

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

Cc: Portfolio Holder for Housing

When calling please ask for:
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Calls may be recorded for training or monitoring

Date: 16 November 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, 20 November 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, 27 NOVEMBER 2018

TIME: 7.00 PM

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

The Agenda for the Meeting is set out below.

Yours sincerely

ROBIN TAYLOR
Head of Policy and Governance

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

Waverley Corporate 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 9 - 14)

The Minutes of the meeting of the Housing Overview & Scrutiny Committee held on 18 September 2018 are attached, and Members are asked to confirm these 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 20 November 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 20 November 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 20 November 2018.

6. **OCKFORD RIDGE UPDATE** (Pages 15 - 22)

To note an update on the Ockford Ridge regeneration project.

7.a **HOUSING PERFORMANCE REPORT - Q2** (Pages 23 - 30)

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

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

scrutiny review.

Recommendation

It is recommended that the Housing Overview & Scrutiny Committee considers the report and performance data, as set out in Item 7.b (pages 31 to 70) and

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

7.b **CORPORATE PERFORMANCE REPORT - Q2 (Pages 31 - 70)**

The Corporate Performance Report provides an analysis of the Council's overall performance for the second quarter of 2018-19. The report, set out at Annexe 1, is being presented to each of the Overview and Scrutiny Committees for comment and any recommendations they may wish to make to the Executive or senior management.

At the request of the Chairman and Vice-chairman of the Housing O&S Committee this item will be presented to the Housing O&S Committee **for information only**.

8. **HEALTH INEQUALITIES** (Pages 71 - 78)

For information and to note.

The purpose of this report is to summarise the findings relating to housing from the Health Inequalities Scrutiny review that was carried out by a task and finish group of the Community Wellbeing O&S Committee. The review report was presented to the Community Wellbeing O&S Committee in June 2018.

Recommendation

The recommendation is for the Committee to note the report and the important link between health, wellbeing and housing.

9. **HOMELESSNESS REDUCTION ACT UPDATE** (Pages 79 - 84)

To update the Housing O&S Committee about the implementation of the Homelessness Reduction Act 2017 (HRA 2017) in Waverley from 3 April 2018.

Recommendation

The Housing Overview & Scrutiny Committee is asked to note the content of this update report and agree any comments it wishes to pass to the Executive.

10. **RESPONSE TO WSG MUTUAL EXCHANGE REPORT** (Pages 85 - 114)

The Waverley Scrutiny Group completed a review on the Mutual Exchange policy and process, including reference to downsizing to senior living schemes.

The report was presented to the Head of Housing Operations in September 2018.

This report informs the Committee how the Housing Service team has and will address the recommendations raised in the Waverley Scrutiny Group's report on mutual exchanges including a review of the Mutual Exchange Policy.

Recommendation

It is recommended that the Housing Overview and Scrutiny Committee:

1. thanks the Waverley Scrutiny Group for conducting the review and report;
2. supports the implementation of the scrutiny recommendations and action plan;
3. supports the reviewed Mutual Exchange Policy;
4. receives a progress report in February 2019 on implementation of the recommendations and details of the number mutual exchanges during 2018/19 and number of registered tenants seeking a move; and
5. makes any comments or suggestions in respect of the Council's responses and updates with regard to the Waverley Scrutiny Group's recommendations.

11. WAVERLEY SCRUTINY GROUP RECHARGE PROGRESS - FOLLOW UP REPORT (Pages 115 - 124)

The Waverley Scrutiny Group completed a review on how the council manages the process of recharging certain costs to tenants and leaseholders. The report and recommendations were shared with the Committee in March 2018 and July 2018.

This report is an update informing the Committee how the Housing Service team has addressed the recommendations raised in the Waverley Scrutiny Group's report on recharges.

Recommendation

It is recommended that the Housing Overview and Scrutiny Committee:

1. thanks the Waverley Scrutiny Group for their report;
2. agrees the implementation of the scrutiny recommendations and action plan; and
3. agrees any observations or recommendations regarding the recharges pilot.

12. UPDATED RENT SETTING POLICY - FOLLOW UP REPORT (Pages 125 - 134)

This updated report presents the draft Rent Setting Policy to the Committee incorporating the Committees comments from September 2018. 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.

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.

13. DAMP STRATEGY ACTION PLAN - FOLLOW UP REPORT (Pages 135 - 152)

This report sets out the final version of the Housing Service's strategy and action plan 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 strategy and action plan for responding to reports of damp, mould and condensation.

14. GARAGE REVIEW (Pages 153 - 164)

To present to the Committee the findings of the garage management review relating to the occupancy, promotion, rental and terminations of garages. To propose changes to the garage rent charges.

Recommendation

It is recommended that the Housing Overview and Scrutiny Committee:

1. support the proposal to fix the current garage rental charges for at least one year in order to reach maximum occupancy, in turn increasing total income; and
2. to receive a progress update on the garage occupancy, applications and income in 2019/2020.

15. COMMITTEE WORK PROGRAMME (Pages 165 - 180)

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.

16. 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).

17. 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:

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WAVERLEY BOROUGH COUNCIL

MINUTES OF THE OVERVIEW & SCRUTINY COMMITTEE - HOUSING
18 SEPTEMBER 2018

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

Present

Cllr John Ward (Chairman)	Cllr Paul Follows
Cllr Pat Frost (Vice Chairman)	Cllr Michael Goodridge
Cllr Carole Cockburn	Cllr Richard Seaborne
Cllr Patricia Ellis	Cllr Liz Townsend
	Adrian Waller
Cllr Bob Upton (substitute)	
Terry Daubney (substitute)	

Apologies

Cllr Tony Gordon-Smith and Brenda Greenslade

Also Present

Councillor Carole King and Councillor Andy MacLeod

20. MINUTES (Agenda item 1.)

The Minutes of the Meeting held on 3 July 2018 were confirmed as a correct record and signed.

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

Apologies for absence were received from Councillor Tony Gordon-Smith and Brenda Greenslade.

22. DECLARATIONS OF INTERESTS (Agenda item 3.)

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

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

There were no questions.

24. QUESTIONS FROM MEMBERS (Agenda item 5.)

There were no questions.

25. TACKLING HOUSING FRAUD PROGRESS REPORT (Agenda item 6.)

The Committee welcomed the report, appreciated the work carried out by the team and agreed the recommendations with the two additional comments:

- The Committee wished to demonstrate its appreciation of the work carried out by the new dedicated post; and

- Waverley's determination and efforts in tackling housing fraud be highlighted and publicised.

26. OCKFORD RIDGE UPDATE (Agenda item 7.)

The Committee received a detailed update on progress with the Ockford Ridge redevelopment. During the discussion, it was noted that the demolition was completed ahead of anticipated time; site D was the largest with 37 units; commendations from residents were received after the initial difficulties and some concerns; and a formal opening ceremony would be held on Thursday 20 September, with the Mayor.

It was put on record that the service and the Committee were proud of the progress made while observing that the experiences and lessons learnt must be used to shape any outstanding issues and future work. There was a need to continue to improve consultation and identify more effective ways to engage with local residents and partners with a view to reviewing the consultation/timings with a bigger sample in future.

The Committee understood that some of the earlier contractor related issues were beyond the Council's direct control but all residents affected were personally visited by the Service Head, and a possible recompense option was being explored.

Following the discussion, the Committee agreed the recommendations set out in the report and praised the Council's efforts in delivering the project.

27. ANNUAL SCRUTINY REPORT (Agenda item 8.)

The Committee welcomed the first Annual Scrutiny Report (ASR) incorporating reflections, Members' feedback and the foreword by the Chair of Overview and Scrutiny Coordinating Board, Cllr John Ward.

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

The ASR reviewed and reflected on the first year, invited further feedback and highlighted successes as well as areas that could be improved. The Committee noted that the ASR report was a result of an idea which originated from a previous working group and the first ASR demonstrated a robust and efficient follow-through. If any criticism, at all, was required, it was that reports could be shorter to focus minds.

Following the discussion, the Committee endorsed the report and referred the report to the Coordinating Board.

28. RENT SETTING POLICY (Agenda item 9.)

The Committee welcomed the report providing a clear framework for setting and reviewing rent levels for all Council homes. The policy ensured that the Council adhered to the relevant legislation and regulations when setting rents for Housing Revenue Account properties and would run alongside the Council's Housing Strategy.

During the discussion, it was noted that the mechanism and details to evaluate the 'market rent', and the details about 'estate maintenance and improvements' needed to be included in the final version of the report.

After the discussion, it was agreed that the revised version would be brought back to the Committee with the following changes:

- To add a technical glossary to explain various terms;
- To amend a phrase "may" to "flexibility" in relation to charging rents; and
- To explain what market values were the Council charging the residents and how were these calculated.

29. TENANCY AND ESTATES PROGRESS UPDATE (Agenda item 10.)

The Committee noted the report highlighting the progress of the Tenancy and Estates team following a number of changes regarding the provision of service and team structure since 2017.

After a comprehensive briefing and discussion, the Committee noted the recommendation and requested a new structure document with details about who does what under the new arrangements be sent to Committee; and a better way forward to deal with the cost and responsibilities associated with third-party communal areas must be explored and reported back.

30. OVERVIEW OF DAMP IN COUNCIL HOMES (Agenda item 11.)

The Committee noted the report setting out the Housing Service's draft strategy for responding to reports of damp, mould and condensation in Council homes supporting the corporate priorities of People, Place and Prosperity.

The Committee agreed that the final version be brought back to the Committee to include an action plan together with graphic/flash card element added with a view to improving the impact and engagement aspects.

31. PERFORMANCE MANAGEMENT REPORT Q1 (Agenda item 12.)

The Chief Executive, Tom Horwood, introduced the item. He highlighted that the new overarching performance report provided broader focus, covered a range of important Key Performance Indicators (KPIs), dataset and corporate snapshot that would be useful for the senior managers and the Overview and Scrutiny. He emphasised that this was a first version that could be tweaked in light of any feedback and suggestions and needed to be fit for purpose.

During a comprehensive, constructive and frank discussion, a range of views, underlying themes and comments were made. The Chairman invited the Committee members to cogitate over the new format – values, charts, colour, information provided and the ability to understand the material provided. For example, at a practical level, did the new formatting, colours, information and pie charts make sense to the Committee Members?

A Councillor stated that she was not happy with the new format of the report as the Committee used to receive such style of report many years ago, and had to ask to receive the kind of reports which was relevant to do their job - smaller focussed reports with more relevant information and details to avoid losing the emphasis on monitoring and overseeing the service delivery for the residents.

Pages 119, 101, 104 and 110 were cited as perhaps not being very clear and thus created many queries. For instance, what did the red actually mean in each area - bad, good or both depending on what and how was an area being measured? Did the Members and others fully understand what these values, colours and jargons were? Were up/down arrows good or bad? Should there not be a long term and short term comparison and trend?

It was mentioned that there needed to be a serious consideration of the target audiences - their needs, roles and aims (Would one identical report be suitable for Senior Managers, Executive as well as the Scrutiny that probably had different approaches, aims and priorities?). Could the competing priorities be realistically balanced and one report fit for purpose for all? A few Members felt that there was far too much jargon and the report needed to have fewer jargons in plain English wherever possible, e.g. what was E11/HA1 and was it the best way to explain?

Others felt that effective housing scrutiny might need more information to examine and keep track of performance/service delivery. Just by way of example, page 120 needed the cost, details and further commentary, and page 101 was mixed up. It was requested that if a table dropped, please repeat the headings on the next page and needed to explain what a particular value in tables was. It was added that a better, simpler and jargon-free set of keys/legends would be helpful and there was a need for long-term and short-term information.

A Member felt that it would be useful to know more about what was being done to address any highlighted issues/concerns instead of just raising these in the report. Others were of the view that if a report created too many questions then perhaps it was not such a good change and the Committee was only interested in housing element to focus their minds instead of an overcomplicated report with legends/keys paragraph repeated. On the other hand, a Member felt it useful to have a comparison with other service areas and added that as he was unburdened in relation to the past format and history, therefore, overall, the new report was fine except for the need for some clarity, relevant information and details that could be added in.

It was mentioned that former KPIs were still available in a perhaps slightly different format. A member noted that he was neither overjoyed, nor would completely dismiss the new format as a badly updated format. He felt that it might be that some time was needed to evaluate, and perhaps it was a question of adding more

explanation and simpler information with details therefore he was prepared to give it a benefit of the doubt.

In relation to the new report had been presented to all other O&S Committees and was perhaps rather passively received – it was commented that, quite possibly, other O&S Committees were not as inquisitive as the Housing O&S or maybe it was due to the continuity of the Housing Committee over the years?

The Chief Executive responded to comments and observations. He stated that target audiences were important - Managers needed to take relevant action, Scrutiny was to oversee, and the report was not intended for the full council meetings. He said that, previously, the performance report was rather narrowly focussed.

The Chief Executive noted the points about formatting, colour, content and details and stated that the commentary was there but could perhaps be further improved by the relevant Service Managers. He informed that the report could be refined further with more details and information, if the Committee wished but added that he would not wish to create too many separate reports but the Housing O&S could have only their housing section of the wider performance report. It was contended that there were some positive comments/comments in regard to the new corporate performance report at other O&S meetings, and the passiveness was perhaps a tongue in cheek reference. He added that housing was a substantial part of the council and it was good to have a healthy debate. He concluded that he was not perturbed about any criticism or questions about the new format and welcomed debate and appreciated the feedback to make the new corporate performance report fit for purpose.

After the detailed discussion, it was noted that:

- The Committee was pleased to see that housing was the only service area not to have any red sections;
- The Committee would provide offline comments to the Chief Executive; and
- The Coordinating Board would consider the new format of the corporate performance report with a view to arriving at a final joint response and/or to providing further feedback.

32. GOVERNMENT'S GREEN PAPER "A NEW DEAL FOR SOCIAL HOUSING"
(Agenda item 13.)

The Committee considered the report as well as the PowerPoint presentation about the Government's green paper "A New Deal for Social Housing" which included the five principles to improve social housing. Tenants' Panel representatives, along with other committee members, welcomed the Green Paper in principle.

It was noted that in order to underpin a new, fairer deal for social housing residents, the Government paper identified five principles outlined below:

- 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.

The Committee agreed that this was a good opportunity to feedback on the consultation themes and questions to inform future social housing legislation, regulation and standards.

After discussion, the Committee agreed that:

- A draft consultation response be circulated for their email feedback; and
- A working group be set up about 'stigma' of social housing in Waverley.

33. COMMITTEE WORK PROGRAMME (Agenda item 14.)

The Committee noted the Work Programme and the made following observations:

- Affordable Housing item needed to include what was affordable, how many social housing units were there with a detailed background by wards and other details;
- Revised Rent Policy needed to come back with the changes;
- Revised Corporate Performance Report to come back in November;
- A new working group about social housing stigma now agreed; and
- An item about the renewal of contracts be added to the Work Programme.

The meeting commenced at 7.00 pm and concluded at 9.10 pm

Chairman

WAVERLEY BOROUGH COUNCIL

HOUSING OVERVIEW & SCRUTINY COMMITTEE

27 NOVEMBER 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

The site is cleared and hoarded awaiting redevelopment.

The new roads have been officially named as 'Whitebeam Way' and a numbering system has now been agreed and confirmed with the relevant authorities.

The council remains on programme to commence construction works in spring next year. As part of the tender process potential contractors were asked to prepare a phase delivery programme which would enable early handover of some new homes. This would facilitate bringing forward other sites on the estate.

