers have been asked to identify any wider trends or issues that may need escalation to senior management; none have been identified as yet. The Local Government and Social Ombudsman has concluded proceedings on 5 complaints in the first quarter and none of them were upheld. This referred to Council Tax (2), Benefits (2) and a Housing complaint not related to a tenancy. There were no decisions made by the Housing Ombudsman in that period.

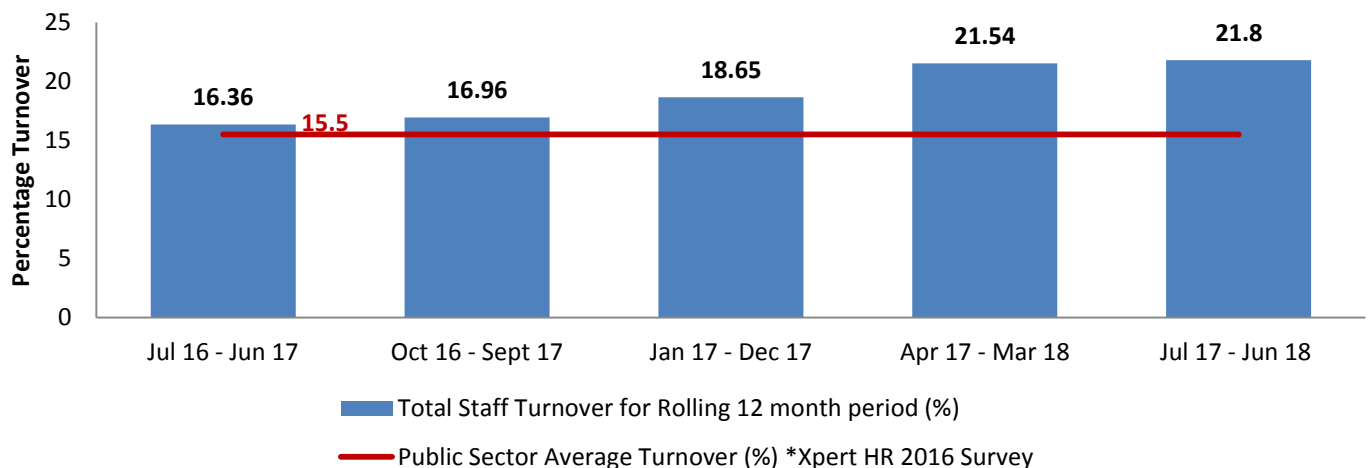
Workforce data – Corporate Level

Workforce Levels & Turnover

Workforce Levels Q1 2018-19



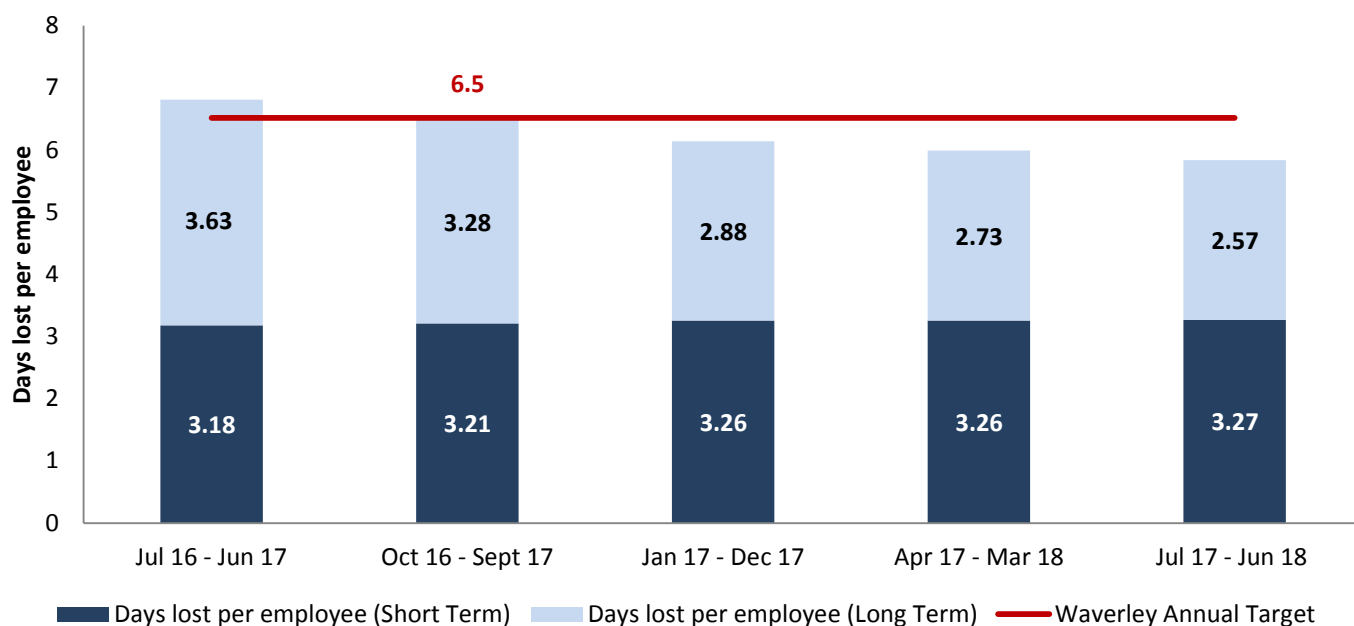
Staff Turnover Rolling 12 months - June 2018



Comment: The Corporate average of employees in the first quarter was 444 people in total, with 20 leavers in that period. The turnover issues were escalated to the Management Board and the analysis of the underlying data is being conducted to identify causes and to devise an action plan if necessary. Going forward the turnover will be benchmark against the Public Sector Average giving a clearer picture of performance.

Sickness Levels

Absence Data Rolling 12 months - June 2018



Comment: There are no areas of particular concern regarding staff sickness levels. In the past 4 quarters the aim of keeping low sickness levels has been achieved with the absence remaining within the annual target of 6.5 days.

Finance Update

Row Labels	Approved Budget - Expenditure '000	Approved Budget - (Income) '000	Approved Budget - Net '000	Forecast Outturn '000	Full Year Variance '000	Notes from Head of Service
Community	9,985	-7,076	2,908	2,900	-9	Projecting a favourable variance. Borough Hall income targets are challenging; management team are reviewing terms and conditions and operating procedures. Leisure Centre initial profit share has exceeded expectation. However, impact of the closure of Dogflud car park has yet to be felt.
Customer & Corporate	5,668	-6,339	-671	-671	-	On track.
Environment	10,495	-9,211	1,283	1,283	-	On track.
Finance	33,779	-32,412	1,367	1,370	2	Projecting a minor adverse variance.

Planning	8,729	-6,521	2,209	2,196	-13	Projecting a favourable variance. Under-achievement in building control income by an estimated £35,000, partly offset by minimising spend and staff savings. Additional £26,000 S106 monitoring income received for historic agreement (Amlets Lane).
Policy & Governance	6,726	-3,854	2,871	2,877	6	Projecting an adverse variance of £6,000, relating to a spend against the Strategic HR budget in relation to staffing matters.
Housing Operations	32,190	-33,012	-822	-822	-	On track.
Housing Strategy	3,431	-748	2,683	2,683	-	On track.
Grand Total	111,002	-99,174	11,828	11,815	-13	Projecting a favourable variance.

Section 151 Officer quarterly feedback:

I have reviewed the position against budget at the end of Quarter one and I am satisfied that the material areas of revenue income and expenditure are broadly on track at this point. This table is a summary of the more detailed financial monitoring work that is undertaken which included detailed monthly reports and analysis on pay costs and weekly income summaries, in addition to the monthly meetings between the finance team and service heads.

Graeme Clark, Strategic Director (and Section 151 Officer)

2. Service Dashboard – Customer & Corporate Services

Key Successes & Lessons Learnt, Areas of Concern

Head of Service quarterly feedback:

It has been business as usual across much of the service, although the Team took over full management of the Godalming Community Meals Service earlier this year. This last quarter (Q1 2018/2019) being the first full quarter this has been the case. The dependence on a cohort of volunteers presents a different management challenge.

Successes

- Five star health and safety rating for the Restaurant
- Swift action by the Community Meals Team almost certainly saved the life of a customer
- Continued delivery of the IT Service despite the departure of key staff
- Income generated from the commercial property portfolio

Areas of Concern

- Re-structures in IT and Scanning/Print/Post
- Marketing Wey Court East
- Recruitment of Cleaning staff

David Allum, Head of Customer and Corporate Services

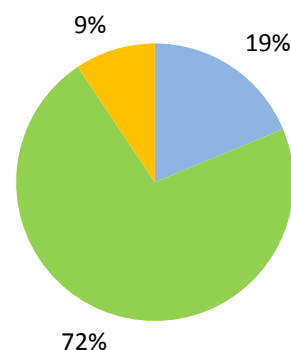
Performance Indicators Status

Comment: This service area does not have any established KPIs. The current customer service review will be exploring what measures could be used for performance monitoring in the future. This service consists of following teams: Facilities, IT, Office Support, Estates, Property & Engineering.

Service Plans - Actions Status

Customer & Corporate Service Plan Actions

Total	100%	32
Completed	19%	6
On track	72%	23
Off track - action taken / in hand	9%	3
Off track - requires escalation	0%	0
Cancelled	0%	0



Comment: The majority of the Service Plan actions are on track for completion. There are 3 actions which are currently off track, but actions are taken to address them.

SP18/19CC1.1 Establish mechanisms to facilitate the implementation of the outcomes of the Foresight Customer Services Review.

SP18/19CC2.5 Agree a future option for the replacement of The Bury's

SP18/19CC5.1 Ensure the Memorial Hall is equipped as a back up centre for the Council's operations in the event of a business continuity incident

A submission on the newly revised Project Initiation Document template has been made for the customer service proposals which if accepted will lead to full implementation. The first report from consultants on the options for this site is expected later this month (August 2018). The Memorial Hall is expected to be handed over later this month also.

Internal Audit - Actions Status

Comment: There are no outstanding Internal Audit actions for this service area in the first quarter of 2018/19.

Complaints

Level	Level 1	Level 2	Ombudsman
Quarterly Number	0	0	0
Deal with on time	0	0	0
Response Time	10 days	15 days	
Response Rate	N/A	N/A	N/A

Comment: There were no complaints received for this service area in the first quarter of 2018/19.

Workforce – Q1 update

Comment: No concerns on absence and turnover.