Procurement

The tender period has ended and returns assessed. A preferred contractor has been identified and the council is in a 30 day standstill period, after which the council will be in a position, assuming no formal challenges, to make an appointment. Contract Award is planned for November and a start on site in March 2019.

Site B

Decanting strategy is being reviewed in light of a phase handover proposed by the preferred contractor for site A. This should allow tenants to be moved to new homes earlier, and enable start on site before planning permission lapses in November 2020.

The next phase of project planning will be the procurement of service disconnection and diversion works. Both these activities will take place during the early part of 2019 so that the site can be brought forward for demolition and redevelopment in 2020.

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

An application for outline consent was submitted on 12 October. Validation is expected to be completed by Planning Services by Friday 26 October, after which formal public consultation will commence.

Three of the existing void properties on this site are to be leased to Ethical Lettings prior to redevelopment of the site.

The next phase of project planning will be the procurement of service disconnection and diversion works which will take place during the early part of 2019 so that following discharge of reserve matters the site can be brought forward for demolition and redevelopment in 2020.

Site D

W Stirland handed over the new homes on the 31 July 2018. A Formal opening ceremony was held on the 20 September 2018 and attended by the Mayor, other Ward Councillors,

local residents, W Stirland (contractor) and Waverley staff. The 12 month defect period will end 31 July 2019.

Refurbishment

Phase 1

Waverley Officers and our appointed Contract Administrator continue to monitor the completion of the final snagging works at one property. The final account will be agreed with a retention held for a further twelve months.

Phase 2 & 3

Properties have been identified and survey works completed to inform the next two phases of refurbishment. Phase 2 is an externals only phase of refurbishment. Phase 3 is a full refurbishment phase with only one tenant decanted from their home to facilitate refurbishment. The remaining properties have become void following former tenants move to new build homes on Site D. One property will provide adapted ground floor accommodation for an existing tenant at Ockford Ridge with a long term health condition.

Community consultation

The Ockford Ridge Community Consultation Group (CCG) has been replaced with a wider and enhanced community consultation programme.

The Ockford Ridge CCG was set up originally to be an effective conduit between local residents affected by the regeneration project and the Council. It served its purpose and although the group tried to recruit other residents, it was unsuccessful. There is also a need to consider the General Data Protection Requirements, which restricts how members of the CCG can represent other residents at the meetings. It is essential that there is wider community engagement and a drive to more direct contact between the project team and individual residents.

The issue of 'My *Ockford Ridge*' newsletter will continue and the October issue was dispatched, with a focused on the official opening of Site D and progress update for Site A. The next newsletter will be issued w/c 5 November 2018. Officers will offer a digital version and ensure that a copy is available on the Ockford Ridge pages of the Waverley website. Events will also be published on *Your Waverley* Facebook page.

A dedicated email address has been set up for any resident to contact the team: Myockford@waverley.gov.uk.

A new Ockford Ridge Liaison Group has been established which meets on a monthly basis and members of this group include the Housing Portfolio Holder, Ward Members, Officers

and two members of the Tenants Panel who are also tenants at Ockford Ridge and Aarons Hill.

A Drop in Surgery will be held on a quarterly basis to enable local residents to call in to discuss any matters relating to the Ockford Ridge regeneration with Andrew Smith, Louisa Blundell and the local ward councillors. The local Rents Officer will also attend the next surgery which will be held on 31 October 2018 and will be available to meet any tenants with questions regarding their rent.

A consultation drop in event has also been arranged for 14 November 2018 when the community will have the opportunity to meet the contractor for Site A.

CONTACT OFFICER:

Louisa Blundell
Housing Development Manager

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

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	2021/2022	
	TOTAL	0	0	0	0	0	0	0	0	0	0		
New Affordable Homes Projects													
Approved Development Schemes													
K5428	AF	Ockford Ridge - Site D	1,368,468	791,830	221,763	1,013,593	1,162,996		205,472				
K5407	MC	Ockford Ridge - Show homes	12,150			0	0	0	12,150				
K5407	-	Ockford Ridge - utility and contingency	1,165,000	26,302		26,302	1,165,000	1,138,698		1,200,000	1,200,000	1,200,000	
K5407		Ockford Ridge - Estate Works	35,000				35,000						
K5425	MC	Ockford Ridge - Site A (37)	4,836,637	80,041	103,071	183,112	1,012,000	828,888	3,824,637	6,144,000	2,048,000		
K5426	MO	Ockford Ridge - Site B (17)	17,535	14,143		14,143	17,535	3,392		100,000	1,500,000	1,500,000	
K5427	MC	Ockford Ridge - Site C (30)	74,921	40,748	3,711	44,458	74,921	30,463		70,000	1,489,980	3,732,000	
Land and Asset Purchase													
K5000		Buy Backs (2/3)	700,000	532	3,000	3,532	700,000	696,468		1,500,000	1,500,000	1,500,000	
Total New Affordable Homes Projects			8,209,711	953,597	331,545	1,285,141	4,167,452	2,697,908	3,824,637	217,622	9,014,000	7,737,980	7,932,000
Stock Remodelling													
Approved Development Schemes													
K5008		Ockford Ridge Refurbishment - pilot	15,000			0	15,000	15,000					
K5016		Ockford Ridge Refurbishment - Phase 1	371,545	265,558	3,177	268,735	371,545	102,810					
K5017		Ockford Ridge Refurbishment - Phase 2 - ext	387,928	11,858	10,648	22,507	387,928	365,421					
K5018		Ockford Ridge Refurbishment - Phase 3	485,000	6,728		6,728	485,000	478,272					
K5019		Ockford Ridge Refurbishment - Future phase	0			0	0	0		4,332,570			
Total Stock Remodelling			1,259,473	284,144	13,825	297,969	1,259,473	961,504	0	0	4,332,570	0	0
Total			9,469,184	1,237,741	345,370	1,583,111	5,426,925	3,659,412	3,824,637	217,622	13,346,570	7,737,980	7,932,000

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Year	2018				2019								2020								2021								2022																							
Month	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
	2019/2020												2020/2021								2021/2022								2022/2023																							
Site A planning	█																																																			
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WAVERLEY BOROUGH COUNCIL

HOUSING OVERVIEW & SCRUTINY COMMITTEE

27 NOVEMBER 2018

Title:

**PERFORMANCE MANAGEMENT REPORT
QUARTER 2, 2018/19
(JULY – SEPT 2018)**

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

Summary and purpose:

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

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

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

Waverley's Performance Management Framework, and the active management of performance information, helps ensure that Waverley delivers its Corporate Priorities. The Housing Service indicators support the People, Place and Prosperity 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:

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

Legal Implications:

There are no direct legal implications associated with this report.

Introduction

1. This report provides a summary performance view of housing service detailing KPIs and complaints data. The report supports the Corporate Performance Management Report item 7.b.

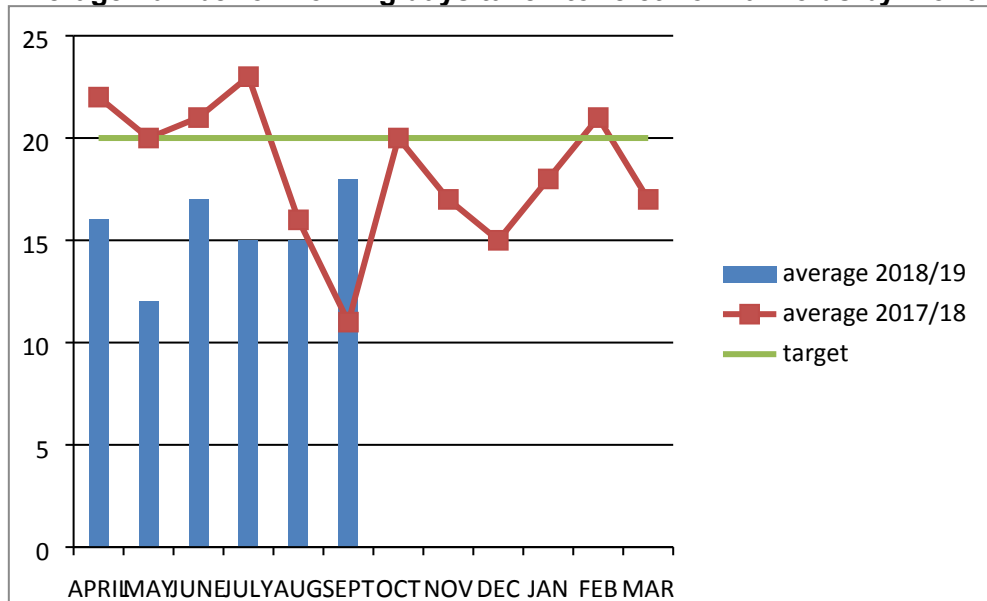
Performance of Key Indicators in Q2 2018/19

2. The Corporate Performance Report provides an overview of the 12 Performance Indicators for the Housing Service. Please refer to Item Seven B, Annexe One page 32 and page 35 for the Performance Indicator Status.
3. The Housing Service performed well during Quarter Two. Only two indicators did not meet the target. The percentage of annual rent collected and right first time responsive repairs performance.
4. Commentary on overall team performance can be found for Housing Operations at page 31 of the report and at page 34 for Housing Strategy and Delivery. Providing details on the range of work completed by the housing service including selecting new contractors, responding to legionella, hosting a Homelessness Conference and tenant summer social events.
5. Additional information for the voids performance (of particular interest to the Committee), affordable homes (of interest due to new indicators), homelessness data (of interest due to new indicators), percentage of annual rent collected (did not meet performance target) and right first time responsive repairs performance (did not meet performance target) follows:

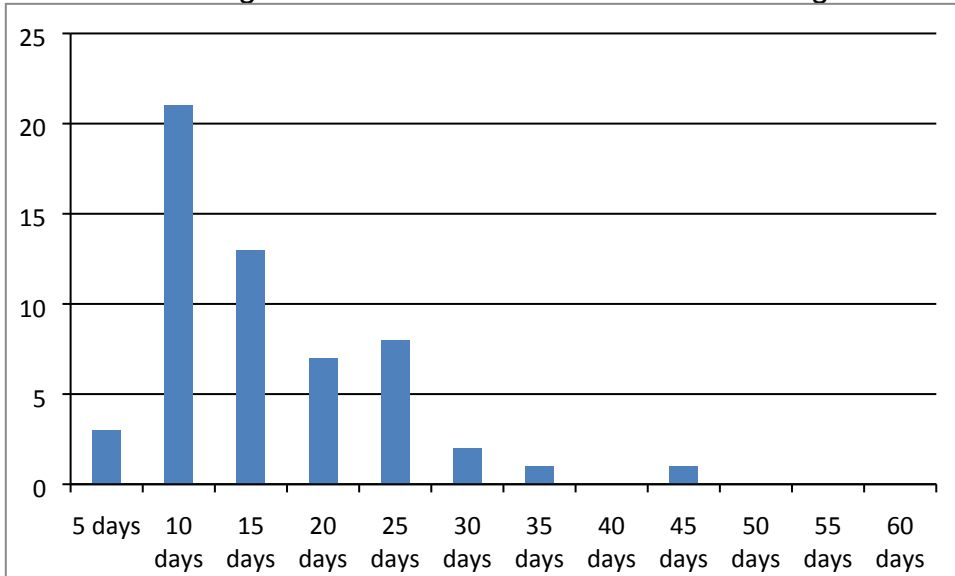
Re-let Performance

6. To ensure we provide homes for people in housing need and maximise our rental income homes must be relet promptly. There has been an ongoing improvement in the relet performance for normal voids during 2017/18, achieving target in Quarters Two, Three and Four, which has continued into 2018/19.
7. 56 homes were relet during Quarter Two with an overall average of 16 working days. The breakdown by month demonstrates that performance has been on target throughout the financial year to date.

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



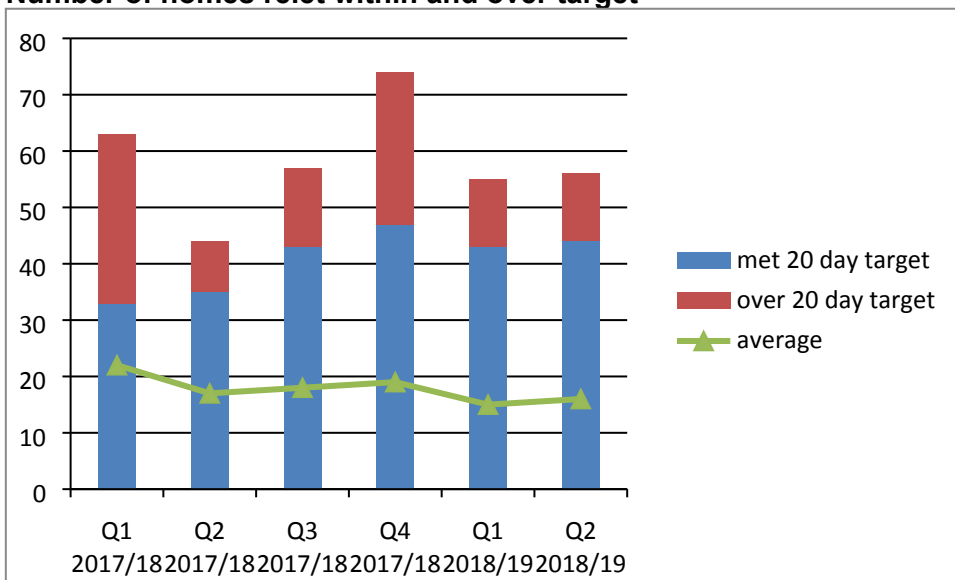
8. The mode average data for Quarter Two shows an average of ten working days.



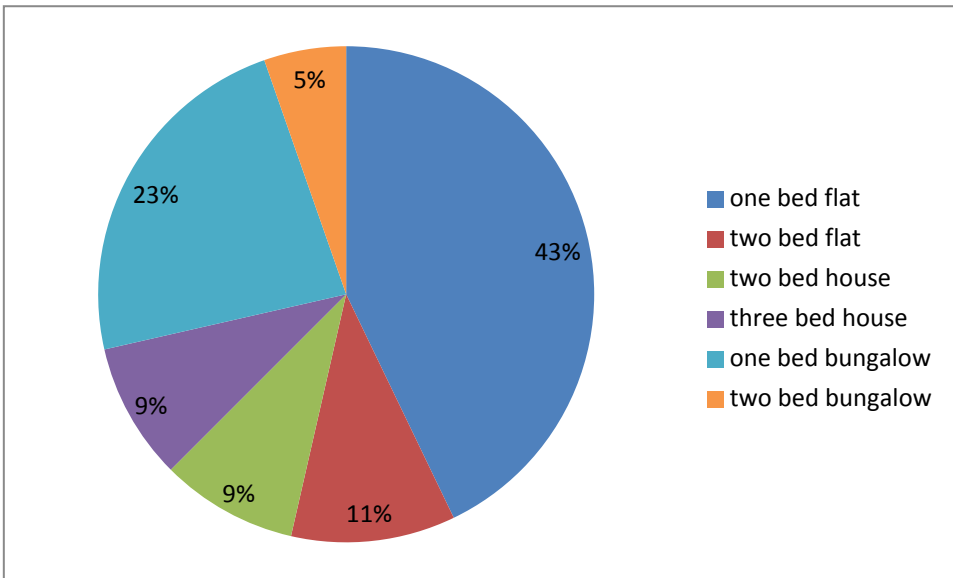
9. 44 homes were let within target and a further ten between 21 and 30 working days. Only two took over 35 days. The team experienced a range of issues which increased letting time for individual homes. A first floor one bedroom home in Farnham was offered five times and a three bedroom home in Haslemere was held to consider suitability for a disabled family.

10. 79% of homes (44) were let within target. The team have focussed on increasing this percentage whilst maintaining the average target performance.

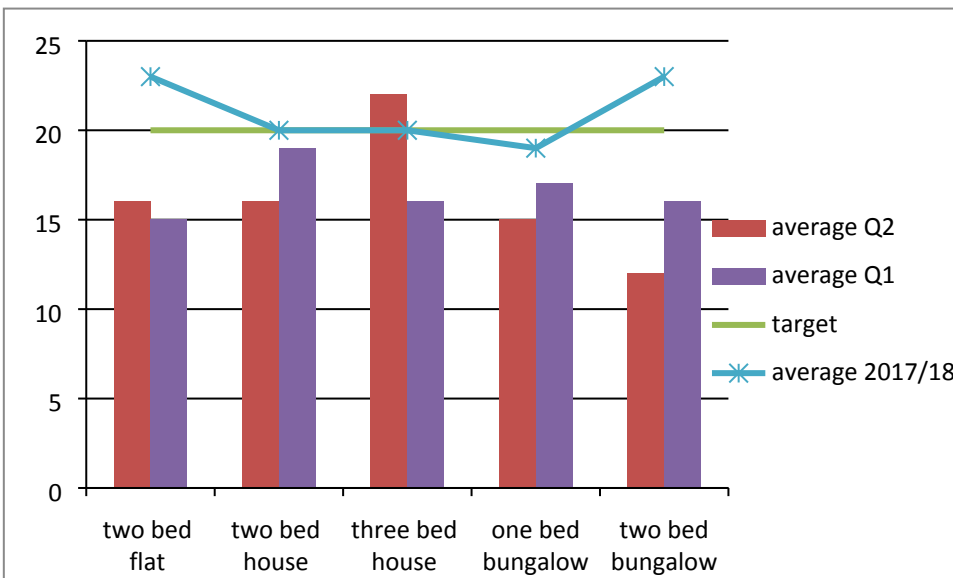
Number of homes relet within and over target



11. On reviewing the number and size of homes the majority of homes relet in Q2 were one bedroomed flats.



12. The data indicates that on average all sizes of homes were let within target, except three bedroom homes taking on average 22 days to relet.

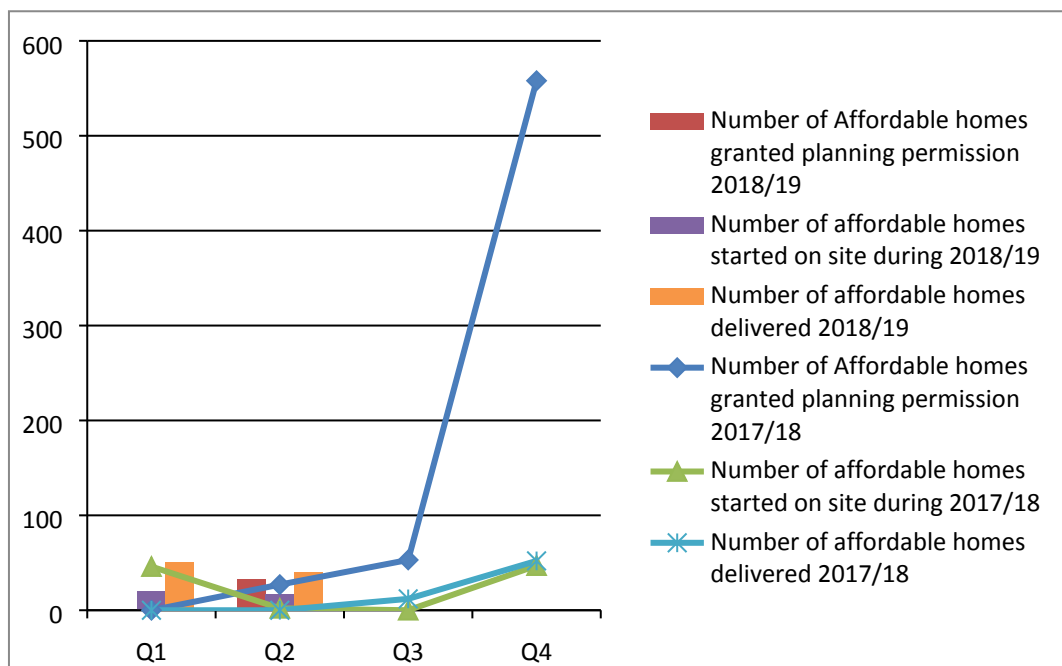


13. The Homechoice Team also allocated 33 new homes during Quarter Two at Ockford Ridge and Wey Court (not included in the void performance).
14. The cross service teams continue to improve performance and learn from delays and issues.

Affordable Homes

15. There are now three indicators to show the progress and number of affordable homes in the pipeline.
16. The preparatory work completed by the Housing Strategy and Enabling Team in 2017/18 has resulted in new housing association homes in the borough this year. New Council homes have also been delivered at Ockford Ridge Site D, Godalming and Wey Court, Farncombe.

17. There are no targets set for these indicators however Members can monitor the time taken between planning, starting on site and delivery to identify any areas for review.



Note: 558 planned homes in Q4 2017/18 included large scale development at Dunsfold Park. Start on site pending outcome of legal challenge in October.

Homelessness

18. The performance indicators have changed to reflect the new prevention duties following the introduction of the Homelessness Reduction Act. The homelessness cases prevented indicator has been replaced with two indicators demonstrating the number of approaches for assistance and the number of homelessness duty cases accepted.
19. The team continue to successfully provide advice and assistance to prevent homelessness and secure homes resulting in extremely low numbers of applicants in temporary accommodation.
20. Please refer to the Homelessness Reduction Act – update report Agenda Item Nine for further details.

Rent Collection

21. The team just missed target the rent collected target by 0.06% (£19k). However the team continue to maintain low arrears and encourage payments in advance.
22. As at 30 September 3,744 accounts were in credit with a value of £550,000. There were 1,069 accounts in arrears with a value of £206,000.

23. The team are also preparing for Universal Credit (UC). There are currently 11 tenants in receipt of UC, three are in credit and the Rent Account Officers are working with the others in arrears. The early single person claimants were not offered the opportunity to apply for a payment in advance to assist in managing budgets as their circumstances changed.
24. From 24 October 2018 UC will be rolled out to new applicants in Waverley replacing Job Seekers Allowance, Employment and Support Allowance, Child Tax Credit, Working Tax Credit, Income Support and Housing Benefit for working age applicants.

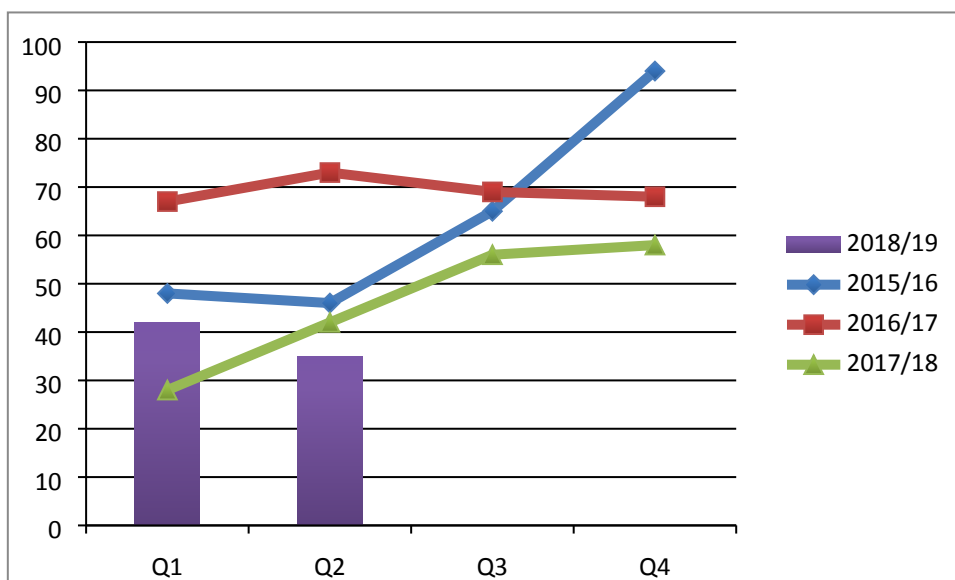
Responsive Repairs: Right first time to update following data

25. The team have seen an overall improvement in tenant satisfaction with the responsive repairs service achieving over 90% during 2017/18, which has continued into 2018/19. Due to improved ease of contact, operative arriving on time and reduction on time taken to complete repair.
26. However there was a dip in performance with right first time during Q4 due to the extreme weather conditions. The performance has slightly improved in Q1 and Q2, but not yet to target.
27. The team closely monitor satisfaction results and investigate any expressions of dissatisfaction. Working closely with our contractors we manage the issues arising.
28. Performance is also impacted by different interpretation of events, on investigation often the initial responsive repair report has been completed but follow up work is required.

Customer Feedback

29. Waverley welcomes feedback compliments and complaints from our customers to help improve the services we provide. Waverley now operates a two tier complaints process as follows:
 - Level 1 – responded to by the appropriate officer.
 - Level 2 – responded to by the Head of Service.
30. The new process was launched in April 2018. If the customer is not happy with the response, they can escalate their case. At each level the complaint is investigated and a full response provided that can incorporate future actions for the Council.
31. If the customer is not satisfied with a Level 2 response they have two options available to them. They may pass their complaint to a 'Designated Person' (MP, Councillor or recognised tenant complaints panel) to locally resolve the complaint and/or refer the case to the Housing Ombudsman or they can choose to wait eight weeks before making a direct referral to the Housing Ombudsman.
32. The Housing Service received 17 recorded compliments in Q1 and Q2 2018/19. Compliments were received across the whole service, and in particular, Property Services.

33. The number of complaints received has been reducing in line with the improvements in service delivery over the last three years. The team received a total of 77 complaints in the first half of 2018.



34. The housing service received a range of complaints across all teams. No trends or common issues were identified due to the range of cases.
35. One case was heard by the Housing Ombudsman in April. The complaint referred to actions taken by Waverley to assess if the tenant was living in his home. No maladministration was found.

Conclusion

The housing service has continued to meet key performance targets on voids, gas safety, temporary accommodation and overall satisfaction with responsive repairs. The ongoing downward turn in complaints received supports the delivery of improved services. The team will continue to identify service improvements and embed current initiatives to drive continuous improvements.

Recommendation

It is recommended that the Housing Overview & Scrutiny Committee considers the report and performance data, as set out in item 7.b. (page 31 to 70) and

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

Background Papers

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

CONTACT OFFICER:

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Title: Service Improvement Manager

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WAVERLEY BOROUGH COUNCIL

VALUE FOR MONEY AND CUSTOMER SERVICE O&S – 19 NOVEMBER 2018

COMMUNITY WELLBEING O&S – 20 NOVEMBER 2018

ENVIRONMENT O&S – 26 NOVEMBER 2018

HOUSING O&S – 27 NOVEMBER 2018

Title:

**CORPORATE PERFORMANCE REPORT
Q2 2018/2019
(JULY - SEPTEMBER 2018)**

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

Summary and purpose:

The Corporate Performance Report provides an analysis of the Council's performance for the second quarter of 2018-19. The report, set out at Annexe 1, is being presented to each of the Overview and Scrutiny Committees for comment and any recommendations they may wish to make to the Executive. At the request of the Chairman and Vice-chairman of the Housing O&S Committee this item will be presented to the Housing O&S Committee for information only.

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

The Council monitors its performance through a broad range of measures such as:

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

- Finance
- Housing Delivery

A comprehensive report is collated at the end of each quarter and includes a corporate overview section with the Chief Executive comments, followed by service specific sections with Heads of Service feedback on the performance in their area.

The report is used as a performance management tool by senior management and it is presented to the Overview and Scrutiny Committees to scrutinise the progress against the Council's goals and objectives.

Although the report contains information about all services, each of the Overview & Scrutiny Committees is only required to consider those sections of the report specific to its service area remit.

The Overview and Scrutiny Committees remits are listed below:

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 (information only):

- Housing Operations
- Housing Strategy and Delivery

Recommendation

It is recommended that the Overview & Scrutiny Committees 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:

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Title: Policy & Performance Officer
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E-mail: nora.copping@waverley.gov.uk

Corporate
Performance Report
Q2 2018/19
(July – September 2018)

Final version



Report Publication Date: 9 November 2018

Report Content Page

Item	Report Section	Responsible Service	Head of Service	Page
1	Corporate Dashboard	Management Board	Management Board	3
Value for Money & Customer Service - Overview & Scrutiny Committee				
2	Service Dashboard	Customer & Corporate Services	David Allum	10
3	Service Dashboard	Finance	Peter Vickers	13
4	Service Dashboard	Policy & Governance	Robin Taylor	16
Community Wellbeing - Overview & Scrutiny Committee				
5	Service Dashboard	Communities Services	Kelvin Mills	19
6	Service Dashboard	Licensing only under Environment Services section	Richard Homewood	23
Environment - Overview & Scrutiny Committee				
6	Service Dashboard	All Environment Services teams except for Licensing which is under remit of Community Wellbeing O&S committee	Richard Homewood	23
7	Service Dashboard	Planning	Elizabeth Sims	27
Housing - Overview & Scrutiny Committee				
8	Service Dashboard	Housing Operations	Hugh Wagstaff	31
9	Service Dashboard	Housing Strategy & Delivery	Andrew Smith	34

RAG Rating Legend

Performance Indicators RAG Legend

Data only	Data only KPI, no target
Green	On target
Amber	Up to 5% off target
Red	More than 5% off target

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 2 2018-19 - Performance Summary from the Management Board on Key Successes, Lessons Learnt, Areas of Concern

Chief Executive's quarterly report:

This is the second report in the new format, providing a clear snapshot of the Council's performance at the end of September 2018. I am grateful to councillors on the Scrutiny Committees and to colleagues for their constructive suggestions following the Q1 report. Many presentational improvements have been made as a consequence.

Overall performance is very good with most performance indicators and service plan actions on track. The Service chapters provide commentary and detail, focusing on those areas of the Council's business that require intervention to bring them back on track. The Council's financial position mid-way through the financial year is healthy, with a favourable variance to the budget currently being forecast.

Particular headlines to note from Quarter 2 are:

- Full Council approval of the Corporate Strategy, which sets the strategic framework for the Council for the next five years.
- The Mayor unveiling a new memorial to Canadian servicemen at Milford Common at a ceremony attended by dignitaries and servicemen and women from Canada, as well as the Deputy Lieutenant of Surrey and the Foreign Secretary, local MP Jeremy Hunt.
- The Mayor also hosted a successful visit by the Landrat (executive mayor) of Mayen-Koblenz, Germany, which is twinned with Waverley.
- Full Council approval of the Economic Development Strategy, following detailed involvement by councillors and the chambers of commerce.
- Progress was made with the Local Plan Part 2 public consultation, the development of the Community Infrastructure Levy schedule (approved in Q3) and the legal defence of the Local Plan Part 1 (successful in Q3).
- Successfully achieving the new, more challenging Investors in People standard.
- Recognition by the Green Flag award scheme of seven of our parks and open spaces.
- The completion of 16 new council-owned homes at Ockford Ridge, Godalming.
- Completing the refurbishment of the Memorial Hall in Farnham.
- Receiving the report of the Planning Service peer review.
- A successful event for prospective election candidates.
- A successful by-election for Haslemere Town Council.