Finance Update

Service Area	Approved Budget - Expenditure '000	Approved Budget - (Income) '000	Approved Budget - Net '000	Forecast Outturn '000	Full Year Variance '000	Notes from Head of Service
Customer & Corporate	5,668	-6,339	-671	-671	-	On track

3. Service Dashboard – Finance

Key Successes & Lessons Learnt, Areas of Concern

Head of Service quarterly feedback:

Revenues team: A significant amount of work has been done on analysing the current business process and evidence gathering on the current inefficiencies in the administration process. Statement of Accounts for 2017/18 published, with an unqualified audit report, recognising that the new earlier 31 July deadline was achieved.

Budget setting – is now getting underway involving Scrutiny committees, finance team are planning the process and will communicate with the services next week. Managers group budget special is on 6th August.

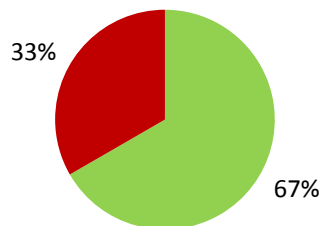
O&S Value for Money and Customer Service strategic budget review is under way. The first of five work streams has been completed, focusing on what services are currently delivered and the opportunity to increase charges and cost recovery. A report will be going to Executive briefing on the findings and recommendations.

Peter Vickers, Head of Finance

Performance Indicators Status

Finance KPIs






Total	100%	6
Green	67%	4
Amber	0%	0
Red	33%	2



...	Code	Value	Target	Short Trend	Long Trend	History
✓	F NI 181a	13.0	20.0	–	↑	
✓	F NI 181b	7.0	9.0	↓	↓	
✓	F1 LI6a	30.2%	24.8%	↓	↓	
✓	F2 LI6b	29.4%	24.8%	↓	↓	
●	F3 LI5	84.55%	99.00%	↓	↓	
●	F4	67.74%	90.00%	↑	↓	

1. **F NI 181a** Time taken to process Housing Benefit/Council Tax Benefit new claims
2. **F NI 181b** Time taken to process Housing Benefit/Council Tax Support change events
3. **F1 LI6a** % of Council Tax collected
4. **F2 LI6b** Percentage of Non-domestic Rates Collected
5. **F3 LI5** % of invoices paid within 30 days or within supplier payment terms
6. **F4** % of invoices from small/ local businesses paid within 10 days

Legend

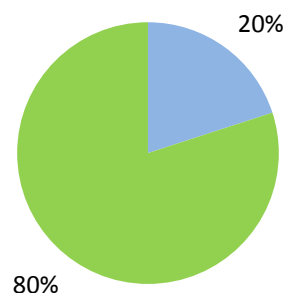
	Data only	Data only KPI, no target, not due
	Green	On target
	Amber	Up to 5% off target
	Red	More than 5% off target
	Not available	Data not available

Comment: The service performed well in the first quarter of 2018/19. However, there were still performance issues related to invoice payments due to implementation of the new purchasing application and a high work volume. Improvements have been seen in the number of local business invoices paid (F4) with 67.74% in Q1 compare to 56.4% in Q4 invoices paid on time (21 out of 31). A team supervisor has been recruited to increase leadership.

Service Plans - Actions Status Q1

Finance Service Plan Actions


Total	100%	15
Completed	20%	3
On track	80%	12
Off track - action taken / in hand	0%	0
Off track - requires escalation	0%	0
Cancelled	0%	0



Comment: The completion of the service plan progresses well, with all objectives on track for completion.

Internal Audit - Actions Status Q1

Note: The Internal Audit section was included for information only, as the scrutiny function of this service area falls under the remit of Audit Committee, which monitors the Internal Audit recommendations at their quarterly meetings. For further details, please refer to the most recent progress report from the Committee meeting on the 24 July.

Code & Title	Start Date	Due Date	Head of Service
 IA18/21.005 Final Payment Process	10 Apr 2018	30 Jun 2018	Vickers, Peter

Comment: There is 1 overdue Internal Audit action for this service area at the end of Q1 2018-19. This has been resolved and a new final payment process agreed.

Complaints Q1

Level	Level 1	Level 2	Ombudsman
Quarterly Number	6	2	0
Dealt with on time	5	2	0
Response Time	10 days	15days	
Response Rate	83.33%	100%	N/A

Comment: In the first quarter only 1 complaint at Level 1 missed its target response time of 10 days. This concerned a complex issue that required some detailed investigation.

Workforce – Q1 update

Comment: No concerns on absence and turnover.

Finance Update Q1

Service Area	Approved Budget - Expenditure '000	Approved Budget - (Income) '000	Approved Budget - Net '000	Forecast Outturn '000	Full Year Variance '000	Notes from Head of Service
Finance	33,779	-32,412	1,367	1,370	2	

4. Service Dashboard – Policy & Governance

Key Successes & Lessons Learnt, Areas of Concern

Head of Service quarterly feedback:

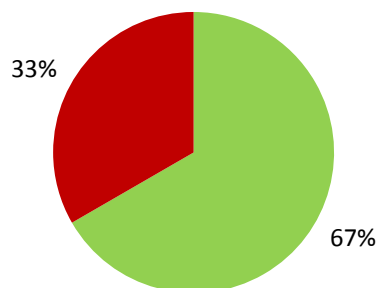
Q1 has been incredibly busy with a number of key actions progressed. The Corporate Policy team supported the Chief Executive in developing and agreeing a new corporate strategy, a new approach to quarterly performance management and a new approach to complaints handling and also led on GDPR preparations and the budget review scrutiny working group. Human Resources became part of the service under a new integrated structure, with a new HR manager and a new office base. A new HR strategy and underpinning action plan was drafted and the liP assessment took place. The Elections team ran a successful by-election in Farnham and continued to plan for all out May 2019 elections. A new Democratic Services Manager was appointed from within the team. She has successfully ensured continuity of the busy committee timetable including two Full Council meetings and is planning a number of service quality improvements. The Legal Team continued to successfully defend a number of high profile and complex legal challenges. Initial drafts of internal and external Communications strategies and the next edition of *Your Waverley* were written.

Robin Taylor, Head of Policy & Governance

Performance Indicators Status

Policy & Governance KPIs

Total	100%	3
Green	67%	2
Amber	0%	0
Red	33%	1
Data only		6



...	Code	Value	Target	Short Trend	Long Trend	History
	HR1 (LI2c)	4.51%		↑	↑	
	HR2 (LI2)	1.31	1.63	↑	↑	
	PG1 (M2 (LI 1b))	83		↓	↓	
	PG2a	63				
	PG2b	18				
	PG2c	2				
	PG3a	80.95%	95.00%			
	PG3b	100.00%	95.00%			
	PG3c	100.00%	95.00%			

1. **HR1 (LI2c)** Staff Turnover - All leavers as a % of the average number of staff in a period
2. **HR2 (LI2)** Working Days Lost Due to Sickness Absence
3. **PG1 (M2 (LI 1b))** Total number of complaints received
4. **PG2a** The number of compaints received - Level 1
5. **PG2b** The number of compaints received - Level 2
6. **PG2c** The number of compaints received - Ombudsman
7. **PG3a** The % of complaints responded to on time - Level 1
8. **PG3b** The % of complaints responded to on time - Level 2
9. **PG3c** The % of complaints responded to on time - Ombudsman

Legend

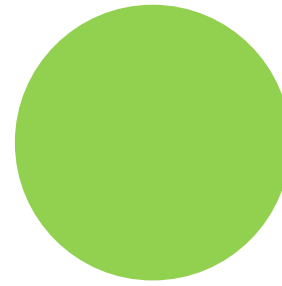
	Data only	Data only KPI, no target, not due
	Green	On target
	Amber	Up to 5% off target
	Red	More than 5% off target
	Not available	Data not available

Comment: In the first quarter only 1 indicator didn't meet its target and this concerns the response rate at level 1 which took longer to resolve in three service areas: Finance, Housing and Planning. The new indicators approved by the Executive at the end of last year are now in place measuring the number of complaints and the response rate at Level 1, Level 2 and Ombudsman. The services' nominated complaints officers have been asked to report back to the Management Board on trends and issues.

Service Plans - Actions Status

P&G Service Plan Actions

Total	100%	27
Completed	0%	0
On track	100%	27
Off track - action taken / in hand	0%	0
Off track - requires escalation	0%	0
Cancelled	0%	0




100%

Comment: Currently all 27 service plans actions progress on target.

Internal Audit - Actions Status

Note: The Internal Audit section was included for information only, as the scrutiny function of this service area falls under the remit of Audit Committee, which monitors the Internal Audit recommendations at their quarterly meetings. For further details, please refer to the most recent progress report from the Committee meeting on the 24 July.

Code & Title	Start Date	Due Date	Head of Service
 IA18/22.001 Code of Conduct		30 Jun 2018	Taylor, Robin

Comment: There is one outstanding audit action in Policy and Governance which relates to the gifts and hospitality audit. The action is for the Council to remind all members of staff of the importance of adhering to the staff code of conduct in relation to gifts and hospitality and to update the online gift and hospitality form to include links to the staff gifts and hospitality code of conduct to make it easily accessible. This action will be completed by the Democratic Services Manager in Q2.

Complaints

Level	Level 1	Level 2	Ombudsman
Quarterly Number	0	0	0
Dealt with on time	0	0	0
Response Time	10 days	15days	
Response Rate	N/A	N/A	N/A

Comment: There were no complaints raise against this service area in the first quarter of 2018/19.

Workforce – Q1 update

Comment: Of the 6 non-apprentice vacancies, 1 is in communications and PR and 1 is in Corporate Policy. The remaining 4 are within Legal Services. All are either at live recruitment stage or will go be advertised within Q2.

Finance Update

Service Area	Approved Budget - Expenditure '000	Approved Budget - (Income) '000	Approved Budget - Net '000	Forecast Outturn '000	Full Year Variance '000	Notes from Head of Service
Policy & Governance	6,726	-3,854	2,871	2,877	6	Projecting an adverse variance of £6,000, relating to a spend against the Strategic HR budget in relation to staffing matters.

5. Service Dashboard – Communities

Key Successes & Lessons Learnt, Areas of Concern

Head of Service quarterly feedback:

Successes - Waverley Training Services had an Ofsted Inspection during this quarter and the Service achieved a GOOD score across the board. This is the first time WTS has received such a high grade and is a testament to the hard work of Adele and her team.