In the coming months, we are focusing on:

- The severe financial challenges facing both Waverley Borough and Surrey County Councils, as we prepare our budget and service options and consider the impact of Surrey CC's proposals for service and funding reductions.
- Discussing with councillors the recommendations of the draft HR Strategy and the Planning peer review.
- Preparing for the implementation of the Community Infrastructure Levy in March 2019 and progressing Part 2 of the Local Plan.
- Finalising the agreement and then preparing to implement a new contract for waste and recycling collection, to go live in November 2019.
- Progressing the procurement of a new grounds maintenance contract.

- Implementing the Council's recent decisions on investment in our leisure facilities in Cranleigh, Farnham and Godalming.
- Continuing our preparations for the borough and parish elections in May 2019.
- Tackling an incidence of non-pneumophila legionella in one of our properties.
- Continuing to support the Police investigation into air quality data.
- Completing our recent work with councillors on overhauling our approach to risk management and reporting.
- Preparing the council and borough for the UK's withdrawal from the European Union, as the international settlement becomes clearer.

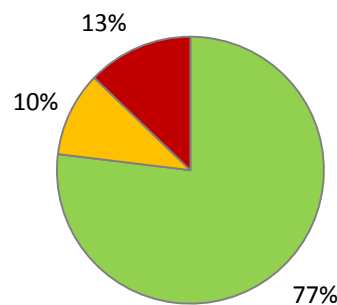
Tom Horwood, Chief Executive

Performance Indicators Status

Q2 All Corporate KPIs

Total	100%	39
Green	77%	30
Amber - less than 5% off target	10%	4
Red - over 5% off target	13%	5

Data only	N/A	12
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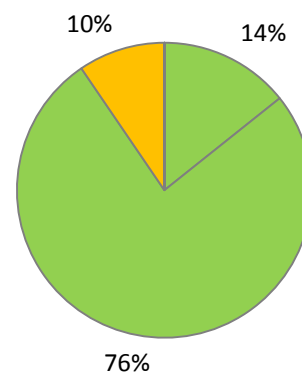


Comment: The services performed well in the second quarter with 77% of indicators performing on target, showing an improvement over the preceding quarter. The service specific dashboards contain further details on underperforming indicators and what actions are being taken.

Service Plans - Actions Status

Q2 Corporate Service Plans

Total	100%	210
Completed	14%	30
On track	76%	160
Off track - action taken / in hand	10%	20
Off track - requires escalation	0%	0
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 is 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.

Comment: There were no outstanding Internal Audit actions at the end of Q2 2018-19.

Complaints

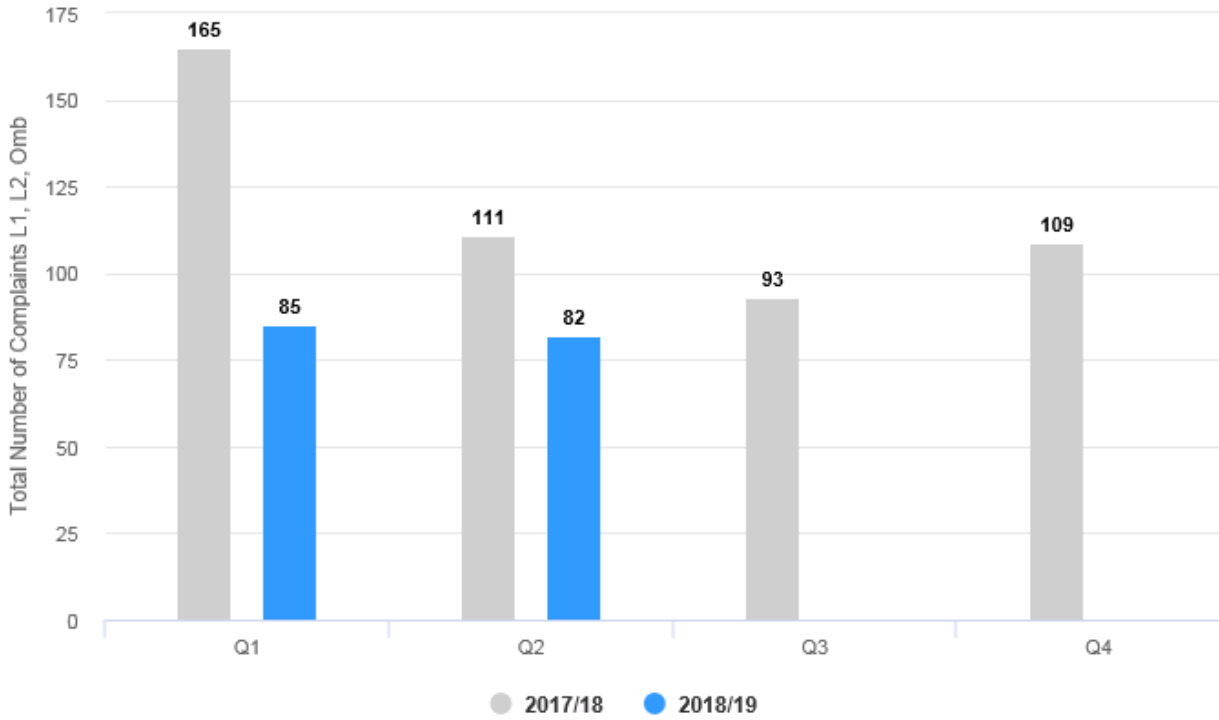
Q2 2018-19 (1 July 2018 - 30 September 2018)

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	Total Number of Complaints Received in the quarter	Total Number of Complaints Concluded in the quarter
Communities	4	4	100%	0	0	n/a		
Customer & Corporate	0	0	n/a	0	0	n/a		
Environment	11	10	91%	6	6	100%		
Finance	7	5	71%	2	2	100%		
Housing Operations	19	14	75%	9	9	100%	1	No decision yet
Housing Strategy & Development	6	4	67%	3	3	100%		
Planning	10	10	100%	4	4	100%		
Policy & Governance	0	0	n/a	0	0	n/a		
Total	57	47	82%	24	24	100%	1	0

Total Complaints	82
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	Response Rate	Target	Status
Level 1	82.46%	95%	over 5% off target
Level 2	100.00%	95%	on target
Total	87.65%	95%	over 5% off target

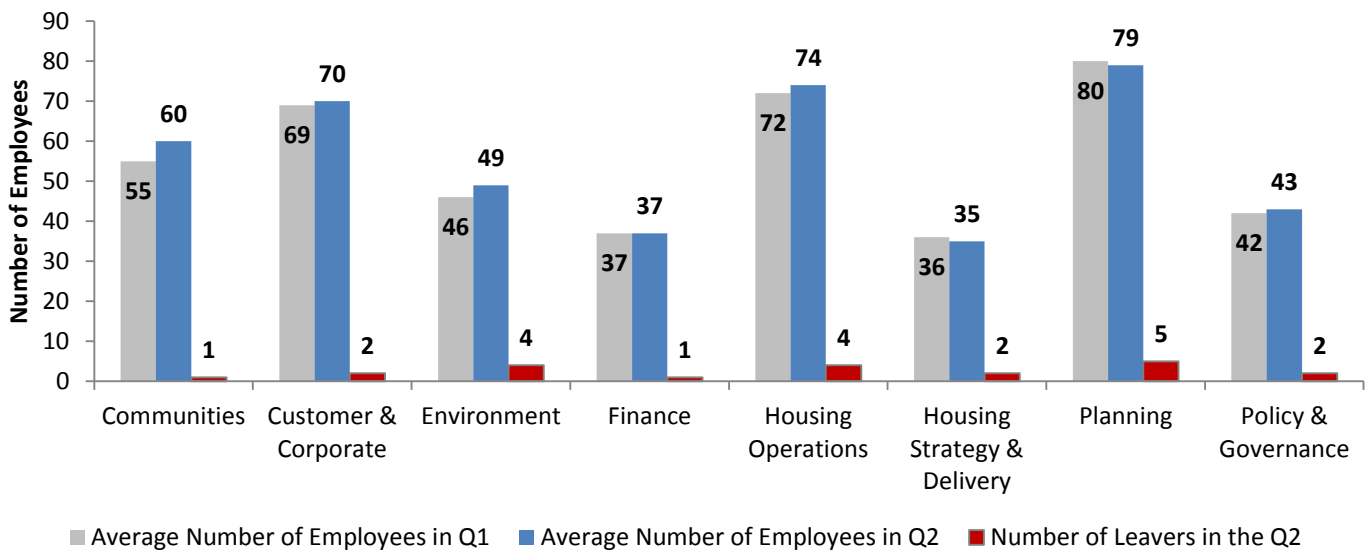
PG1 - Total Number of Complaints



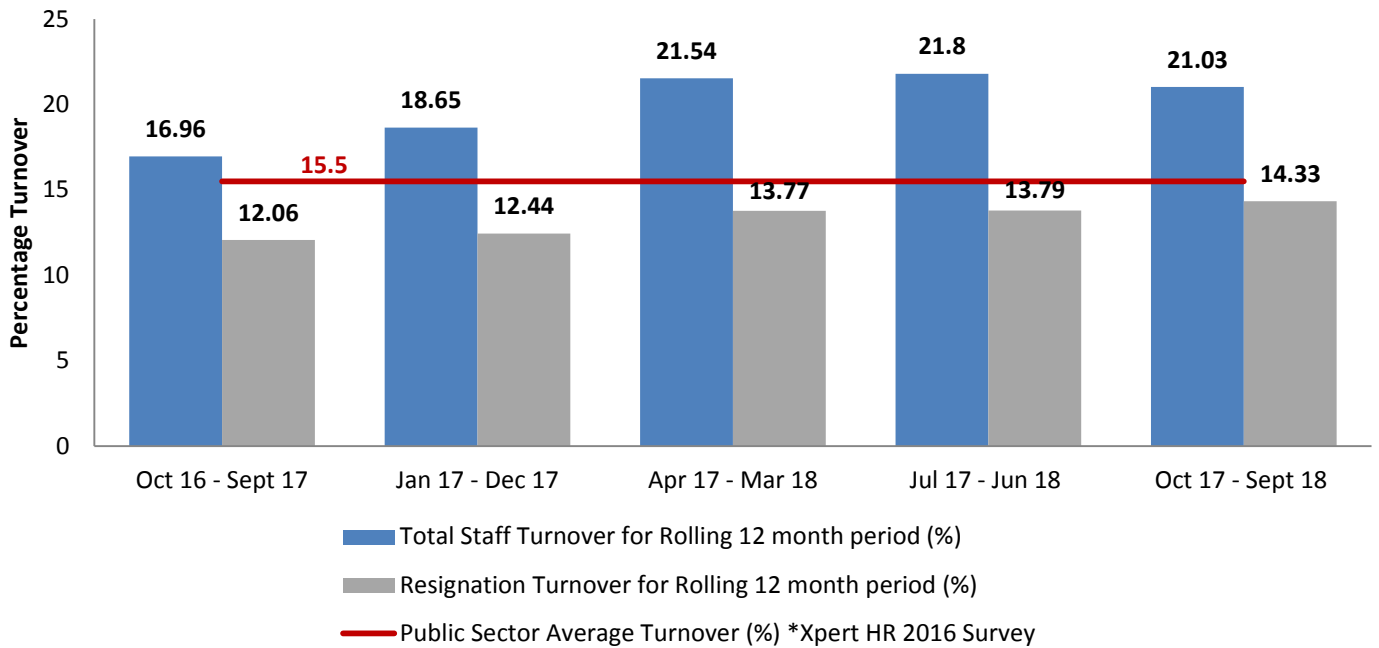
Comment: The response rate for complaints at level 2 is on track. However, the overall performance was impacted by the Level 1 response rate in Finance and Housing. Further information on this is given within those services’ commentaries. The overall number of complaints has fallen from the previous 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. Only 1 complaint was escalated to the Housing Ombudsman in the period, but no decision has been reached as yet.

Workforce data – Corporate Level

**Workforce Levels
Q2 2018-19**

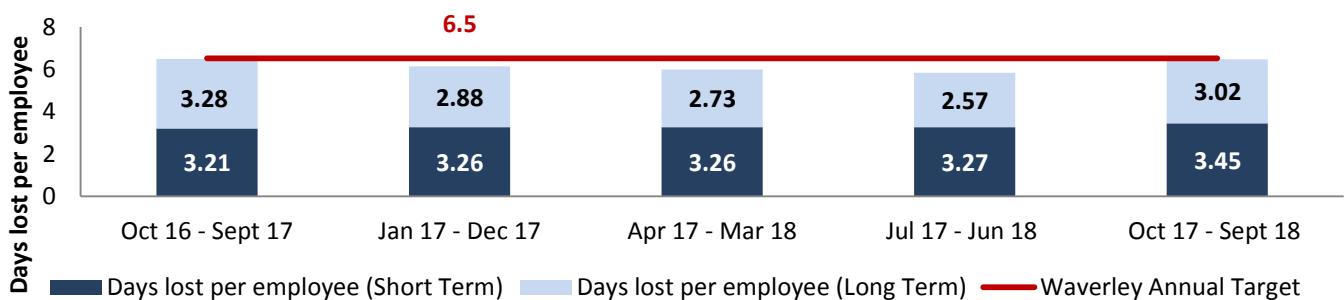


Staff Turnover % Rolling 12 months - June 2018



Comment: The corporate average of employees in the second quarter was 447 people in total, with 21 leavers in that period. HR Team has conducted an initial analysis of the underlying data. Although the number of starts and leavers has increased year on year for the past 5 years, the average number of employees has stayed fairly consistent. In the past 12 months the main reason for leaving Waverley was due to resignation (70%), redundancy (11%) and retirement (10%). The exit interviews conducted by the team in that period indicated that 45% of leavers were seeking better career opportunities or better paid jobs. The service areas with the highest voluntary turnover in the past year were Environmental Services and Planning. Waverley benchmarks its turnover against the Public Sector Average giving a clearer picture of performance.

Absence Data Rolling 12 months - Q2 2017-18 to Q2 2018-19



Comment: There are no areas of particular concern regarding staff sickness levels. In the past 5 quarters the aim of keeping low sickness levels has been achieved with absence levels remaining within the annual target of 6.5 days.

Section 151 Officer quarterly feedback:

I have reviewed the position against budget at the end of quarter two, with particular focus on staff costs and high value income areas. I am satisfied that the material areas of revenue income and expenditure are broadly on track at this point and this was reported to Council on 16th October. This table is a summary of the more detailed financial monitoring work that is undertaken which includes 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. The comments of each Head of Service regarding variations from budget are included in the table.

Graeme Clark, Strategic Director (and Section 151 Officer)

Row Labels	Approved Budget '000	Total Spent and Committed '000	Forecast Outturn '000	Forecast Variance '000	Adverse/Favourable
Community					
Expenditure	10,035	4,044	10,035	0	N/A
Income	-7,864	-1,459	-7,837	26	Adverse
Community Total	2,172	2,585	2,198	26	Adverse
Customer & Corporate					
Expenditure	5,662	2,537	5,674	11	Adverse
Income	-6,340	-1,135	-6,451	-110	Favourable
Customer & Corporate Total	-678	1,402	-777	-99	Favourable
Environment					
Expenditure	10,680	6,106	10,700	19	Adverse
Income	-9,269	-3,762	-9,262	7	Adverse
Environment Total	1,412	2,343	1,438	26	Adverse
Finance					
Expenditure	6,040	6,852	6,085	46	Adverse
Income	-4,669	-821	-5,018	-349	Favourable
Finance Total	1,370	6,030	1,067	-304	Favourable
Planning					
Expenditure	8,728	1,831	8,692	-36	Favourable
Income	-6,522	-1,081	-6,348	173	Adverse
Planning Total	2,206	750	2,344	138	Adverse
Policy & Governance					
Expenditure	6,765	1,610	6,765	0	N/A
Income	-3,864	-253	-3,862	1	Adverse
Policy & Governance Total	2,901	1,358	2,903	2	Adverse
Housing Operations					
Expenditure	32,195	4,560	32,196	0	N/A
Income	-33,019	-134	-33,033	-14	Favourable
Housing Operations Total	-824	4,425	-838	-14	Favourable
Housing Strategy					
Expenditure	3,441	1,088	3,471	29	Adverse
Income	1	-160	-39	-39	Favourable
Housing Strategy Total	3,442	929	3,432	-10	Favourable
Grand Total	12,001	19,822	11,766	-235	Favourable

Housing Delivery – Corporate Update

Waverley Borough Council is committed to support delivery of Housing to our community and as such going forward the progress on Waverley Housing Delivery will be monitored on a quarterly basis in this section of the report. The quarterly statistics will be provided starting from next quarter. The details of Waverley Five Year Housing Supply can be found below.

Five Year Housing Supply for Waverley	Waverley Supply	Target
Number of years' worth of supply Five year Housing Supply – 1 April 2018 Report	5.8 years	5 years or more

2. Service Dashboard – Customer & Corporate Services

This service area covers teams of Facilities, IT, Office Support, Estates, Property & Engineering.

Key Successes & Lessons Learnt, Areas of Concern – Q2

Head of Service quarterly feedback:

This quarter significant issues to note are:

Customer Services - A report was submitted to Executive setting out future direction. This will be considered by Overview and Scrutiny in the next cycle of meetings.

IT - We have had to re-structure the Team following the retirement of the Operations Manager; this is now very close to completion. Operationally the Planning/Building Control system change is progressing well. The Team has also had to cope with the move from Good to Blackberry Works for mobile devices when Good became de-supported. This has involved the re-programming of over a hundred devices in the very short period of time we were given.

Facilities - We have installed a lock-down option into our alarm system and we will now be working with the Health and Safety Team to put in place procedures for our response in the event of bomb threats or terrorist attacks.

Property - We are progressing the Council decision to set up a Property Company. The report detailing this will be coming to the Investment Advisory Board and Overview & Scrutiny Committee in coming weeks.

Areas of Concern

- Finalising the options appraisal report for the future of The Burys
- Marketing one of our commercial properties which currently has a vacancy
- Recruitment of Cleaning staff as we are generating more work than we can resource.

David Allum, Head of Customer and Corporate Services

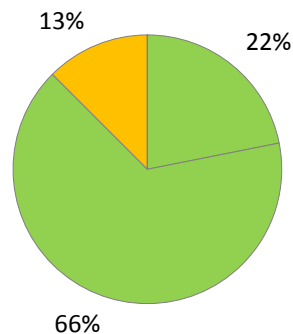
Performance Indicators Status Q2

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 Q2

Q2 Cust & Corporate Service Plans

Total	100%	32
Completed	22%	7
On track	66%	21
Off track - action taken / in hand	13%	4
Off track - requires escalation	0%	0
Cancelled	0%	0



Comment: The majority of the Service Plan actions are on track for completion. There are four actions which are currently off track and further comments are listed below.

Code	Title	Due Date	Status	Actions taken
SP18/19CC1.4	Review and revise the Corporate Strategy, Service Standards, Policy, Procedures and Performance Management Framework in respect of Customer Services.	30/09/18	Off track - action taken	This is a work-stream within the Customer Services Project as referred to above.
SP18/19CC2.4	If required, establish, advice and service the Council's Property Company to enable the acquisition of at least one property every two years.	30/09/18	Off track - action taken	Report detailing proposals due to go to next Investment Advisory Board meeting in October
SP18/19CC2.5	Agree a future option for the replacement of The Bury's	31/07/18	Off track - action taken	Initial draft report received from the consultants but further work is needed on the option evaluation element.
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	30/04/18	Off track - action taken	Completed apart from the generator being moved from the Pump House into storage.

Internal Audit - Actions Status at Q2

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

Complaints – Q2 update

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 second quarter of 2018/19.

Workforce – Q2 update

Comment: Recruitment of cleaning and IT Service Desk staff are proving to be ongoing challenges. We are hoping that by applying a market supplement to the Service Desk Analyst we will encourage more applications.

Finance Update – Q2 update

Row Labels	Approved Budget '000	Total Spent and Committed '000	Forecast Outturn '000	Forecast Variance '000	Adverse/ Favourable
Customer & Corporate					
Expenditure	5,662	2,537	5,674	11	Adverse
Income	-6,340	-1,135	-6,451	-110	Favourable
Customer & Corporate Total	-678	1,402	-777	-99	Favourable

Head of Service Comment: Although there has been an increase in anticipated business rates for The Burys this has been more than off-set by higher than predicted commercial rental income.

3. Service Dashboard – Finance

This service includes the following teams: Accountancy, Benefits, Exchequer Services, Insurance, Procurement, Revenues.

Key Successes & Lessons Learnt, Areas of Concern

Head of Service quarterly feedback:

Exchequer team: No areas of concern in relation to service performance. Invoice payment PI is below target due to the updating of the operating processes and changes in service capacity. This work will be completed by the end of December delivering a significantly more streamlined and efficient process.

Revenues team: efficiency review (Systems Thinking methodology) service analysis is complete and the findings presented to stakeholders. Service redesign commenced on the 15th October.

Budget setting work is nearing completion: Directors will be meeting each HoS over the next 6 weeks to review budgets and service plans. Medium Term Financial Plan will be revised by the end of October.

Managers Group budget special second seminar will take place in November, the theme will be: How can we address the MTFP budget gap when we are not cutting budgets or stopping services? We have to "change" the organisation to be £4m smaller and deliver an improved seamless customer experience. Improving the customer experience with a smaller resource base is not unique to councils, it's global and it's the new business as usual. This effectively incorporates the channel shift project and service efficiency reviews.

Peter Vickers, Head of Finance

Performance Indicators Status

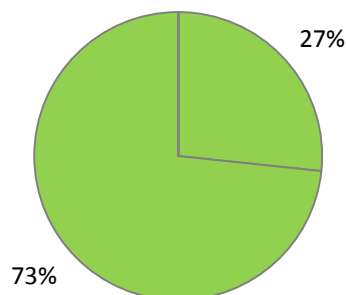
KPI	Description		Q2 17-18	Q3 17-18	Q4 17-18	Q1 18-19	Q2 18-19	Q2 Target
F NI181a	Time taken to process Housing Benefit/Council Tax Benefit new claims (lower outturn is better)	Days	14	12	13	13	13	20
F NI181b	Time taken to process Housing Benefit/Council Tax Support change events (lower outturn is better)	Days	6	6	4	7	7	9
F1	Percentage of Council Tax collected (cumulative target Q1-Q4, 24.8%,49.5%, 74.3%, 99.0%) (higher outturn is better)	%	59.1	87.3	99.3	30.2	58.1	49.5
F2	Percentage of Non-domestic Rates Collected (cumulative target Q1-Q4, 24.8%,49.5%, 74.3%, 99.0%) (higher outturn is better)	%	52.8	75.7	99.3	29.4	51.0	49.5
F3	Percentage of invoices paid within 30 days or within supplier payment terms (higher outturn is better)	%	96.7	96.8	95.0	84.6	90.0	99.0
F4	Percentage of invoices from small/ local businesses paid within 10 days (higher outturn is better)	%	92.9	82.1	56.4	67.7	50.0	90.0

Comment: Purchase to pay process is being updated to include electronic receipt of supplier invoices and direct scanning. This has caused some delay in the receipt and also processing of invoices, whilst the new process beds in (KPIs **F3** and **F4**). In relation to this change the Exchequer team have taken over the scanning of invoices from the central scanning team which led to a temporary impact on the Exchequer team capacity that has also impacted on the timeliness of invoice processing. The capacity is now in place and we expect performance to improve.

Service Plans - Actions Status Q2

Q2 Finance Service Plan Actions

Total	100%	15
Completed	27%	4
On track	73%	11
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 Q2

Comment: There were no outstanding Internal Audit actions for this service area at the end of Q2 2018-19.

Complaints Q2

Level	Level 1	Level 2	Ombudsman
Quarterly Number	7	2	0
Dealt with on time	5	2	0
Response Time	10 days	15 days	
Response Rate	71%	100%	N/A

Comment: In the second quarter 2 complaints at Level 1 missed their target response time of 10 days which took a little bit longer to resolve (11 and 14 days).

Workforce – Q2 update

Comment: No concerns with the workforce stats, all is under control and in line with the service plan.

Finance Update Q2

Row Labels	Approved Budget '000	Total Spent and Committed '000	Forecast Outturn '000	Forecast Variance '000	Adverse/ Favourable
Finance					
Expenditure	6,040	6,852	6,085	46	Adverse
Income	-4,669	-821	-5,018	-349	Favourable
Finance Total	1,370	6,030	1,067	-304	Favourable

Head of Service Comment: Additional income has been generated from extending money market investments away from 0-3 months to longer than one year where higher returns are being generated, an increase in local authority lending at higher rates and the bank rate increased by 25 basis points during the year.

4. Service Dashboard – Policy & Governance

This service includes the following teams: Legal Services; Democratic Services; Elections; Corporate Policy (includes customer complaints); Communications; and Human Resources.

Key Successes & Lessons Learnt, Areas of Concern

Head of Service quarterly feedback:

Q2 was busy with the teams working on a variety of projects as listed below:

- The first draft of a new HR Strategy for the Council was drafted and scrutinised by the Value for Money and Customer Service O&S Committee.
- The Corporate Policy team continued to support the Chief Executive to refine and embed a new approach to quarterly performance monitoring and management, making changes in response to feedback from both councillors and officers on the new format of reports. They also continued to provide dedicated support to the budget review scrutiny working group.
- Democratic Services arranged and supported a busy schedule of public committee meetings and launched the Council's project to achieve the Charter Mark for Elected Member Development.
- The Legal team continued to defend a number of high profile and complex legal challenges and provided vital support and advice to councillors and colleagues in support of key corporate priorities and projects.
- The Elections team worked hard preparing for the annual canvass process and the 11 October Haslemere By-Election whilst continuing to make detailed preparations for May 2019 Elections.
- Turnover within the communications team at both officer and manager level proved challenging but also provided an opportunity to bring new talent on board. Following last year's project to review and update all of the Council's online forms, the team celebrated an average rating of 4.5 stars (out of 5) from 911 online customer reviews.

Robin Taylor, Head of Policy & Governance

Performance Indicators Status

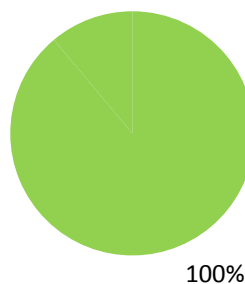
KPI	Description		Q2 17-18	Q3 17-18	Q4 17-18	Q1 18-19	Q2 18-19	Q2 Target
HR1a	Total Staff Turnover for Rolling 12 month period (%) (data only)	%	17.0	18.7	21.5	21.8	21.0	Data only
HR2	Short & Long term Sickness Absence - Working Days Lost per Employee - Rolling 12 months (lower outturn is better)	Days	6.5	6.1	6.0	5.8	6.5	6.52
PG1a	The number of complaints received - Level 1 (data only)	No.	Collection started from Q1 2018-19			63	57	Data only
PG1b	The number of complaints received - Level 2 (data only)	No.	Collection started from Q1 2018-19			18	24	Data only
PG2a	The % of complaints responded to on time - Level 1 (higher outturn is better)	%	Collection started from Q1 2018-19			85.0%	87.7%	95.0%
PG2b	The % of complaints responded to on time - Level 2 (higher outturn is better)	%	Collection started from Q1 2018-19			100.0%	100.0%	95.0%

Comment: The % of complaints responded to on time at level 1 increased from 85% in Quarter 1 to 87.7% in Quarter 2 but this remains substantially below the target of 95%. The services' nominated complaints officers have been asked to report back to the Management Board on trends and issues.

Service Plans - Actions Status Q2

Q2 P&Gov 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



Comment: All service plan actions are on track.

Internal Audit - Actions Status Q2

Comment: There were no overdue Internal Audit actions for this service area at the end of Q2.

Complaints Q2

Level	Level 1	Level 2	Ombudsman
Quarterly Number	0	0	0
Dealt 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 raised against this service area in the second quarter of 2018/19.

Workforce – Q2 update

Comment: A number of appointments were made within Democratic Services and Legal Services within the quarter bringing the overall number of vacant posts down from 5.5 to 1.5 Full Time Equivalents (including one officer appointed but not yet in post). The appointment of an existing member of the communications team into the role of Interim Communications and Engagement Manager left one communications officer level post to be backfilled in the short term and arrangements were made in quarter 2 to achieve this via a short term agency contract commencing in quarter 3.

At the end of Quarter 2, actual and projected spend on staffing within the service remained within budget.

Finance Update Q2

Row Labels	Approved Budget '000	Total Spent and Committed '000	Forecast Outturn '000	Forecast Variance '000	Adverse/ Favourable
Policy & Governance					
Expenditure	6,765	1,610	6,765	0	N/A
Income	-3,864	-253	-3,862	1	Adverse
Policy & Governance Total	2,901	1,358	2,903	2	Adverse

Head of Service Comment: The main variance to note is that the Council has not achieved its annual advertising income target of £2k in respect of the 'Your Waverley' magazine but we hope to address this through increased advertising income from future issues.

5. Service Dashboard – Communities

This service area includes the teams of Arts, Community Services, Careline, Leisure, Parks & Countryside and Waverley Training Services

Key Successes & Lessons Learnt, Areas of Concern

Q2 Head of Service quarterly feedback:

It has been a positive quarter with the Memorial Hall opening to its first clients the Gostrey Centre. Waverley Training services are moving in in October with learners attending site from November.

Progress is being made on the Brightwells Scheme with the bridge works and engagement work has been taking place around Farnham raising awareness of the scheme.

Leisure and Grounds maintenance contracts are performing well and complaints are low. Consultants have been appointed to assist with committed leisure investment in Cranleigh, and will be working closely with local stakeholders to identify the best way forward for the village. Work is now beginning on the specification for the Grounds Maintenance contract and will be debated at the Environment Overview & Scrutiny Committee with a view being fed back to Executive in November, the contract ends in October 2019.

An area of concern is the financial challenges facing community transport provider Hoppa. Following a consultation earlier in the year, the Department for Transport is reviewing legislation and the requirements that road transport operators must comply with when bidding for bus service contracts. Whilst nothing has been decided yet Hoppa who runs the door-to-door service across the borough, have already been hit financially and operationally. Hoppa rely on securing bus service contracts which provide an additional income to support their community door-to-door service. The council is working closely with Hoppa to monitor the situation and is doing everything it can to help this valuable service.