There have been a record number of visitors to Frensham Ponds this quarter. The high number of visitors creates challenges for the management team, the challenge has been subject to Joint Action with our ranger, community safety, police, enforcement teams and the national trust working together to minimise anti-social behaviour through education and enforcement which has proven to be successful.

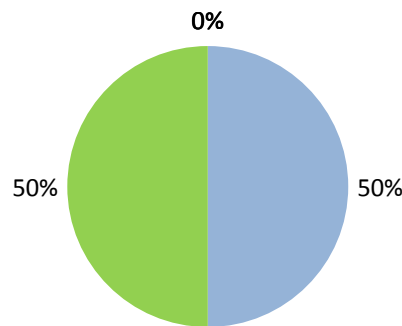
Preparation work has begun on the Brightwells scheme with the completion of the archaeological digs and the improvements to the construction bridge, work is ongoing with the engagement of key stakeholders.

Kelvin Mills, Head of Communities and Special Projects

Performance Indicators Status Q1

Communities KPIs






Total	100%	8
No Target	50%	4
Green	50%	4
Amber	0%	0
Red	0%	0
Not Available	0%	0



Code	Value	Target	Short Trend	Long Trend	History
✓ C1	501,438	448,000	↓	↓	
📊 C2	1,374				
📊 CS10	1826.00		↓	↓	
✓ CS11	91.11	90.00			
✓ CS12	78.33	75.00	↑	↑	
✓ CS13	77.05	70.00	↑	↑	
📊 CS14	29.00	7.50	↑	↑	
📊 CS9	1,826		↓	↓	

1. **C1** Total number of visits to Waverley leisure centres
2. **C2** Total number of attendees of the health and wellbeing activities throughout the borough in a quarter
3. **CS9** Total number of Careline clients
4. **CS10** Total number of Careline calls per quarter
5. **CS11** Critical faults dealt with within 48 hours per quarter
6. **CS12** Apprentice overall success rate per quarter (75% target)
7. **CS13** Apprentice timely success rate in gaining qualification in the time expected (70% target) - quarterly figure
8. **CS14** Number of apprentices on study programmes (cumulative year to date with the annual target of 30)

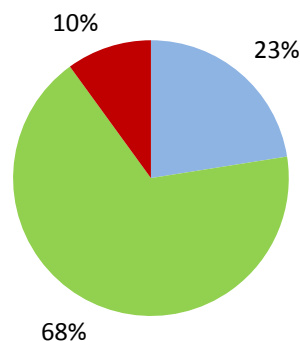
Legend

	Data only	Data only KPI, no target, not due
	Green	On target
	Amber	Up to 5% off target
	Red	More than 5% off target
	Not available	Data not available

Comment: In the first quarter all KPIs with associated target performed well, exceeding targets. There are currently no areas of concern. It is especially pleasing to see the achievement rates of the learners at Waverley Training Services and the number of calls being dealt with effectively in this first quarter by our Careline service.

Service Plans - Actions Status Q1

Total	100%	40
Completed	23%	9
On track	68%	27
Off track - action taken / in hand	0%	0
Off track - requires escalation	10%	4
Cancelled	0%	0



Off track actions which requires escalation

1. **SP18/19CS2.1** Complete works and oversee move of Gostrey Centre and Waverley Training Services.
2. **SP18/19CS3.3** Launch new Live Streaming Offer
3. **SP18/19CS4.1** Write and launch Marketing Plan
4. **SP18/19CS8.1** Consult and write a new Economic Development Strategy in line with Council's new corporate priorities. Present to Overview & Scrutiny (VFM). Adoption of Strategy and accompanying action plan by Executive and Council.

Comment: Progress on service plan actions is good with most actions progressing on track for completion. There are 4 actions which are currently off track, but corrective steps are being taken:

- SP18/19CS2.1 – The Memorial Hall refurbishment works have been delayed, completion is expected at the end of August. Additional project management expertise has been brought in to oversee the final stages of work.
- SP18/19CS3.3 & S4.1 – the launch of the live streaming offer at the Borough Hall has been put back as equipment had to be replaced before the service could be offered. The Marketing plan will be launched to coincide with the new offer.

- SP18/19CS8.1 – The consultation time for the draft Strategy was extended to allow further feedback. This Strategy is scheduled for October Council.

Internal Audit - Actions Status

Comment: The service area of Communities does not have any outstanding Internal Audit actions in the first quarter of 2018/19.

Complaints

Level	Level 1	Level 2	Ombudsman
Quarterly Number	2	0	0
Dealt with on time	2	0	0
Response Time	10 days	15 days	
Response Rate	100%	N/A	N/A

Comment: The Service is currently reviewing the handling of complaints to ensure consistency. Clarity is needed around when a service request / complaint to our contractors becomes a complaint for Waverley.

Workforce – Q1 update

Comment: No concerns on absence and turnover.

Finance Update

Service Area	Approved Budget - Expenditure '000	Approved Budget - (Income) '000	Approved Budget - Net '000	Forecast Outturn '000	Full Year Variance '000	Notes from Head of Service
Community	9,985	-7,076	2,908	2,900	-9	Projecting a favourable variance. Borough Hall income targets are challenging; management team are reviewing terms and conditions and operating procedures. Leisure Centre initial profit share has exceeded expectation. However, impact of the closure of Dogflud car park has yet to be felt.

4. Service Dashboard – Environment

Key Successes & Lessons Learnt, Areas of Concern (for HoS)

Head of Service quarterly feedback:

Good progress is being made on the exploration of the options for the future waste, recycling and street cleaning service following the decision of the Executive at its July meeting.

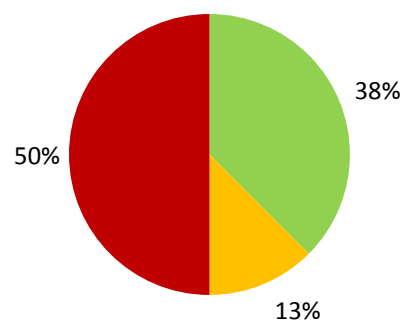
Key area of concern for service is the loss of staff in the Environmental Services (waste services) Team. Recruitment is underway to fill in the vacant posts, and this matter was escalated to the Corporate Management Board for further discussion on the 14 August 2018 and a recovery plan agreed.

Richard Homewood, Head of Environmental Services

Performance Indicators Status

Environment KPIs






Total	100%	8
Green	38%	3
Amber	13%	1
Red	50%	4



...	Code	Value	Target	Short Trend	Long Trend	History
✓	E3 (NI 195)	94.00	90.00	↑	↑	
⚠	E NI 182	84%	85%	↓	↓	
⚠	E NI 191	95.50	90.00	↓	↓	
✓	E NI 192	58.60%	54.00%	↑	↑	
⚠	E1 MRF	11.64%	5.00%	↓	↓	
⚠	E2 LEnv5	2.5	2	↓	↓	
✓	E4 Missed bins	34	40	↓	↓	
⚠	E5 LEnv7	94%	100%	↓	↓	

1. **E NI 182** Satisfaction of business with local authority regulation services
2. **E NI 191** Residual household waste per household
3. **E NI 192** Percentage of household waste sent for reuse, recycling and composting
4. **E1 MRF** MRF Reject Rate
5. **E2 LEnv5** Average number of days to remove fly-tips
6. **E3 (NI 195)** Improved street and environmental cleanliness - levels of litter, detritus, graffiti and fly posting
7. **E4 Missed bins** Number of missed bin collections per 104,000 collections per week
8. **E5 LEnv7** Percentage of higher risk food premises inspections (category A&B) carried out with 28 days of being due

Legend

	Data only	Data only KPI, no target, not due
	Green	On target
	Amber	Up to 5% off target
	Red	More than 5% off target
	Not available	Data not available

Comment: The target for residual household waste has always been challenging. Whilst recycling rates are improving, the community is clearly generating more waste overall. This could be indicative of the economy as a whole.

The MRF reject rate has increased for two reasons, firstly increased contamination of bring site recyclables and secondly, stricter controls and standards at the MRF due to restrictions imposed by end processors. Discussions are underway at the Surrey Waste Partnership about how to inform the public on the stricter rules, to address this.

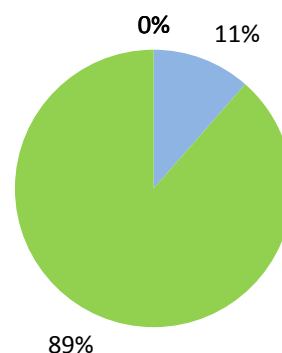
In Q1 2018/19, the number of days taken to remove fly tipping waste has slightly increased due to some hazardous waste cases which took longer to remove.

1 higher risk food inspection was carried out outside of the 28 day target due to the seasonal premises closure which caused a delay (1 out of 16).

Service Plans - Actions Status

Environment Service Plan Actions

Total	100%	61
Completed	11%	7
On track	89%	54
Off track - action taken / in hand	0%	0
Off track - requires escalation	0%	0
Cancelled	0%	0



Comment: All actions for the Environmental Services progress on track for completion.

Internal Audit - Actions Status

Comment: currently there are no outstanding Internal Audit actions for this service area.

Complaints

Level	Level 1	Level 2	Ombudsman
Quarterly Number	13	2	0
Dealt with on time	13	2	0
Response Time	10 days	15 days	
Response Rate	100%	100%	N/A

Comment: All the complaints received by the service in the first quarter were dealt with in the target response time for each level.

Workforce – Q1 update

Comment: A number of staff changes will be happening in the Environmental Services team over the next few months due to maternity leave, resignation and retirements. Recruitment to these posts are underway and it is hoped that there will be a smooth transition.

Finance Update

Service Area	Approved Budget - Expenditure '000	Approved Budget - (Income) '000	Approved Budget - Net '000	Forecast Outturn '000	Full Year Variance '000	Notes from Head of Service
Environment	10,495	-9,211	1,283	1,283	-	On track

7. Service Dashboard – Planning

Key Successes & Lessons Learnt, Areas of Concern

Head of Service quarterly feedback:

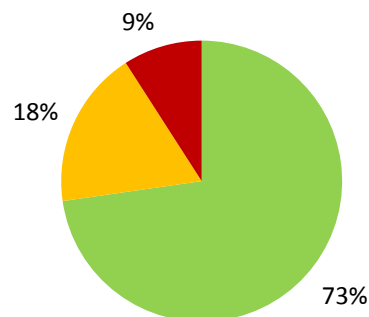
Planning performance continues to be excellent with all KPIs on target or exceeded. The performance on major appeals (quality indicator) is significantly improving following adoption of the Local Plan and the provision of a five year housing land supply. Local Plan part 2 consultation on Preferred Options closed on 9 July 2018 – analysing responses. CIL examination on 17 July 2018 – awaiting Inspector’s report. Judicial Reviews on Local Plan Part 1 and Dunsfold New Settlement; heard in Court 12 July 2018. One issue (calculation on Woking’s unmet need) to advance to full hearing in October. Peer Review of Planning Committees carried out 25 – 27 July 2018. Development Management Improvement Plan actions being rolled out including new IT system – test environment for Building Control September 2018. Street Naming income is demonstrating notable over-achievement on budget. Business Plan for Building Control – un-achievement on income: under close scrutiny.