Kelvin Mills, Head of Communities and Special Projects

Performance Indicators Status Q2

KPI	Description		Q2 17-18	Q3 17-18	Q4 17-18	Q1 18-19	Q2 18-19	Q2 Target
C1	Total number of visits to Waverley leisure centres (higher outturn is better)	Visits	494,487	469,669	536,377	501,438	462,103	448,000
C2	Total number of attendees of the health and wellbeing activities throughout the borough in a quarter (higher outturn is better)	Visits	Collection started from Q1 2018-19			1,374	4,007	Data only
CS9	Total number of Careline clients (data only, no target set yet) (higher outturn is better)	Clients	1,891	1,878	1,841	1,826	1,826	Data only
CS10	Total number of Careline calls per quarter (data only, no target set)	Calls	6,762	6,775	5,966	3,549	6,216	Data only
CS11	Critical faults dealt with within 48 hours per quarter (higher outturn is better)	Faults %	Collection started from Q1 2018-19			91.1%	100.0%	90.0
CS12	Apprentice overall success rate per quarter (higher outturn is better)	%	77.0%	81.0%	77.2%	78.3%	81.0%	75.0%
CS13	Apprentice timely success rate in gaining qualification in the time expected (higher outturn is better)	%	75.0%	74.0%	72.0%	77.1%	78.0%	70.0%
CS14	Number of apprentices on study programmes (cumulative year to date with the annual target of 30) (higher outturn is better)	No.	21	25	24	29	22	Data only

Comment: Leisure centre visits remain above target and the greater focus on health & wellbeing activities is welcomed by contractor and client.

Careline numbers have remained steady with a good performance from the team. The officers are working on proposing a corporate target for number of clients which will be increasing by 5% per annum until 2020 in order to meet the Council's corporate objective.

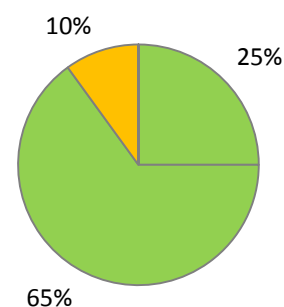
Waverley Training Services learners have achieved positive outcomes above contractual targets.

Overall a strong quarterly performance.

Service Plans - Actions Status Q2

Q2 Communities Service Plans

Total	100%	40
Completed	25%	10
On track	65%	26
Off track - action taken / in hand	10%	4
Off track - requires escalation	0%	0
Cancelled	0%	0



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

Code	Title	Due Date	Status	Actions taken
SP18/19CS1.2	Renegotiate new leisure management contract thresholds to increase guaranteed return. (Cranleigh Leisure Centres)	31/08/18	Off track - action taken	Meetings and correspondence has started, future meetings have been booked with view to coming to a conclusion by the end of the year.
SP18/19CS1.6	Design & tender project (Cranleigh Leisure Centres)	30/09/18	Off track - action taken	Cranleigh consultancy support tendered and appointment made. 6 month piece of work due to complete February 2019.
SP18/19CS3.3	Launch new Live Streaming Offer (Borough Hall)	30/04/18	Off track - action taken	Shows identified and equipment has been installed first showing Dec 18. Marketing push has now started.
SP18/19CS4.1	Write and launch Marketing Plan (Careline)	30/06/18	Off track - action taken	New referral process implemented. Meeting with Communications taken place and workshop is arranged for later this year.

Internal Audit - Actions Status Q2

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

Complaints Q2

Level	Level 1	Level 2	Ombudsman
Quarterly Number	4	0	0
Dealt with on time	4	0	0
Response Time	10 days	15 days	
Response Rate	100%	N/A	N/A

Comment: All received complaints were resolved at Level 1 within the target time.

Workforce – Q2 update

Comment: With the opening of the Memorial Hall a new venue officer is being recruited and Waverley Training Services continues to recruit to deal with demand.

A settled quarter with regard to staff turnover.

Finance Update

Row Labels	Approved Budget '000	Total Spent and Committed '000	Forecast Outturn '000	Forecast Variance '000	Adverse/ Favourable
Community					
Expenditure	10,035	4,044	10,035	0	N/A
Income	-7,864	-1,459	-7,837	26	Adverse
Community Total	2,172	2,585	2,198	26	Adverse

Comment: Surrey verges grant reduced , risk on borough hall and events income being monitored.

6. Service Dashboard – Environment

This service area includes the following teams: Car Parks, Environmental Health, Environmental Services, Emergency Planning, Finance, Licensing, Sustainability

Key Successes & Lessons Learnt, Areas of Concern

Q2 Head of Service quarterly feedback:

Significant progress has been made this quarter with the work on the future provision of waste, recycling and street cleaning services. The application for de-registration of the common land at Weyhill is continuing. Consultation is continuing on the installation of height barriers at car parks in Farnham and options for refurbishment or replacement of South Street Car Park in Farnham are being developed. The review of the Air Quality Monitoring Sites is nearing a conclusion and officers have been working closely with members of the Air Quality Steering Group and the Farnham Air Quality Working Group. Options for electric vehicle charging points in car parks are being explored.

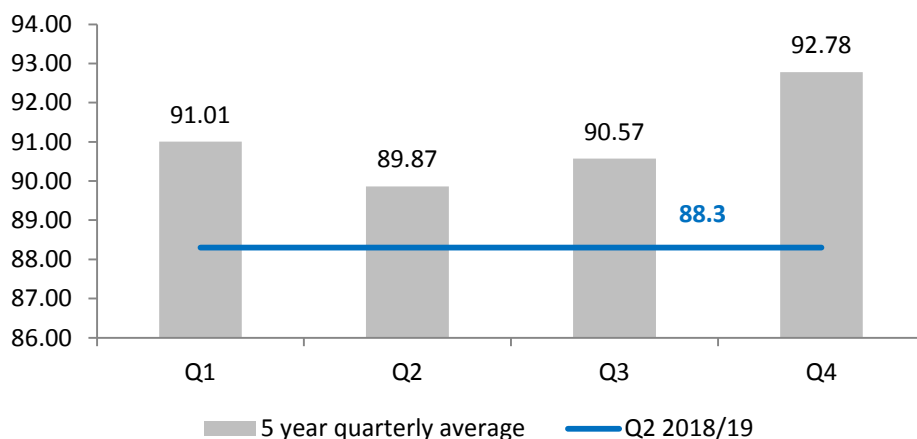
Richard Homewood, Head of Environmental Services

Performance Indicators Status

KPI	Description		Q2 17-18	Q3 17-18	Q4 17-18	Q1 18-19	Q2 18-19	Q2 Target
E1	Materials recovery facilities (MRF) Reject Rate (lower outturn is better)	%	5.9%	5.3%	7.1%	11.6%	10.5%	5.0%
E2	Average number of days to remove fly-tips (lower outturn is better)	Days	1.6	1.3	2.0	2.5	2.0	2.0
E3	(NI 195) Improved street and environmental cleanliness - levels of litter, detritus, graffiti and fly posting (higher outturn is better)	%	91.9%	73.0%	90.2%	94.0%	84.0%	90.0%
E4	Number of missed bin collections per 104,000 collections per week (lower outturn is better)	No.	47	26	20	34	35	40
E5	Percentage of higher risk food premises inspections (category A&B) carried out within 28 days of being due (higher outturn is better)	%	100.0%	94.0%	95.0%	94.0%	100.0%	100.0%
E NI182	Satisfaction of business with local authority regulation services (higher outturn is better)	%	83.0%	93.0%	90.0%	84.0%	85.0%	85.0%
E NI191	Residual household waste per household (lower outturn is better)	kg	88.9	91.6	91.8	95.5	88.3	90.00
E NI192	Percentage of household waste sent for reuse, recycling and composting (higher outturn is better)	%	56.5%	55.9%	57.3%	58.6%	57.1%	54.0%

Comment: Food inspections are back on track with 100% of those due completed on target. The reject rate for recycling (E1) has reduced slightly from last quarter due to intervention by officers in areas where contamination is identified but contamination at community recycling sites continues to be a problem in spite of increased monitoring and issuing of a number of fixed penalty notices. The overall recycling rate (NI192) continues to be above target for the year. The reduction in the standard of street cleanliness (E3) is disappointing and this issue has been taken up with the contractors and we expect to see an improvement in quarter 3. The number of missed bins (E4) continues to be below the target of 40 per 104,000 and the time taken to deal with fly tips is back on target. The residual waste per household (NI191) has also reduced this quarter which is encouraging after rising for the last three quarters. The analysis of average trends over the past five years has been included below in order to show seasonal performance changes for this indicator.

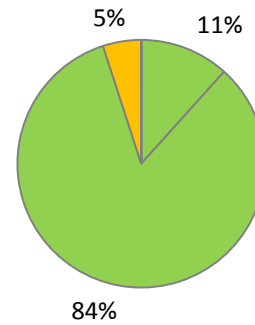
**NI191 - Residual household waste per household
(April 2013-September 2018)**



Service Plans - Actions Status

Q2 Environment Service Plan Actions

Total	100%	61
Completed	11%	7
On track	84%	51
Off track - action taken / in hand	5%	3
Off track - requires escalation	0%	0
Cancelled	0%	0



Comment: Progress on actions are mostly on track with only three actions currently off track. Further details are listed below against each action.

Code	Title	Due Date	Status	Actions taken
SP18/19ES5.2	Develop integrated customer contact services to support Environmental Services and the Parks and Open Space and Ranger Services	30/09/18	Off track - action taken	Proposed due date change to 31/03/2019 required due to temporary issues with resources. Q2 update: Arrangements for Customer Services Team to take calls for Parks and Open Spaces and Ranger Services being trialled.
SP18/19ES6.1	Food Service Plan developed and implemented in accordance with the Food Safety Agency's (FSA) Framework Agreement for Local Authorities	30/06/18	Off track - action taken	Proposed due date change to 31/12/2018 required due to temporary issues with resources. Q2 update: Food Service Plan currently in draft awaiting final review and approval.
SP18/19ES6.2	Health & Safety Service Plan developed and implemented in accordance with the Health and Safety Executive (HSE) Section 18 mandatory guidance for Local Authorities.	30/06/18	Off track - action taken	Proposed due date change to 31/12/2018 required due to temporary issues with resources. Q2 update: Health and Safety Service Plan currently in draft and awaiting final amendments and approval

Internal Audit - Actions Status Q2

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

Complaints – Q2 update

Level	Level 1	Level 2	Ombudsman
Quarterly Number	11	6	0
Dealt with on time	10	6	0
Response Time	10 days	15 days	
Response Rate	91%	100%	N/A

Comment: All the complaints received by the service in the second quarter were dealt with in the target response time for each level except for one level 1 complaint which was dealt with just outside the target response time.

Workforce – Q2 update

Comment: We have successfully recruited to the key vacant posts and made appointments to cover maternity leave, with experienced officers taking up posts in the Environmental Services and Environmental Enforcement Teams.

Finance Update – Q2 update

Row Labels	Approved Budget '000	Total Spent and Committed '000	Forecast Outturn '000	Forecast Variance '000	Adverse/ Favourable
Environment					
Expenditure	10,680	6,106	10,700	19	Adverse
Income	-9,269	-3,762	-9,262	7	Adverse
Environment Total	1,412	2,343	1,438	26	Adverse

Comment: Although the overall car parks business rate costs were lower this quarter due to the closure of Dogflud car park (payment of business rates no longer required), the spend on green waste contract was higher and is currently being investigated. Also the stray dog income was not as high as expected, and the contractor performance is under review.

7. Service Dashboard – Planning

This service includes the following teams: Building Control, Development Management, Local Plan, Planning Enforcement, Planning Policy

Key Successes & Lessons Learnt, Areas of Concern

Head of Service quarterly feedback:

This has been a quarter of notable success. Following Examination on 17th July, the CIL Charging Schedule was found to be viable and was supported in its entirety by the Examiner. This will facilitate invaluable income to support infrastructure delivery in the Borough, going forward. Against a challenging timetable, Local Plan Part 2 proceeded in accordance with the agreed time frame during Quarter 2. The Team met the deadline to seek approval for the draft Plan for Publication, to be considered by Special Exec /Council on 31st October.

The Local Plan legal challenges were robustly defended in Court on 12th July and then 9/10th October: judgement awaited.

Other Service successes include:

Permission granted at JPC for a number of strategic developments which will support delivery of the Local Plan including, Weyhill, Haslemere; Woolmead, Farnham; UCA; Brightwells construction bridge and others.

New IT System initially for BC/DM in test environment (September).

Planning Development Management (DM) performance slightly dipped this month following a period of management instability in the DM Section. However, speed of determination performance is all within and exceeding targets. New permanent Development Manager appointed with renewed focus on speed of determination given the Government scrutiny of this area.

Business Plan for Building Control: Income position improving but still under close scrutiny.

Elizabeth Sims, Head of Planning

Performance Indicators Status

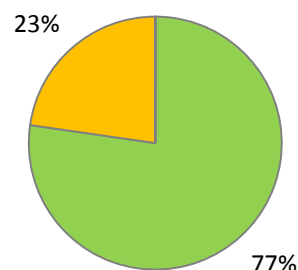
KPI	Description		Q2 17-18	Q3 17-18	Q4 17-18	Q1 18-19	Q2 18-19	Q2 Target
LP9	Delivery of all other residual applications - % determined within its target (higher outturn is better)	%	97.8%	97.0%	89.6%	93.6%	86.2%	80.0%
P151	Processing of planning applications: Major applications (higher outturn is better) (NI157a)	%	100.0%	100.0%	93.8%	87.5%	85.7%	80.0%
P123	Processing of planning applications: Other applications (higher outturn is better)	%	100.0%	100.0%	95.0%	100.0%	93.3%	90.0%
P1	Percentage of planning applications determined within 26 weeks (higher outturn is better)	%	100.0%	100.0%	99.6%	99.1%	98.7%	100.0%
P2	Planning appeals allowed (cumulative year to date) (lower outturn is better)	%	37.1%	40.7%	41.0%	26.9%	30.8%	30.0%
P152	(P3) Major planning appeals allowed as a % of Major Application decisions made (cumulative) (lower outturn is better)	%	5.1%	5.8%	9.0%	11.8%	9.7%	10.0%
P4	Percentage of enforcement cases actioned within 12 weeks of receipt (higher outturn is better)	%	100.0%	93.7%	94.9%	94.1%	90.9%	75.0%
P5	Percentage of tree applications determined within 8 weeks (higher outturn is better)	%	98.6%	96.1%	97.9%	90.5%	100.0%	95.0%
P8	Percentage of complete building control applications checked within 10 days (higher outturn is better)	%	94.3%	86.0%	95.0%	91.5%	93.5%	80.0%
P153	Processing of planning applications: Non-major applications - % determined within 8 weeks (higher outturn is better)	%	98.9%	98.3%	97.3%	96.2%	95.8%	80.0%
P154	Non-Major planning appeals allowed as a % of Non-Major Application decisions made (cumulative) (lower outturn is better)	%	1.2%	1.7%	1.6%	1.3%	1.2%	10.0%

Comment: Performance against several Development Management PIs has dipped this quarter but this is considered to be a temporary setback. Measures in place to recover target meeting for next quarter. Performance on all other PIs is excellent including quality (Major appeals).