Elizabeth Sims, Head of Planning

Performance Indicators Status

Planning KPIs

Total	100%	11
No Target	0%	0
Green	73%	8
Amber	18%	2
Red	9%	1
Not Available	0%	0



...	Code	Value	Target	Short Trend	Long Trend	History
✓	LP9	93.62%	80.00%	↑	↓	
✓	P151 (NI157a)	88.24%	80.00%	↓	↓	
✓	P123	100.00%	90.00%	↑	↑	
▲	P1 (LPL6)	99.08%	100.00%	↓	↓	
✓	P2 (LPL1a)	26.9%	30.0%	↑	↑	
●	P152 (P3)	11.76%	10.00%	↓	↓	
✓	P4 LPL3b	94.12%	75%	↓	↓	
▲	P5 LPL4	90.48%	95%	↓	↓	
✓	P8 (LPL5a)	91.5%	80%	↓	↑	
✓	P153	96.16%	80%	↓	↓	
✓	P154	1.28%	10%	↑	↑	

1. LP9 Delivery of all other residual applications - % determined within its target
2. P1 (LPL6) Percentage of planning applications determined within 26 weeks
3. P2 (LPL1a) Planning appeals allowed (cumulative year to date)
4. P4 LPL3b Percentage of enforcement cases actioned within 12 weeks of receipt
5. P5 LPL4 Percentage of tree applications determined within 8 weeks
6. P8 (LPL5a) Percentage of complete building control applications checked within 10 days
7. P123 Processing of planning applications: Other applications 2017
8. P151 (NI157a) Processing of planning applications: Major applications
9. P152 (P3) Major planning appeals allowed as a % of Major Application decisions made (cumulative)
10. P153 Processing of planning applications: Non-major applications - % determined within 8 weeks
11. P154 Non-Major planning appeals allowed as a % of Non-Major Application decisions made (cumulative)

Legend

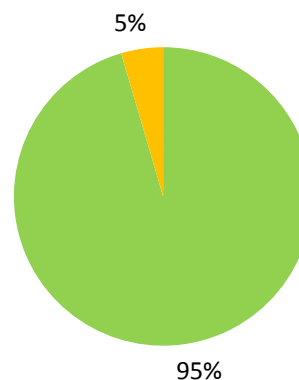
	Data only	Data only KPI, no target, not due
	Green	On target
	Amber	Up to 5% off target
	Red	More than 5% off target
	Not available	Data not available

Comment: While Q1 indicates 11.8% against the threshold of 10% for indicator P152 on major appeals, 2 year governmental rolling assessment period for estimates the appeals level of 7.0% at the end of July 2018.

Service Plans - Actions Status

Planning Service Plan Actions

Total	100%	22
Completed	0%	0
On track	95%	21
Off track - action take / in hand	5%	1
Off track - requires escalation	0%	0
Cancelled	0%	0



The completion of the service plan progresses well with most of objectives on track for completion. There is only 1 off track action in the Building Control:

1. SP18/19P1.2 Building Control model, break even budget

A mid-year review of progress on the three year recover programme shows that activity in the national building control market has decreased. This is impacting on income achievement against the profiled three year income target and is likely to result in under achievement this year. The team are focusing their marketing on the main income streams such as extensions and conversions.

Internal Audit - Actions Status

Comment: There are no outstanding Internal Audit actions for Planning in Q1 2018/19

Complaints

Level	Level 1	Level 2	Ombudsman
Quarterly Number	9	4	0
Quarterly Number	6	4	0
Response Time	10 days	15 days	
Response Rate	66.67%	100%	N/A

Comment: In the first quarter the response rate on level 1 was affected due to workload in the team. The current procedure has been reviewed and changed. Following an appointment of a new Development Manager, all Level 1 complaints going forward will be closely overseen and monitored by that role and the improvements are expected in the following quarter.

Workforce – Q1 update

Comment: Significant challenges in recruitment of Senior Planners persists, partly covered by interim support.

Finance Update

Service Area	Approved Budget - Expenditure '000	Approved Budget - (Income) '000	Approved Budget - Net '000	Forecast Outturn '000	Full Year Variance '000	Notes from Head of Service
Planning	8,729	-6,521	2,209	2,196	-13	Under-achievement in building control income by an estimated £35,000, partly offset by minimising spend and staff savings. Additional £26,000 S106 monitoring income received for historic agreement (Amlets Lane).

8. Service Dashboard – Housing Operation

Key Successes & Lessons Learnt, Areas of Concern

Head of Service quarterly feedback:

This month I would like to highlight the success of the Rent Team by sharing the following information:

- We have **3,777** accounts in credit with a total value of **£583,614.26**. For the same period last year we had **3,736** accounts in credit with a total value of **£685,163.91**.
- We have **1,027** accounts in arrears with a total value of **£201,611.82**. For the same period last year we had **1,076** accounts in arrears with a total value of **£282,456.47** a positive swing of **£80,844.65**

Arrears as at Sunday 1 July 2018 (to incorporate last reporting period of the month)

Bandings (£)	No. of cases	Percentage of arrears cases	Value of debt (£)
0.01 – 100.00	538	52.4	12,303.62
101.00 – 250.00	247	24.1	40,853.24
251.00 – 500.00	139	13.5	49,153.40
500.00 – 1,000.00	72	7.0	49,639.36
1,000.00 – 2,000.00	25	2.4	33,539.91
2,000.00 – 3,000.00	4	0.4	9,590.05
3,000.00 +	2	0.2	6,532.24
Totals	1027		201,611.82

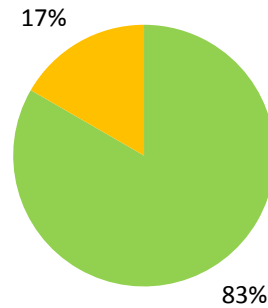
Responsive repairs - The performance of the contractor is still good as we move towards demobilisation. The overall satisfaction with the repairs service remains high – 92% (Q1) – 94% in June.

Hugh Wagstaff, Head of Housing Operations

Performance Indicators Status

Housing Operations KPIs

Total	100%	6
Green	83%	5
Amber	17%	1
Red	0%	0



...	Code	Value	Target	Short Trend	Long Trend	History
✓	H2 (LHO6)	13	20	↑	↑	
✓	H5 LHO1a	24.85%	24.65%	↓	↓	
✓	H6 LHM2	100.00%	100.00%	—	—	
✓	H7 RR01	92.00%	87.00%	↑	↑	
⚠	H8 RR02	76.00%	78.00%	↑	↓	
✓	H9 RR04	97.00%	97.00%	—	↓	

1. **H2 (LHO6)** Average number of working days taken to re-let 'normal void' property
2. **H5 LHO1a** Percentage of estimated annual rent debit collected
3. **H6 LHM2** Percentage of annual boiler services and gas safety checks undertaken on time.
4. **H7 RR01** Responsive Repairs: How would you rate the overall service you have received? (Tenants' view of the service)
5. **H8 RR02** Responsive Repairs: Was repair completed right first time? (Tenants' view of the service)
6. **H9 RR04** Responsive Repairs: Did the tradesperson arrive within the two hour appointment slot? (Tenants' view of the service)

Legend

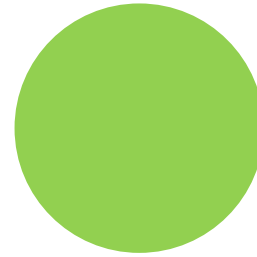
	Data only	Data only KPI, no target, not due
	Green	On target
	Amber	Up to 5% off target
	Red	More than 5% off target
	Not available	Data not available

Comment: In the first quarter only 1 indicator have not met its target and this refers to H8 RR02 measuring how many repairs were completed right first time. The drop in performance was affected by the supplier's staff shortages, hence for the work taking longer in some cases to complete. The contractor received a number of resignations due to staff nervousness over job security after the changes to the current contract due to an unsuccessful contract procurement process. This issue is being closely monitored through weekly reporting to ensure that scheduled work is done in agreed time.

Service Plans - Actions Status

Housing Operations Service Plans

Total	100%	6
Completed	0%	0
On track	100%	6
Off track - action taken / in hand	0%	0
Off track - requires escalation	0%	0
Cancelled	0%	0



100%

Comment: The completion of the service plan progresses well with all objectives expected to be completed on target.

Internal Audit - Actions Status

Comment: Housing doesn't currently have any outstanding Internal Audit actions.

Complaints

Level	Level 1	Level 2	Ombudsman
Quarterly Number	25	8	1
Response Time	10 days	15 days	
Response Rate	72%	100%	100%

Comment: In the first quarter of 2018/19, 18 out of 25 level 1 complaints were dealt with on time and all 8 complaints escalated to level 2 were responded to with the target. There was only 1 complaint escalated to the Ombudsman and it was also dealt with in a timely manner. The response rate at Level 1 was affected by a handful of complex cases, which took longer to resolve. The lessons learnt from the process are incorporated into the service improvement plan and communicated to managers for action. The overall number of complaints has fallen compare to the previous quarter.

Workforce – Q1 update

Comment: It continues to be difficult to recruit to technical roles – a number of agency staff are being used but within budget.

Finance Update

Service Area	Approved Budget - Expenditure '000	Approved Budget - (Income) '000	Approved Budget - Net '000	Forecast Outturn '000	Full Year Variance '000	Notes from Head of Service
Housing Operations	32,190	-33,012	-822	-822	-	On track

9. Service Dashboard – Housing Strategy & Delivery

Key Successes & Lessons Learnt, Areas of Concern

Head of Service quarterly feedback:

Homelessness prevention - The team continue to keep households out of temporary accommodation and are working hard to manage all the implications of the Homelessness Reduction Act. We are also taking steps to increase the future resilience of the team by reinforcing the technical and administrative capacity using Government funding.