Service Plans - Actions Status

Q2 Planning Service Plans

Total	100%	22
Completed	0%	0
On track	77%	17
Off track - action taken / in hand	23%	5
Off track - requires escalation	0%	0
Cancelled	0%	0



Good progress has been made on delivering all the Service Plan projects below. Some target dates have been put back with the agreement of the Portfolio Holder. This has been necessary in the light of resource demands (high staff turnover; difficulties of recruitment particularly to key management roles); and changed priorities (Peer Review; Legal Plan challenges etc.). However, all Service Plan projects on track for completion in the current financial year as planned, other than Systems Thinking Review which has a target of July 2019).

Code	Title	Due Date	Status	Actions taken
SP18/19P1.1	Develop new IT system for Development Management and Building Control (complete back scanning for Service)	31/08/18	Off track - action taken	Q2 Dates have been set for delivery - 09/10/18 First Control Room Pilot.: Data Clean up - complete by end October 18; UAT Testing complete by 16/11/18; Go Live for BC 03/12/18.
SP18/19P1.3	Systems thinking - review of processes	31/07/18	Off track - action taken	Project end date is July 2019 to follow the implementation of the new IT system for Planning and Building Control. The IT system will support understanding of process efficiencies achievable from new software, which will inform systems thinking review.
SP18/19P1.5	Review decision making structures/numbers of Planning Committees/meetings	31/08/18	Off track - action taken	Peer Review held 27 to 29th July. Final report received. Recommendations regarding committee structure, housing delivery and customer engagement being considered. Heading for November Environment O and S.
SP18/19P2.1	CIL adopted and implemented	31/07/18	Off track - action taken	Examiner's Report received. Charging Schedule supported. Executive/Council to consider for adoption 31st October. Proposed implementation 1st March 2019.
SP18/19P2.2	Section 106 – negotiation, collection and spending mechanisms reviewed and dedicated officer appointed	31/07/18	Off track - action taken	S106 Officer appointed. Exacom software acquired. Data input of historic S 106 agreements (5 years) on-going. Complex task but will enable a holistic approach to understanding monitoring and spending of s106 income and other obligations. Expected completion 31/12/18.

Internal Audit - Actions Status Q2

Comment: There are no outstanding Internal Audit actions for Planning in Q2 2018/19

Complaints Q2 update

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

Comment: In the second quarter all complaints were responded to within the target timescale. The improvement in performance is attributed to the change of process and the monitoring function being assigned to the Development Manager, showing much improved response rate at Level 1 from 66.67% responded to on time in Q1 to 100% in Q2.

Workforce – Q2 update

Comment: Turnover remains comparable with but less than the last quarter. Workloads, committee attendance and extra hours incurred plus external career advancement may have contributed to higher than the general council turnover.

The Service is facing continuing difficulties recruiting to senior professional roles across Planning. Package enhancements are being used e.g. market supplements, to compete with rival authorities for a limited pool of suitable applicants.

Finance Update Q2

Row Labels	Approved Budget '000	Total Spent and Committed '000	Forecast Outturn '000	Forecast Variance '000	Adverse/ Favourable
Planning					
Expenditure	8,728	1,831	8,692	-36	Favourable
Income	-6,522	-1,081	-6,348	173	Adverse
Planning Total	2,206	750	2,344	138	Adverse

Comment: Development control income and building control income was lower than expected. This was partly offset by S106 monitoring income. The overall achieved variance maybe further reduced by staff vacancy savings.

8. Service Dashboard – Housing Operations

Key Successes & Lessons Learnt, Areas of Concern

Head of Service quarterly feedback:

- Key achievement for the team over the summer was selecting thirteen preferred contractors for the repairs and maintenance procurement project following a comprehensive assessment and selection process.
- The Property Services and Senior Living teams responded to a health and safety concern at one of our Senior Living Schemes with prompt risk assessments, tenant consultation and communication.
- The Rent Accounts Team are preparing for the wider roll out of Universal Credit on 24 October and have a new Rent Analytics tool to identify tenants at risk of arrears.
- The Housing Customer Service Team attended four local summer social events to meet tenants and hear their views on the service and provide advice and assistance on issues.
- The Tenancy and Estates and Housing Customer Service teams were interviewed by the Waverley Scrutiny Group (tenant volunteers) to inform the group's review of Mutual Exchange process.
- Officers also prepared display information and attended the Prospective Councillor event to develop wider understand of the housing services.
- During Q2, we were managing the emergence of legionella in the water systems at one of our senior living accommodation premises in Bramley. While legionella is common in water systems, the quantity rose above ordinary levels, probably encouraged by the warm weather. Throughout this process, we have been advised by external experts in the field. While the species of legionella (i.e. non-pneumophila) is not the most hazardous, we have treated this episode with utmost seriousness, with expert support and the welfare of residents our paramount consideration. Risks have been minimised by extensive water flushing, removal of parts of the plumbing, the addition of chlorine dosing units and filtered shower heads to reduce aerosol, with continuous external expert supervision.

We continue to analyse water samples and update our risk assessments weekly. Recent results have indicated positive progress in reducing the levels of bacteria present. Our consultant has confirmed it is not possible to set a timetable to eradicate legionella and that current progress is as expected. We continue to monitor the situation closely and adapt our response. We are providing weekly updates to the portfolio holder and the management board, and regularly communicating with tenants and the ward councillors.

Hugh Wagstaff, Head of Housing Operations

Performance Indicators Status

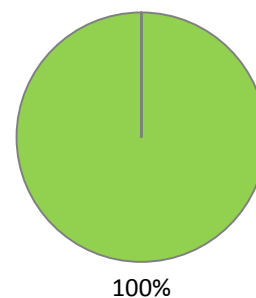
KPI	Description		Q2 17-18	Q3 17-18	Q4 17-18	Q1 18-19	Q2 18-19	Q2 Target
H2	Average number of working days taken to re-let 'normal void' property (lower outturn is better)	Days	17	18	19	15	16	20
H5	Percentage of estimated annual rent debit collected (cumulative target Q1-Q4, 24.65%,49.30%, 73.95%, 98.65%) (higher outturn is better)	%	48.9%	73.0%	97.3%	24.9%	49.2%	49.3%
H6	Percentage of annual boiler services and gas safety checks undertaken on time (higher outturn is better)	%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
H7	Responsive Repairs: How would you rate the overall service you have received? (Tenants' view of the service) (higher outturn is better)	%	90.0%	91.0%	91.0%	92.0%	93.0%	93.0%
H8	Responsive Repairs: Was repair completed right first time? (Tenants' view of the service) (higher outturn is better)	%	79.0%	79.0%	74.0%	76.0%	76.0%	78.0%
H9	Responsive Repairs: Did the tradesperson arrive within the two hour appointment slot? (Tenants' view of the service) (higher outturn is better)	%	98.0%	98.0%	97.0%	97.0%	98.0%	97.0%

Comment: The team performed well in the second quarter meeting the majority of targets. Two indicators were just off target but have not impacted the overall satisfaction with responsive repairs nor the overall financial position with small dip in rent collection.

Service Plans - Actions Status Q2

Q2 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



Comment:

The progress against the service plan continues as planned with all objectives expected to be completed on target.

Internal Audit - Actions Status Q2

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

Complaints

Level	Level 1	Level 2	Ombudsman
Quarterly Number	19	9	1
Dealt with on time	14	9	1
Response Time	10 days	15 days	
Response Rate	75%	100%	100%

Comment:

In the second quarter of 2018/19, 14 out of 19 level one complaints were dealt with on time and all nine complaints escalated to level two were responded to within the target. There was one complaint escalated to the Housing Ombudsman and it was also dealt with in a timely manner. The response rate at level one was affected by a handful of complex cases, which took longer to resolve. The lessons learnt are incorporated into the service improvement plan and communicated to managers for action.

Workforce – Q2 update

Comment:

Four members of staff left the service in Q2 and there was one new starter, Strategic Asset Manager.

Finance Update

Row Labels	Approved Budget '000	Total Spent and Committed '000	Forecast Outturn '000	Forecast Variance '000	Adverse/ Favourable
Housing Operations					
Expenditure	32,195	4,560	32,196	0	N/A
Income	-33,019	-134	-33,033	-14	Favourable
Housing Operations Total	-824	4,425	-838	-14	Favourable

Head of Service Comment: Within budget and on time

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. A report on the first six months since the Act was introduced will be presented to the Housing Overview and Scrutiny Committee on 27 November. The recent Waverley hosted Homelessness Conference was attended by over 50 delegates and the strong emphasis was on partnership working, which is a priority for the team and has increased prevention capacity and the provision of suitable supported accommodation for those in greatest need.

Housing Development - The first major development at Ockford Ridge (16 homes) was officially opened by the Mayor on 20 September. A similar event is planned for Wey Court (24 homes) on 29 October. First principal phase of refurbishments are now complete and preliminary work is underway on the next two phases. The contractor has been selected for Site A (37 homes) and a planning application has been submitted for Site C (30 homes). Planning applications have been submitted for sites at Aarons Hill, Godalming (four homes) and Ryle Road, Farnham (two homes).

Private Sector Housing Team/Better Care Fund - The team has received between 30-40 new applications for licenses for 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 works 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. The final service level agreements between Guildford and Waverley need to be approved and signed.

Housing Strategy and Enabling - Monitoring and delivering the first year's objectives of the Housing Strategy 2018-2023 continues. The Chief Executive and Portfolio Holder visited the new development at Furze Lane, Farncombe. The affordable homes have been delivered by Mount Green Housing Association, one of the Council's key partners.

Service Improvement Team – The team have launched My Account, a digital platform for council tenants to view rent accounts online. They also held for four local summer social events to meet tenants and hear their views on the service and provide advice and assistance on issues. The Housing Green paper - a new deal for social housing was published in August. The team reviewed the content and briefed Members and officers on the principles and consultation themes.

Andrew Smith, Head of Strategic Housing & Delivery

Performance Indicators Status

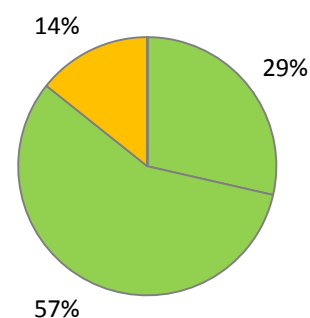
KPI	Description		Q2 17-18	Q3 17-18	Q4 17-18	Q1 18-19	Q2 18-19	Q2 Target	
H3	Housing advice service: Homelessness cases prevented (data only)	No.	57	78	70	36	Discontinued / replaced by H4a,H4b,H4c	Data only	
H4a	Number of homeless households in temporary accommodation at the end of the quarter (lower outturn is better)	No.	0	0	0	1	0	8.0	
H4b	Number of approaches to the housing options team for housing options/homelessness advice in the quarter (data only)	No.	Data collection started in Q2 2018-19				155	Data only	
H4c	Number of cases where a prevention of homelessness duty was accepted in each quarter (data only)	No.	Data collection started in Q2 2018-19				41	Data only	
P7	Number of Affordable homes - Granted planning permission (Data only - higher outturn is better)	No.	17	64	558	6	33	Data only	
H10	Number of Affordable homes - Started on site within a quarter (Data only - higher outturn is better)	No.	Data collection started in Q1 2018-19				20	17	Data only
P6 (H1)	Number of affordable homes delivered (gross) (Data only - higher outturn is better)	No.	0	12	52	51	40	Data only	

Comment: The service performed well in the second quarter meeting its targets. New governmental KPIs (**H4a, H4b and H4c**) were introduced as a result of the new Homelessness Prevention Act replacing the previous KPI H3.

Service Plans - Actions Status

Q2 Housing Strategy & Delivery Service Plans

Total	100%	7
Completed	29%	2
On track	57%	4
Off track - action taken / in hand	14%	1
Off track - requires escalation	0%	0
Cancelled	0%	0



Comment:

Progress on service plan actions continues as planned with the majority of objectives expected to be completed on target. The expected finish time for 1 action required an extension which was agreed by the Head of Service.

Code	Title	Due Date	Status	Actions taken to rectify
SP18/19H3.2	Implement the new Housing and Planning Act powers for Private Sector Housing	30/09/18	Off track - action taken	New target date agreed with the HoS. Unable to achieve planned date for policy documents due to significant increase in HMO licensing applications - above expected. Team focus on issuing licenses to ensure safe homes and generating income

Completed Actions:

- SP18/19 H2.3 Develop business case for providing funding and management service for private landlords SP18/19
- SP18/19 H3.5 Implement Homelessness Strategy and adopt measures to address Homelessness Reduction Act and including engagement with HAs and statutory agencies

Internal Audit - Actions Status

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

Complaints

Level	Level 1	Level 2	Ombudsman
Quarterly Number	6	3	0
Dealt with on time	4	3	0
Response Time	10 days	15 days	
Response Rate	67%	100%	N/A

In the second quarter of 2018/19, four out of six level one complaints were dealt with on time and all three complaints escalated to level two were responded to within the target.

The response rate at level one was affected by a handful of complex cases, which took longer to resolve. The team analyse lessons learnt from the process and improvement actions to address recurring issues.

Workforce – Q2 update

Comment:

Two members of staff left the service in Q2 and there was one new starter, Housing Options Coordinator.

Finance Update

Row Labels	Approved Budget '000	Total Spent and Committed '000	Forecast Outturn '000	Forecast Variance '000	Adverse/ Favourable
Housing Strategy					
Expenditure	3,441	1,088	3,471	29	Adverse
Income	1	-160	-39	-39	Favourable
Housing Strategy Total	3,442	929	3,432	-10	Favourable

Head of Service Comment: Within budget and on time

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WAVERLEY BOROUGH COUNCIL

HOUSING OVERVIEW AND SCRUTINY COMMITTEE

27 NOVEMBER 2018

Title:

HEALTH INEQUALITIES REVIEW – HOUSING BRIEFING

**[Portfolio Holder: Cllr Jenny Else (Community Wellbeing) and
Cllr Carole King (Housing)
Wards Affected: All]**

Summary and purpose:

The purpose of this report is to summarise the findings relating to housing from the Health Inequalities Scrutiny review that was carried out by a task and finish group of the Community Wellbeing O&S Committee. The review report was presented to the Community Wellbeing O&S Committee in June 2018.

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

This report relates to the People priority – housing impacts on the health and wellbeing of our residents which is an important priority contained within the corporate strategy.

Equality and Diversity Implications:

The original 'Factors Affecting Health Inequalities' review report considered in detail the discrepancy in life expectancy across different groups in the Borough and the potential reasons for this. The equality and diversity implications were considered in the report and in particular the life chances of those residents within different areas of the Borough.

Financial Implications:

The Council's responsibilities for public health are provided by many services therefore budget provision is difficult to identify. By ensuring the health of residents, the public sector can benefit from reduced need for health services provided by the NHS, social care needs from County Council amongst many other benefits. Prevention of health issues and promotion of general public wellbeing can help ensure a more cost effective public health service provision. A small corporate revenue budget of £5,000 has been approved for 2018/19 to enable the health & wellbeing agenda to be pushed forward.

Waverley has received over £600,000 of Better Care funding in 2018/19. This funding has been used to enable a number of public health related projects such as the Warm Homes Project and Home Renovation Grants. These projects help enable Waverley residents to stay in their own homes safely with reduced intervention. Currently, no further funding is received by Waverley to support public health services.