Housing Development - The first major development at Ockford Ridge is complete (16 homes) Wey Court – 24 homes – also complete and handed over. First principal phase of refurbishments on Ockford Ridge ran into serious difficulty when the corporate structure of the contractor disintegrated. This could not have been known at the appointment stage, which was meticulously undertaken. Thought is being given to how best deliver the next refurbishment phases.

Private Sector Housing Team/Better Care Fund - The team has been gearing up for the introduction of new legislation, particularly around licensing of Houses in Multiple Occupation. The new Home Improvement Policy adopted by Council has resulted in an increase in requests for aids and adaptations. The Council has been working closely with Guildford Borough Council to maintain the Home Improvement Agency and the Handyperson service in the light of Surrey County Council cuts in funding.

Housing Strategy and Enabling - Monitoring and delivering the first year's objectives of the Housing Strategy 2018-2023 has started.

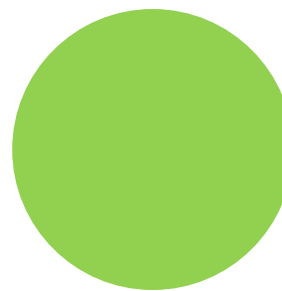
Service Improvement Team - Staff changes are expected imminently and there will be a review of the team's activities and focus in Qtr. 2.

Andrew Smith, Head of Strategic Housing & Delivery

Performance Indicators Status

Housing Strategy & Delivery KPIs

Total	100%	1
Green	100%	1
Amber	0%	0
Red	0%	0



100%

...	Code	Value	Target	Short Trend	Long Trend	History
	H3	36		↓	↓	
	H4 (NI 156)	1.00	8.00	↓	↓	
	P6 NI 155 (H1)	51		↓	↑	
	P7 (H001)	6		↓	↓	

1. **H3** Housing advice service: Homelessness cases prevented
2. **H4 (NI 156)** Number of households living in temporary accommodation
3. **P6 NI 155 (H1)** Number of affordable homes delivered (gross)
4. **P7 (H001)** Number of Affordable homes permitted (homes granted planning permission)

Legend

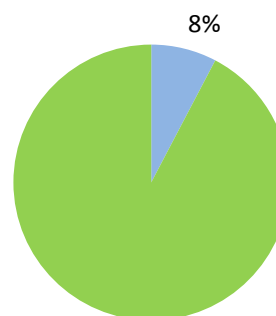
	Data only	Data only KPI, no target, not due
	Green	On target
	Amber	Up to 5% off target
	Red	More than 5% off target
	Not available	Data not available

Comment: The service performed well in the first quarter meeting its targets.

Service Plans - Actions Status

Hosing Service Plans

Total	100%	13
Completed	8%	1
On track	92%	12
Off track - action take / in hand	0%	0
Off track - requires escalation	0%	0
Cancelled	0%	0



92%

Comment: The completion of the service plan progresses well with all objectives expected to be completed on target.

Note: SP18/19H3.5 Implement Homelessness Strategy and adopt measures to address

Homelessness Reduction Act and including engagement with HAs and statutory agencies - updated to 100%. However, the Duty to Refer legislation (statutory agencies such as NHS, Police, Probation Service, etc., referring potential homelessness applicants to the Council). Impact of this new legislation will not be felt until the beginning of 2019.

Internal Audit - Actions Status

Comment: Housing doesn't currently have any outstanding Internal Audit actions.

Complaints

Level	Level 1	Level 2	Ombudsman
Quarterly Number	8	1	0
Response Time	10 days	15 days	
Response Rate	88%	100%	N/A

In the first quarter of 2018/19, 7 out of 8 level 1 complaints were dealt with on time and all 1 complaints escalated to level 2 were responded to with the target. The team analysis lessons learnt from the process and improvement actions are taken to address recurring issues.

Workforce – Q1 update

Comment: Recruiting a Private Sector Housing Officer (starting July 2018 and funded from the Better Care Fund) and a Housing Development Support Officer (using existing funding)
Recruited a Housing Specialist Advice Support Officer (funded by Surrey County Council – 2 year post)

Finance Update

Service Area	Approved Budget - Expenditure '000	Approved Budget - (Income) '000	Approved Budget - Net '000	Forecast Outturn '000	Full Year Variance '000	Notes from Head of Service
Housing Strategy	3,431	-748	2,683	2,683	-	On track

WAVERLEY BOROUGH COUNCIL

HOUSING OVERVIEW AND SCRUTINY COMMITTEE

18 SEPTEMBER 2018

Title:

A NEW DEAL FOR SOCIAL HOUSING

[Portfolio Holder: Cllr King]

[Wards Affected: All]

Summary and purpose:

This report presents the Government's green paper "A New Deal for Social Housing" to the committee for consideration. The paper highlights five principles to improve social housing. The Committee have the opportunity to feedback on the consultation themes and questions to inform future social housing legislation, regulation and standards. The paper may also identify areas of interest and scrutiny for the Committee's future workplan.

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

Social housing relates to all three Corporate priorities, People, Place and Prosperity. The provision of social housing provides secure, safe and affordable homes for people to thrive and support the economy.

Financial Implications:

There are no direct financial implications to this report as the green paper is to consider the regulatory framework around delivering good quality and safe social homes. If the proposals outlined in the green paper are adopted there will likely be financial implications.

Legal Implications:

There are no direct legal implications associated with this report.

Background

1. The government published its green paper on social housing – ["A new deal for social housing"](#) on 14 August 2018. It sets out a proposed strategy for reforming social housing (some four million homes).
2. The paper was commissioned following the devastating fire at Grenfell Tower and has been informed by the feedback gained at ministerial roadshows to meet tenants and landlords and via online responses. The research found that nationally some tenants feel ignored and stigmatised and that some landlords are perceived as remote, unaccountable and uninterested.

3. The paper aims to rebalance the relationship between landlords and residents, tackle stigma and ensure social housing can act as a stable base and support social mobility.

Principles

4. To underpin a new, fairer deal for social housing residents, the paper identifies five principles:
 - Ensuring homes are safe and decent;
 - Effective resolution of complaints;
 - Empowering residents and strengthening the Regulator;
 - Tackling stigma and celebrating thriving communities; and
 - Expanding supply and supporting home ownership.

Principle One: ensuring homes are safe and decent

5. The government recognises that a safe and decent home is fundamental to a sense of security and ability to get on in life.
6. The proposals are to:
 - implement the recommendations from the Hackitt Review on building regulations and fire safety;
 - establish a pilot to trial options to improve communication and engagement with residents on safety issues; and
 - review the decent homes standard, which could include new requirements for energy efficiency and fire safety as in the private rented sector
7. Waverley has a commitment through the HRA Business Plan, Asset Management Strategy and Tenancy Agreement to provide good quality homes. There is a robust health and safety programme to complete checks and rectify arising issues regarding fire, gas and electrical safety, asbestos and legionella. The capital works rolling programme maintains our homes condition and supports the decent homes standard.
8. It is recognised across the housing sector that the decent homes standard does not address all factors to ensure safe and decent homes eg footpaths, energy efficiency. Waverley welcomes the review and guidance on tenant communications regarding safety issues to assist in ensuring tenants are listened to and homes kept safe.

Principle Two: effective resolution of complaints

9. The Government are seeking views on options to improve and speed up how complaints are resolved.
10. The proposals include:
 - removing barriers to redress – consider ways to improve mediation, review ‘designated person’ requirement and reduce waiting period to Housing Ombudsman;
 - supporting residents to raise complaints - looking at ways to raise awareness of tenants rights and how to make a complaint; and

- speeding up the complaints process - looking at ways to improve landlords internal processes and quality of responses.
11. Waverley closely monitors and manages performance regarding complaints and has seen improved performance over recent years. There has been a reduction in the number of complaints through working proactively with our contractors to prevent and address common complaints.
 12. The new Corporate complaints scheme has reduced the complaints process from three to two stages, thus promoting earlier resolution and delegating restitution actions or payments to the Head of Service. Level one complaints target response is ten working days and level two 15 working days. Waverley welcomes feedback to support continuous improvement, provides complaints performance data for scrutiny and publishes the complaints process. We seek ways to ensure tenants have easy access and confidence to make complaints.
 13. Reviewing the feedback from the ministerial roadshows and some of Waverley's more complex complaints, we acknowledge the need to ensure all tenants receive clear and prompt replies to complaints. We welcome the review of the democratic filter and considerations to standardised processes across the sector with national guidance.

Principle Three: empowering residents and strengthening the regulator

14. The government wishes to empower residents and ensure their voices are heard so that landlords are held to account.
15. The proposals include:
 - arming residents with landlord information – considering key performance data for regular publication and league tables which could be taken into account in funding applications;
 - ensuring voices are heard - considering options for a national tenants voice;
 - strengthen choice over services – right to manage, stock transfer to community HAs, community leadership, mutual organisation; and
 - a stronger regulator - strengthening regulation of consumer standards and a separate call for evidence regarding the regulator.
16. The committee received a comprehensive report in July on the tenant involvement activities supported by the housing service to co-regulate and inform service decisions. Including the consultation on change in tenancy agreement clauses and views to inform the repairs and maintenance procurement.
17. As a local authority landlord, the service is held to account through the Members election process and over recent years the housing regulator has been “light touch”. There has been little or no interest from tenants to self manage or stock transfer.
18. The consultation paper provides the opportunity to consider the future regulation of housing services and ensure that residents' views are central to the provision of services. We welcome the review to raise overall service standards in the social housing sector.

Principle Four: tackling stigma and celebrating thriving communities

19. The government is committed to empowering residents and ensuring their voices are heard so that landlords are held to account

20. The proposals include:

- celebrating thriving communities - supporting community events and initiatives;
- embedding good customer service and neighbourhood management - encouraging greater levels of professionalism and customer service culture; and
- promoting good design - further guidance on National Planning Policy Framework to encourage same design standards across tenures.

21. The Community Development Team and Tenants Engagement officer work within communities to improve environments and neighbourhoods. These outcomes are published through the tenants' newsletter. We recognise that these "human interest stories" of council housing and communities could be more widely promoted and celebrated.

22. The Housing Service is committed to customer care working to put the customer first in delivering good quality homes and services. The new Housing Customer Service Team is promoting and delivering improved customer services.

23. The 2017 STAR tenants' survey reported that 83% of tenants were satisfied with the housing service and seeks continuous improvement to develop tenants' experience of services including online services.

24. 23 members of the housing service are Chartered Institute of Housing (CIH) members and seeking a professional qualification is positively encouraged.

25. The Committee conducted a scrutiny review to develop design standards for new homes promoting good quality design and aesthetics. Waverley's new homes at Church View, Station Road, Godalming won the Best Social or Affordable Housing Scheme at the LABC South East Building Excellence Awards for the South East Region in June 2017.

26. Principle four echoes the "challenge stigma" message from the CIH in their Rethinking Social housing report which we support.

Principle Five: expanding supply and supporting home ownership

27. The Government aims to ensure we build the social homes that we need and ensure that those homes can act as a springboard to home ownership.

28. The proposals include:

- supporting local authorities to build more – consider raising the borrowing cap, flexibility of right to buy receipts (separate consultation paper), remove plans for LAs to sell high value assets;
- explore ways to support community led house building – consider how to boost community led housing and support resident led estate regeneration;
- helping Housing Associations and others deliver more affordable homes – reflect on longer term funding arrangements stop start five year cycle;

- ensure existing social housing used effectively - remove plans for all LAs to offer fixed term tenancies, remove high value sale initiative and ensure existing tenants' victim of DA always able to retain lifetime tenancy; and
- ensuring social housing is a spring board to homeownership – explore options for voluntary right to buy, portable discounts and flexible shared ownership to increase stake in home.

29. Waverley has a programme of new homes delivery and welcomes the opportunity to consider developing more homes with funding changes.

30. Surrey Community Housing Hub is supported by Waverley to explore a range of vehicles for local groups to develop new homes.

31. There is a small Waverley shared ownership portfolio of around 50 homes from historic schemes and current interested applicants are referred to the Help to Buy agent for shared ownership opportunities.

32. We welcome the plans to increase supply and removal of requirement to sell high value vacant homes.

Consultation

33. The green paper was designed to prompt a national discussion on the Government's proposals and everyone had the opportunity to comment. The 12 week consultation period ends 6 November 2018.

34. The full consultation questions can be found at Annexe One. There are total of 55 questions the majority (31) relating to principle three empowering residents and strengthening the regulator.

Conclusion

35. The green paper has been broadly welcomed with the focus on tenants and customer care however the lack of additional finances for new social housing and focus on home ownership may detract from aim to rebalance landlord and resident relationships.

36. The paper reflects the themes from the CIH rethinking social housing and supports the aim for social housing to be recognised and valued as a “central pillar of the welfare state”.

Recommendation

It is recommended that the Housing Overview and Scrutiny Committee:

1. notes the scope and themes of the consultation paper;
2. provides feedback on the consultation questions; and
3. considers and identifies suggested scrutiny areas for the Committee's 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.

CONTACT OFFICER:

Name: Annalisa Howson

Telephone: 01483 523453

E-mail: annalisa.howson@waverley.gov.uk

Annexe One

A new deal for social housing - Consultation Questions

Chapter one - Ensuring homes are safe and decent

Dame Judith Hackitt's independent review of building regulation and fire safety states that residents have an important role to play in identifying and reporting issues that may impact on the safety of the building and in meeting their obligations, including co-operating with crucial safety-related works, to ensure their own safety and that of their neighbours.

10. How can residents best be supported in this important role of working with landlords to ensure homes are safe?

There have been recent changes to drive up safety that apply to the private rented sector but not the social sector. For example, in 2015, we introduced a requirement to install smoke alarms on every storey in a private rented sector home, and carbon monoxide alarms in every room containing solid fuel burning appliances. Government has recently announced that there will be a mandatory requirement on landlords in the private rented sector to ensure electrical installations in their property are inspected every five years.

11. Should new safety measures in the private rented sector also apply to social housing?

- Yes
- No
- Not sure

Please explain your answer further below, if you wish to.

The Decent Homes Standard requires social homes to be free of hazards that pose a risk to residents, to be in a reasonable state of repair, to have reasonably modern facilities and services such as kitchens and bathrooms and efficient heating and effective insulation.

12. Are there any changes to what constitutes a decent home that we should consider?

- Yes
- No
- Not sure

Please explain your answer further below, if you wish to.

13. Do we need additional measures to make sure social homes are safe and decent?

- Yes
- No
- Not sure

If you answered yes, are there measures you would suggest? Please answer below.

Chapter two - Effective resolution of complaints

We want to understand whether more residents need to be able to access independent advice and potentially advocacy to support them in making a complaint.

Alternative dispute resolution and mediation services can be critical in allowing issues to be resolved swiftly and locally, while sustaining positive relationships between the parties involved. We are considering whether and how we might strengthen the mediation available for residents and landlords after initial attempts at resolution have failed.

14. Are there ways of strengthening the mediation opportunities available for landlords and residents to resolve disputes locally?

- Yes
- No
- Not sure

If you answered yes, you can provide suggestions below.

Where a complaint is not resolved, a resident should refer their complaint to a “designated person”, such as a local MP, councillor or tenant panel, (known as the democratic filter), but if they do not want to do this or the designated person does not resolve or refer it on themselves, a resident must wait for eight weeks before the complaint can be referred to the Housing Ombudsman. There is a perception that the process of seeking redress took too long, and that the “democratic filter” contributed to delays.

15. Should we reduce the eight week waiting time to four weeks? Or should we remove the requirement for the 'democratic filter' stage altogether?

- Support the option to reduce the waiting time to four weeks
- Support the option to remove the 'democratic filter' stage altogether
- Support no change
- Not sure

Reforming the filter stage would require primary legislation. We therefore also want to explore what more could be done in the meantime to help ensure that “designated persons” better understand their role and help to deliver swift, local resolutions for residents.

16. What can we do to ensure that “designated persons” are better able to promote local resolutions?

We are looking at awareness of housing dispute resolution services more widely as part of our housing redress consultation. We also want to consider if there is a case for an awareness campaign to support social residents in particular to understand their rights to seek redress and to know how to make complaints and escalate them where necessary.

17. How can we ensure that residents understand how best to escalate a complaint and seek redress?

We want to understand whether more residents need to be able to access independent advice and potentially advocacy to support them in making a complaint.

18. How can we ensure that residents can access the right advice and support when making a complaint?

There are no statutory guidelines setting out time frames within which providers should handle complaints. Dissatisfaction with the length of time it takes to resolve issues was mentioned at our engagement events. We therefore want to consider how to speed up landlord complaints processes.

19. How can we best ensure that landlords' processes for dealing with complaints are fast and effective?

20. How can we best ensure safety concerns are handled swiftly and effectively within the existing redress framework?

Chapter three - Empowering residents and strengthening the Regulator

We consider that key performance indicators should be focused on issues of key importance to residents, covering those identified through our engagement, such as:

- Keeping properties in good repair;
- Maintaining the safety of buildings;
- Effective handling of complaints;
- Respectful and helpful engagement with residents; and,
- Responsible neighbourhood management, including tackling anti-social behaviour.

21. Do the proposed key performance indicators cover the right areas?

- Yes
- No
- Not sure

22. Are there any other areas that should be covered?

- Yes
- No
- Not sure

Please explain your answer further below, if you wish to.

23. Should landlords report performance against these key performance indicators every year?

- Yes
- No
- Not sure

24. Should landlords report performance against these key performance indicators to the Regulator?

- Yes
- No
- Not sure

25. What more can be done to encourage landlords to be more transparent with their residents?

The Regulator already expects landlords to publish information about complaints each year, but approaches vary. We are considering setting out a consistent approach on how landlords should report their complaint handling outcomes, by asking them to report how many complaints were resolved, how many were resolved after repeated complaints and how many were referred to the Ombudsman.

26. Do you think that there should be a better way of reporting the outcomes of landlords' complaint handling? How can this be made as clear and accessible as possible for residents?

- Yes
- No
- Not sure

If yes, how can this be made as clear and accessible as possible for residents?.

27. Is the Regulator best placed to prepare key performance indicators in consultation with residents and landlords?

- Yes
- No
- Unsure

Please explain your answer further below, if you wish to.

28. What would be the best approach to publishing key performance indicators that would allow residents to make the most effective comparison of performance?

We want to consider the role of financial incentives and penalties to promote the best practice and deter the worst performance. For example, whether key performance indicators should help inform or influence the extent to which landlords receive funding and link the Affordable Homes Programme funding to the Regulator's governance rating as well as the viability rating.

29. Should we introduce a new criterion to the Affordable Homes Programme that reflects residents' experience of their landlord?

- Yes
- No
- Not sure

Please explain your answer further below, if you wish to.

30. What other ways could we incentivise best practice and deter the worst, including for those providers that do not use Government funding to build?

We want to understand more about whether the regulatory framework is setting the right expectations on how landlords should engage with residents, and how effective current resident scrutiny measures are. Landlords are required to consult residents at least once every three years on the best way of involving them in the governance and scrutiny of the housing management service, and demonstrate how they respond to tenants' needs in the way they provide services and how they communicate.

31. Are current resident engagement and scrutiny measures effective?

- Yes
- No
- Not sure

32 What more can be done to make residents aware of existing ways to engage with landlords and influence how services are delivered?

A number of national tenant and resident organisations in the sector have been exploring the option of an independent platform for tenants, based on widespread engagement with tenants, to enable them to have their voices heard more effectively at a national level.

33. Is there a need for a stronger representation for residents at a national level?

- Yes
- No
- Not sure

If you answered yes, how should this best be achieved?

We want to offer residents greater opportunity to exercise more choice and influence over the day to day housing services. We are exploring options to demonstrate how community leadership can be embedded in the governance and culture of mainstream landlords.

34. Would there be interest in a programme to promote the transfer of local authority housing, particularly to community-based housing associations?

- Yes
- No
- Don't know

If you answered yes, what would it need to make it work?

35. Could a programme of trailblazers help to develop and promote options for greater resident-leadership within the sector?

- Yes
- No
- Not sure

36. Are Tenant Management Organisations delivering positive outcomes for residents and landlords?

- Yes
- No
- Don't know

Please explain your answer further below if you wish to.

37. Are current processes for setting up and disbanding Tenant Management Organisations suitable? Do they achieve the right balance between residents' control and local accountability?

- Yes – the current processes are suitable and achieve the right balance.
- Yes – the current processes are suitable but do not achieve the right balance
- No – the current processes are not suitable and do not achieve the right balance
- Not sure

Please explain your answer further below, if you wish to.

There have been schemes, such as Local Management Agreements and Community Cashback (called Give it a Go grants) which have been designed to support social residents to take responsibility for a service within their local community.

38. Are there any other innovative ways of giving social housing residents greater choice and control over the services they receive from landlords?

39. Do you think there are benefits to models that support residents to take on some of their own services?

- Yes
- No
- Not sure

If yes, what is needed to make these work?

40. How can landlords ensure residents have more choice over contractor services, while retaining oversight of quality and value for money?

The Government has recently announced a significant programme of leasehold reform which will benefit all leaseholders, both in the private and social sectors.

41. What more could we do to help leaseholders of a social housing landlord?

Parliament has set the Regulator of Social Housing a consumer objective, which is:

- to support the provision of social housing that is well-managed and of appropriate quality;
- to ensure that actual or potential tenants of social housing have an appropriate degree of choice and protection;
- to ensure that tenants of social housing have the opportunity to be involved in its management and to hold their landlords to account; and,
- to encourage registered providers of social housing to contribute to the environmental, social and economic well-being of the areas in which the housing is situated.

42. Does the Regulator have the right objective on consumer regulation?

- Yes
- No
- Not sure

Please explain your answer further below, if you wish to.

The Regulator has published four outcome-based consumer standards to deliver the consumer regulation objective. These are:

1. The Tenant Involvement and Empowerment Standard (July 2017) which includes a requirement for landlords to provide choices and effective communication of information for residents on the delivery of all standards, and to have a clear, simple and accessible complaints procedure.
2. The Home Standard (April 2012) which requires homes to be safe, decent and kept in a good state of repair.
3. The Tenancy Standard (April 2012) which requires registered providers to let their home in a fair, transparent and efficient way, and enable tenants to gain access to opportunities to exchange their tenancy.

4. The Neighbourhood and Community Standard (April 2012) which requires registered providers to keep the neighbourhood and communal areas associated with the homes that they own clean and safe; help promote social, environmental and economic well-being in areas where they own homes; and work in partnership with others to tackle anti-social behaviour in neighbourhoods where they own homes.

43. Should any of the consumer standards change to ensure that landlords provide a better service for residents in line with the new key performance indicators proposed?

- Yes
 No
 Not sure

If yes, how?

We also want to know whether landlords and residents would benefit from further guidance on what good looks like, without being overly prescriptive.

44. Should the Regulator be given powers to produce other documents, such as a Code of Practice, to provide further clarity about what is expected from the consumer standards?

- Yes
 No
 Not sure

Where a landlord breaches a consumer standard, the Regulator can only use its regulatory and enforcement powers if there is or may be a “serious detriment” to existing or potential residents. The Regulator interprets this as meaning where there is “serious actual harm or serious potential harm to tenants.”

45. Is “serious detriment” the appropriate threshold for intervention by the Regulator for a breach of consumer standards?

- Yes
 No
 Not sure

If no, what would be an appropriate threshold for intervention?

To support a more proactive approach to enforcing the consumer standards we are considering arming residents with information through the introduction of a number of key performance indicators and for landlord performance to be published. Our current thinking is that the Regulator should monitor the key performance indicators to identify where there may be issues of concern with performance. The Regulator would then be able to make a risk-based assessment of how and where to intervene, including through more regular or phased interventions.

46. Should the Regulator adopt a more proactive approach to regulation of consumer standards?

- Yes
- No
- Not sure

47. Should the Regulator use key performance indicators and phased interventions as a means to identify and tackle poor performance against these consumer standards?

- Yes
- No
- Not sure

If yes, how should this be targeted?

We want to make sure that regardless of whether someone is a resident of a housing association or a local authority, the same minimum standards of service apply. The Government respects the democratic mandate of local authorities, but this must be balanced against the need to ensure that residents are protected.

48. Should the Regulator have greater ability to scrutinise the performance and arrangements of local authority landlords?

- Yes
- No
- Not sure

If yes, what measures would be appropriate?

Where a breach of the consumer standards meets the “serious detriment” test, the Regulator will publish a regulatory notice and consider the most appropriate course of action.

The Regulator is able to use a number of regulatory and enforcement powers where necessary to ensure compliance with the standards. The Regulator has different tools available depending on the landlord, and has published guidance setting out how it will use its powers. The key powers include:

Powers applicable to all landlords :

- Survey to assess the condition of stock
- Inspection to establish compliance with the regulatory requirements
- Hold an Inquiry where it suspects landlord mismanagement
- Issue an Enforcement Notice
- Requirement to tender some or all of its management functions
- Requirement to transfer management of housing to a specified provider

Powers applicable only to private registered providers:

- Issue Fines
- Order payment of compensation to a resident
- Appointment of manager to improve performance of the landlord
- Transfer land to another provider to improve management of land (following an Inquiry)
- Suspension and removal of officers in cases of mismanagement (during or after Inquiry)
- Appoint a new officer to address service failure and improve management of company

Power applicable only to local authority landlords:

- Appoint an adviser to improve performance

49. Are the existing enforcement measures described above adequate?

- Yes
- No
- Not sure

If you answered no, what other enforcement powers should be considered?

As part of examining the scope of the Regulator’s role we want to consider the case for extending its remit to other organisations that manage social housing. The Regulator will hold the local authority landlord to account for the way services are delivered so it is vital that the local authority has good oversight arrangements in place to ensure that management organisations provide a good service.

50. Is the current framework for local authorities to hold management organisations such as Tenant Management Organisations and Arms Length Management Organisations to account sufficiently robust?

- Yes
- No
- Not sure

If you answered no, what more is needed to provide effective oversight of these organisations?

We want to be clear and transparent about how the Regulator is accountable to Parliament for meeting its statutory objectives. Upcoming legislative changes will shortly establish it as a standalone Non-Departmental Public Body. As such it will be accountable to Parliament in the same way as other Non-Departmental Bodies.

51. What further steps, if any, should Government take to make the Regulator more accountable to Parliament?

Chapter Four - Tackling stigma and celebrating thriving communities

We want to celebrate residents' role in shaping fantastic places by recognising the best neighbourhoods.

52. How could we support or deliver a best neighbourhood competition?

53. In addition to sharing positive stories of social housing residents and their neighbourhoods, what more could be done to tackle stigma?

We want to embed a customer service culture and attract, retain and develop the right people with the right behaviours for the challenging and rewarding range of roles offered by the sector.

54. What is needed to further encourage the professionalisation of housing management to ensure all staff delivers a good quality of service?

We are minded to introduce a key performance indicator that will capture how well landlords undertake their neighbourhood management responsibilities.

55. What key performance indicator should be used to measure whether landlords are providing good neighbourhood management?

56. What evidence is there of the impact of the important role that many landlords are playing beyond their key responsibilities?

57. Should landlords report on the social value they deliver?

- Yes
- No
- Not sure

Please explain your answer further below, if you wish to.

We are proposing to introduce a key performance indicator to help tackle anti-social behaviour, but we will want to consider how this could impact on areas, and whether it could lead to some people feeling more stigmatised.

58. How are landlords working with local partners to tackle anti-social behaviour?

59. What key performance indicator could be used to measure this work?

We want to ensure that the revised National Planning Policy Framework is applied to social housing in the right way. In particular we will:

- Strengthen planning guidance to take into account the principles of Secured by Design: to ensure that external spaces, parks, streets and courts are well-lit and well maintained so they are safe from crime and the fear of crime.

- Strengthen guidance to encourage healthy and active communities: building on the NPPF's healthy and safe communities chapter.
- Strengthen guidance to encourage new affordable homes to be designed to the same high-quality as other tenures and well-integrated within developments.
- Encourage design that reflects changing needs: for example, inclusive design for an ageing population and family housing at higher densities for effective use of land.

60. What other ways can planning guidance support good design in the social sector?

Neighbourhood planning gives communities power to agree and implement a shared vision for their neighbourhood. However, we are aware that too often local people hear about schemes after a planning application has been submitted.

61. How can we encourage social housing residents to be involved in the planning and design of new developments?

Chapter Five: Expanding supply and supporting home ownership

62. Recognising the need for fiscal responsibility, this Green Paper seeks views on whether the government’s current arrangements strike the right balance between providing grant funding for Housing Associations and Housing Revenue Account borrowing for Local Authorities

- Yes, current arrangements strike the right balance
- No, they don’t strike the right balance
- Not sure

Please explain your answer further below if you wish to.

63. How we can boost community led housing and overcome the barriers communities experience to developing new community owned homes?

We want to give housing associations and others the certainty they require to develop ambitious plans to deliver the affordable homes this country desperately needs

64. What level of additional affordable housing, over existing investment plans, could be delivered by social housing providers if they were given longer term certainty over funding?

We are determined to remove the barriers that many shared owners face. We want everyone who enters shared ownership to have the opportunity to increase equity in their home.

65. How can we best support providers to develop new shared ownership products that enable people to build up more equity in their homes?

THANK YOU FOR TAKING THE TIME TO SHARE YOUR THOUGHTS.

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 2018-19

Subject	Purpose for Scrutiny	Lead Member/ officer	Date for O&S consideration	Date for Executive decision (if applicable)
Ockford Ridge	To scrutinise the development and refurbishment programme and monitor the delivery of the project.	Louisa Blundell	<i>Standing item</i>	N/A
Annual Scrutiny Report	The Annual Scrutiny Report reflects on the past year of Overview and Scrutiny at Waverley (2017 – 18). For the Committee to receive and consider the Report.	Yasmine Makin	September 2018	N/A
Rent Setting Policy	To establish the rent setting policy for council homes.	Debbie Harding	September 2018	October 2018
Tenancy and Estates Progress Update	For officers to outline, and Members to consider, the key work areas and outcomes with regards to the Tenancy and Estates service.	Cllr Carole King / Rachel White	September 2018	N/A
Tackling Housing Fraud Progress Report	For the Committee to learn of progress made in terms of keeping assets safe and protected.	Cllr Carole King / Jose Ribiero	September 2018	N/A
Overview of Damp in Council Homes	To provide the Committee with information on the issue of damp in Council homes and introduce this as a potential area for further scrutiny by tenants.	Cllr Carole King / Simon Eversley	September 2018	N/A

Housing Overview and Scrutiny Committee

Subject	Purpose for Scrutiny	Lead Member/ officer	Date for O&S consideration	Date for Executive decision (if applicable)
Performance Management Report Q1	To receive the performance management report for Q1.	Cllr Carole King / Nora Copping	September 2018	October 2018
Social Housing Green Paper briefing	To hear from officers about the themes and consultation questions from the green paper.	Cllr Carole King / Annalisa Howson	September 2018	N/A
Health Inequalities scrutiny review – Housing elements of the report outcomes	For the Committee to learn about the scrutiny review undertaken by a working group of the Community Wellbeing OS and to consider the Housing aspects which came out of that review.	Yasmine Makin	November 2018	The review report was considered and recommendations agreed by Executive in July 2018.
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.	Andrew Smith	TBC	N/A
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.	Mike Rivers	November 2018	N/A
Waverley Scrutiny Group (WSG) Recharges report-progress update	To scrutinise the progress made so far by officers regarding the recommendations made in the report brought by the WSG at the July 2018 meeting of this Committee.	Hugh Wagstaff/ Simon Eversley	November 2018	N/A

Housing Overview and Scrutiny Committee

Subject	Purpose for Scrutiny	Lead Member/ officer	Date for O&S consideration	Date for Executive decision (if applicable)
Waverley Scrutiny Group (WSG) Mutual Exchanges report	To receive the Mutual Exchanges review report from the tenants' Scrutiny Group.	Hugh Wagstaff	TBC	N/A
Future of Supported Housing Scheme	Consider white paper on Housing related support funding.	Mike Rivers	TBC	N/A
Universal Credit / Financial Inclusion	To consider the potential impacts of Universal Credit on the Housing Business Plan.	TBC	TBC	N/A
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. 	Simon Brisk	TBC	N/A
Annual review of Housing Strategy	For the Committee to review the Housing Strategy.	Andrew Smith	March 2019	N/A

Section B

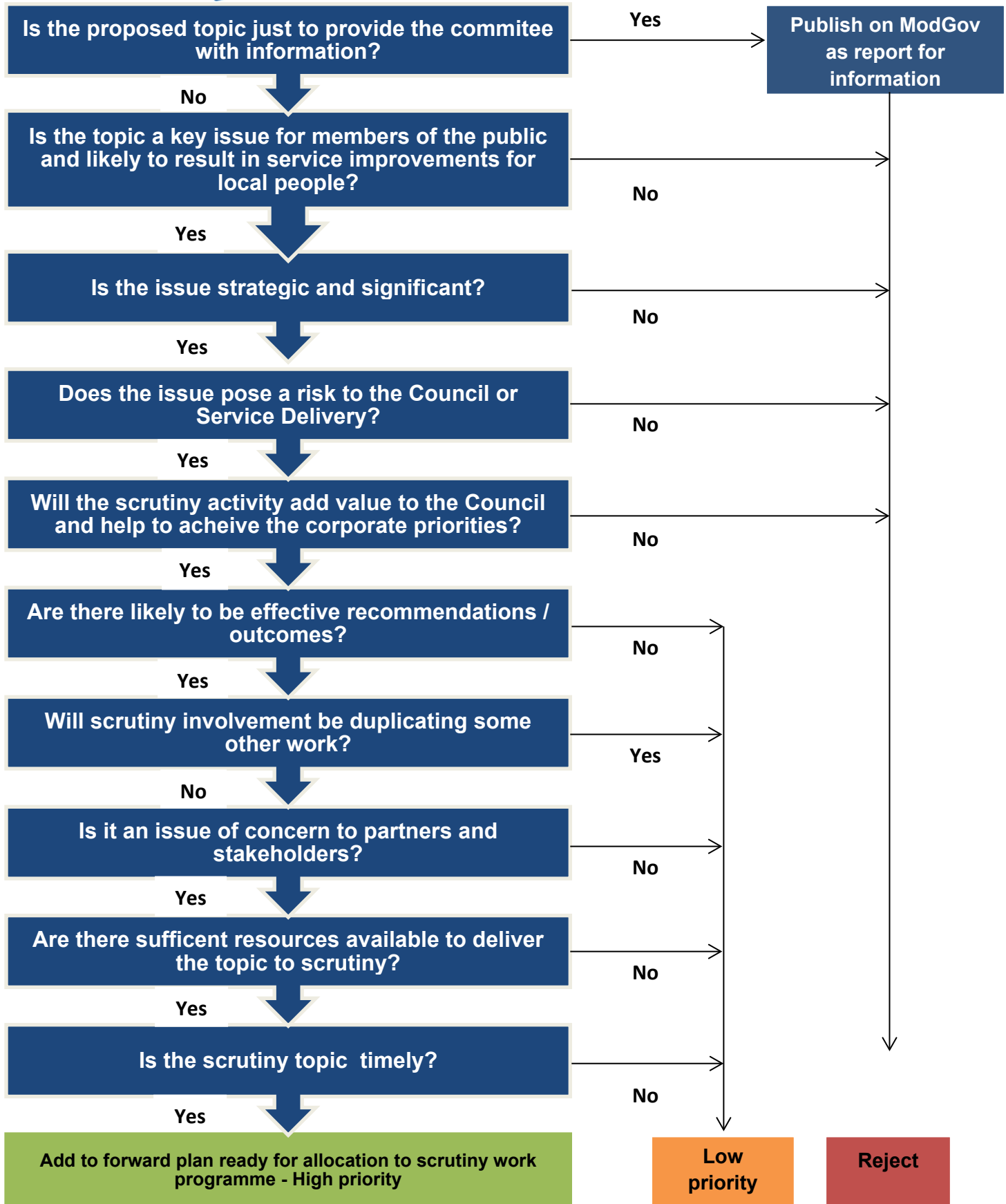
In-depth scrutiny reviews 2017-18

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 Housing Design Standards review report was brought to this Committee and to the Executive in July 2018. All recommendations were agreed and the new standards will be adopted in autumn 2018.</p>

Section C

Scrutiny tracker 2017-18

Housing Scrutiny recommendations tracker				
Meeting date	Agenda item	Outcome / Recommendations	Officer / Executive response	Timescale
3 July 2018	1. HRA Asset Management Strategy 2021 – 2026 scoping report	OUTCOME: for the current strategy to be updated to ensure it reflects changing technologies, in addition to other considerations listed on page 2 of the report.	In addition to the considerations listed in the report, officers will update the Strategy to reflect changes in development and technology.	The new Strategy will be for 2021 – 2026.
	2. Housing Design Standards Review – Working Group report	RECOMMENDATION: for the Executive to consider the report and agreed the recommendations contained within it.	Executive considered this report and agreed its recommendations at its 10 July 2018 meeting. More information can be found in section B.	July 2018
	3. Performance Management Report Q4	RECOMMENDATION: the Committee endorsed the new indicators and recommends their approval to the Executive.	The new indicators were agreed at the Executive 10 July 2018.	July 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, Fiona Cameron, at the Council Offices on 01483 523226 or email committees@waverley.gov.uk.

Executive Forward Programme for the period 1 September 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 every meeting	Kelvin Mills, Head of Communities and Major Projects	VFM and CS/Environ
Charter for Elected Member Development	To commit to achieving Charter Status	Executive, Council	No	October 2018	Robin Taylor, Head of Policy & Governance	VFM and CS
HR Strategy	To recommend the People Strategy to Council	Executive, Council	No	October 2018	Katy Meakin, HR Manager	VFM and CS
FINANCE AND COMMUNICATIONS - CLLR GED HALL (DEPUTY LEADER)						
Property Acquisitions [E3]	To bring forward opportunities for approval as they arise	Executive	Yes	Potentially every meeting	David Allum, Head of Customer and Corporate Services	VFM and CS
Budget Management [E3]	To seek approval for budget variations, if required.	Executive	No	Potentially every meeting	Peter Vickers, Head of Finance	VFM and CS

TOPIC	DECISION	DECISION TAKER	KEY	ANTICIPATED EARLIEST (OR NEXT) DATE FOR DECISION	CONTACT OFFICER	O & S
Medium Term Financial Plan Review	To carry out an interim review of the MTFP.	Executive	Yes	November 2018	Peter Vickers, Head of Finance	VFM and CS
Waverley Communications Strategy	To recommend the Communications Strategy to Council.	Executive, Council	Yes	November 2018	Robin Taylor, Head of Policy & Governance	VFM and CS
COMMUNITY SERVICES AND COMMUNITY SAFETY - CLLR KEVIN DEANUS						
Playing Pitch Strategy	To recommend the Playing Pitch Strategy to Council for adoption.	Executive	Yes	October 2018	Matt Lank, Land Asset Manager	Community Wellbeing
CUSTOMER AND CORPORATE SERVICES - CLLR TOM MARTIN						
Customer Service Review	To agree the Customer Service approach	Executive	No	November 2018	David Allum, Head of Customer and Corporate Services	VFM and CS
ECONOMIC DEVELOPMENT - CLLR JIM EDWARDS						
Economic Development Strategy	For approval	Executive, Council	Yes	October 2018	Kelvin Mills, Head of Communities and Major Projects	VFM and CS
ENVIRONMENT - CLLR ANDREW BOLTON						
Waste, Recycling and Street Cleaning Contract [E3]	To agree the procurement approach for waste, recycling and street cleaning services	Council, Executive	Yes	October 2018	Richard Homewood, Head of Environmental Services	Environment
HEALTH, WELLBEING AND CULTURE - CLLR JENNY ELSE						
HOUSING - CLLR CAROLE KING						

TOPIC	DECISION	DECISION TAKER	KEY	ANTICIPATED EARLIEST (OR NEXT) DATE FOR DECISION	CONTACT OFFICER	O & S
Housing Delivery Board [E3]	To approve and adopt policies and make decisions to assist in the delivery of affordable homes in the Borough, as required.	Executive	Yes	Potentially every meeting	Andrew Smith, Head of Strategic Housing Delivery	Housing
PLANNING - CLLR CHRIS STOREY						
Community Infrastructure Levy (CIL) - for adoption	For adoption	Executive, Council	Yes	October 2018	Graham Parrott, Planning Policy Manager	Environment
Local Plan Part II - Approval to Publish	Approval for publication	Executive, Council	Yes	October 2018	Graham Parrott, Planning Policy Manager	Environment
Thames Basin Heaths and Hindhead SPA Avoidance Strategy	To recommend to Council the adoption of a revised SPA Avoidance Strategy.	Executive, Council	Yes	October 2018	Gayle Wootton, Principal Planning Policy Officer	Environment
Community Infrastructure Levy (CIL) - governance arrangements	To agree governance arrangements	Executive	Yes	December 2018	Fiona Cameron, Democratic Services Manager	VFM and CS
Local Plan Part II - Approval to submit	Approval to submit.	Executive, Council	Yes	February 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].