Legal Implications:

The Health and Social Care Act 2012 (HSCA 2012) provides the legal framework for the council's duties in respect of its public health functions. The council has a duty to take such steps, as it considers appropriate to improve the health of people in its area. In addition, there is a duty to reduce health inequalities in the council's area through the discharge of the Director of Public Health's duties (protective and preventative work on public health matters which require a national overview).

The Secretary of State has the power to publish guidance to which the council must have regard when exercising its public health functions. Those guidance documents include the Department of Health's Public Health Outcomes framework (Public Health England). The Public Health Outcomes Framework 2016-2019 with focus on the respective roles of local government, the NHS and their delivery of improved well-being outcomes for the people and communities they serve.

The council also has the power under the Local Government Act 2000 and the Localism Act 2011 to do whatever is required to improve the well-being of the inhabitants of its area.

1. Background

The Community Wellbeing O&S Committee set up a scrutiny review to look at factors affecting health inequalities in the borough, the final report of which was published on the Community Wellbeing O&S Committee agenda in June 2018.

The link between housing and health and wellbeing is well established and someone's housing arrangements can have a major impact on their health, both mental and physical.

Recommendation

The recommendation is for the Committee to note the report and the important link between health, wellbeing and housing.

Background Papers

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

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Housing Briefing – Factors Affecting Health Inequalities Review

Introduction

This briefing provides a summary of the evidence heard by Members of the '[Factors Affecting Health Inequalities in Waverley](#)' Scrutiny review concerning housing. Members heard evidence about the following:

- the Council's role in supporting council tenants;
- the duty to prevent homelessness;
- the duty to provide advice and information; and
- the enforcement of private sector housing.

The link between housing and health and wellbeing is well established and housing has an important influence on health inequalities through the effect of housing costs, housing quality, fuel poverty, letting experience and over crowdedness.

Approach

The Community Wellbeing Overview and Scrutiny (O&S) Committee set up a task and finish group to review some health inequalities present within Waverley. The review focused on the wider determinants of health (often interchanged with the term 'social determinants' in literature)¹.

Figure 1: Model to show the wider determinants of health & wellbeing

Individual	Age, sex, genetics.
Lifestyle	Physical activity, alcohol, diet, smoking, sexual health.
Activities	Working, learning, playing, living, moving, shopping.
Local Communities	Assets, social networks, safety, carers, families, volunteers, support, social inclusion.
Local Economy and Environment	Housing, transport links, business, employment, streets, community safety, parks and green spaces.

Housing, health and wellbeing – an overview

The link between housing and mental wellbeing is well established and housing issues can impact our health and mental wellbeing in many ways. Some common housing problems that affect people's health are listed below.

- Affordability of housing
- Security of tenure
- Housing standards and conditions
- Cold, damp and structural defects
- Over crowdedness

¹ For the full report see 'Fair Society, Healthy Lives'

Figure 2 shows the links between how our home can affect our health outcomes.

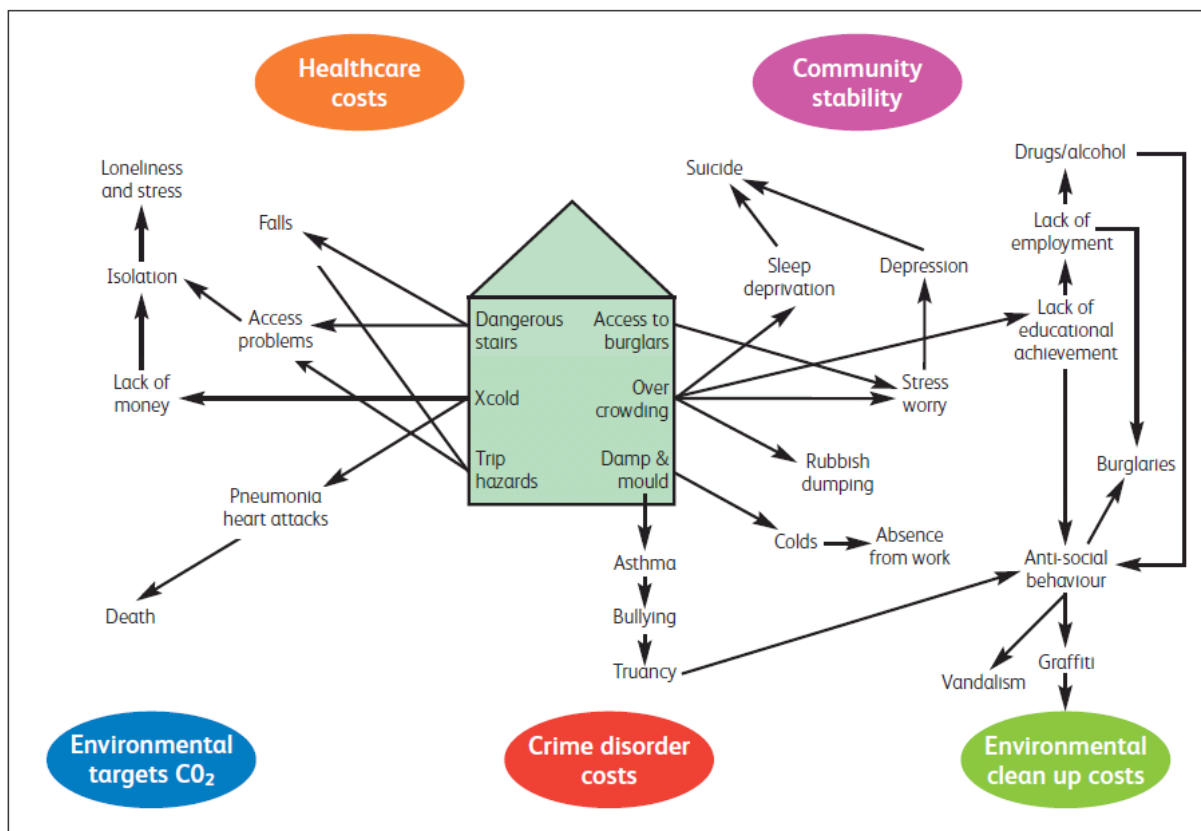


Figure 2: Diagram from Good Housing Leads to Good Health (2008), the Chartered Institute of Environmental Health showing the links between the home and health

Low quality older housing can increase the risk of illness by exposure to damp, mould, cold and structural defects. Generally speaking older homes are harder to heat as a result of poorer insulation, which can result in higher fuel bills. The risk to health known as 'energy precariousness' is a term used to describe the choice to save energy and turn off heating. However, this behaviour increases the risk of damp and respiratory problems. In Waverley a relatively high proportion of residents are over the age of 85, and risk susceptibility to respiratory problems as a result of cold and damp homes.²

Aids and adaptations, especially for disabled people and the elderly, are very important in reducing the risk of accident. It is documented by the Housing Learning & Improvement Network that the annual cost to the UK Government from falls within their home from those aged 65+ is £1Billion with an average cost of a single hip fracture estimated at £30,000.³

² <https://www.surreyi.gov.uk/DrillDownProfile.aspx?rt=8&rid=707&pid=34>

³ Housing Learning & Improvement Network, Public health and housing: We can get it right, p. 16.

Information provided by Shelter shows a national overview of the extent to which housing can cause or exacerbate mental health problems:⁴

- Close to half (48%) of all adults have had a housing worry or problem at least once in their lifetime.
- Housing affordability was the most frequently referenced issue by those who said housing pressure impacted negatively on their mental health, followed by housing conditions.
- 26% adults surveyed who have experienced a housing issue said it had impacted negatively on their mental health. Nationally, this would count as 1 in 20 people, or 5% of the population at large, which scales into the millions.⁵
- The main housing worries or problems identified were affordability and conditions of the property. Where housing was seen as the sole cause of mental health conditions, the most cited mental health conditions were anxiety and depression.
- Only 1 in 4 adults surveyed who had a housing issue that impacted negatively on their mental health went to the GP about it, which indicates that there are many people currently going through housing-induced mental health issues.
- Housing worries or problems not only exacerbate existing mental health issues, but also contribute to new mental health problems. (1 in 3 surveyed said they had no pre-existing mental health condition or any history of mental health problems).

Housing, health and wellbeing in Waverley

Affordability of housing is a major issue in the South East. This impacts on the ability for key workers who work in Waverley to live in the borough. Crucially, the demand for social care workers in Waverley is high and inhibited by the barrier to affordable housing in the Borough.

Evidence presented to the task group

Private Sector Housing

- Twenty-seven per cent of private rented properties in Waverley did not meet the decent homes standard in 2016⁶. Security of tenure is an issue as tenants were often too concerned with the risk of eviction to make a complaint.⁷ Furthermore the increasing cost of energy meant that people often didn't heat their homes properly, increasing the risk of respiratory illness.

⁴ The impact of housing problems on mental health, Shelter, 2017.

⁶ [English Housing Survey: Private rented sector, 2016-17, Ministry of Housing, Communities & Local Government.](#)

⁷ Decent Home Standard:

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/7812/138355.pdf

- The most frequently reported problems relating to living conditions in private rented properties were: respiratory and circulatory diseases from excess cold or damp and mould; disrepair; risk of falls due to poor or unsafe layout; and general safety issues including fire hazards, electrical safety and defective appliances.
- The Private Sector Housing Team carries out statutory Housing of Multiple Occupancy (HMO) inspections, the majority of which are located in Farnham (student accommodation). Legislation that came into effect 1 October 2018 widening the criteria of HMOs (from just 3 storey to include 1 and 2 storey properties) means that the number of licensable properties has increased to around 90. The Scrutiny Group learnt that the number of house shares has increased since the cap on benefits.
- Data from Waverley Citizens' Advice Bureau (CAB) was submitted to the task group showing the number of unique housing related cases from 2014 -2017. The data highlights that between 2014 and 2017 there had been 133 cases of clients reporting problems with private sector rents; 72 reports of problems with letting agencies; 75 reports of tenancy deposit protections; and 52 cases of possession action (not arrears).
- Additional profile client information provided by CAB showed that there were 69 cases of threatened homelessness due to private landlord; 62 cases of security of tenure; 70 problems with letting; 65 cases of issues to do with the cost of deposits / rents; and 46 cases of possession action (not arrears).

Housing Options

The group heard how the Housing Options Support Team deal with cases where domestic abuse is the primary issue for the tenant's potential homelessness. Between April and October 2017, 37 out of 76 cases that the support team dealt with cited domestic abuse as the primary cause of their housing issue (close to 50% of the team's case work).

For victims of abuse, financial abuse and control are significant components of domestic abuse and it is often the case that managing money, bills and paying rent is made harder by their abuser, or indeed abusers will not allow their victims access to money at all. It was noted that domestic abuse statistics are as high in Waverley as other parts of Surrey and the UK.

As demand for emergency housing and social housing far outweighs supply, the vast majority of households approaching the Council as homeless have to be assisted into the private rented sector, with a higher level of insecurity. The Housing Options Team therefore has to rely on private landlords to provide a form of quasi-social housing.

Often the families seeking assistance to resolve their homelessness lack basic life skills and struggle to manage their finances, which in turn leads to high levels of rent arrears. Some of these families also struggle to cook properly and this difficulty in

being able to cook healthy meals can lead to unhealthy lifestyles and more frequent contact with the NHS.

Many people who were at risk of homelessness also struggle to find secure work due to their lack of qualifications. They are often reliant on minimum wage zero-hour contracts, meaning that they are not financially stable enough to either secure or sustain private sector rentals. This links back to the risk of being in rear arrears and being susceptible to being homeless.

The freeze on the Local Housing Allowance (the amount of housing benefit that can be paid in rent for those on low incomes) means it is increasingly difficult for the Council to find landlords prepared to rent to those on low income/dependent on benefits. This is particularly the case in Farnham which is under the lower Blackwater Valley Local Housing Allowance rather than the higher Guildford Housing Allowance covering the rest of Waverley.

Tenancy and Estates

The task group heard how many of the tenants may be in need of support to help manage their tenancy; to make and go to appointments; and to secure employment. Mental health, as well as drug and alcohol problems were of concern to the tenancy and estates team. Class A drugs such as heroin and cocaine were noted to have been discovered among tenants in Cranleigh. The tenants would only seek help as a last resort, where earlier intervention could have been more effective.

The Tenancy and Estates Team Leader mentioned that the team were having difficulties linking up with other agencies, and that Social Services and the Mental Health team at Surrey County Council didn't readily share information. Furthermore it was felt that the importance of the work that the Tenancy and Estates team does around working with people with health and mental health difficulties was largely unknown to Surrey County Council; and that only when the value of this work was known would the working relationship improve with Social Workers.

The group also heard how Children's Services and Adult Social Care had high thresholds for opening new cases and sometimes would withdraw their support once a tenant reach a certain stage. This would leave the Tenancy and Estates team as the only service available to them.

Conclusion

To conclude, housing can have a significant impact on our health and mental wellbeing and the effects of poor housing can manifest in many ways as a result of housing costs, housing quality, fuel poverty, letting experience and over crowdedness. In addition, local authorities have an important role in supporting council tenants who live in homes provided by the Council in their duty to prevent homelessness and in providing advice and information to support tenants who have

multiple health difficulties. Furthermore, the private sector housing team has an important enforcement duty to maintain decent housing standards.

Implications

This briefing was prepared for the Housing O&S Committee to inform Members about the findings and evidence from the Health Inequalities Scrutiny review that relate to housing. The Health Inequalities Scrutiny review made a series of recommendations concerning both social and private sector housing and Members of the Housing Committee are encouraged to be aware of these, they can be found contained within the '[Factors Affecting Health Inequalities in Waverley](#)' report on the June 2018 agenda of the Community Wellbeing O&S Committee. However, there were a handful of broader issues identified during the review that the Housing O&S Committee should be aware of and the below topics have been added to the work programme:

- The link between housing and mental health (a handful of Council's have undergone an in-depth review on this topic); and
- Housing standards in the private rented sector.

WAVERLEY BOROUGH COUNCIL

HOUSING OVERVIEW & SCRUTINY COMMITTEE

27 NOVEMBER 2018

Title:

Homelessness Reduction Act 2017 - update report

[Portfolio Holder: Cllr Carole King]

[Wards Affected: All]

Summary and purpose:

To update the Housing O&S Committee regarding the implementation of the Homelessness Reduction Act 2017 (HRA 2017) in Waverley from 3 April 2018

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

Equality and Diversity Implications

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

Financial Implications:

When similar changes to the homelessness legislation in Wales were introduced, Welsh Councils experienced additional costs from an increased number of customers and an increase in administrative burdens in managing each case. Waverley currently benefits from new burdens and flexible homelessness funding from the Government but this is only guaranteed until April 2020.

Legal Implications:

The Homelessness Reduction Act 2017 introduced significant changes to the statutory framework regarding homelessness.

Background

1. In a report to the Housing O&S Committee in November 2017 Officers outlined the main changes introduced by the Homelessness Reduction Act 2017 (HRA 2017). These included:
 - a) Extending the time when a household can be considered to be threatened with homelessness from 28 days to 56 days.
 - b) A requirement for Councils to work with households for 56 days to try to prevent their homelessness. This duty is owed to all household types, irrespective of local

connection to Waverley or whether the householder's actions have contributed to their threatened homelessness.

- c) If homelessness cannot be prevented, a duty to work with the households for a further 56 days to try to 'relieve' their homelessness.
- d) Local authorities are required to notify applicants as to what duty is owed to them at different stages of the 'prevention' and 'relief' processes. Additionally, they must provide written personalised action plans, outlining the tailored support that will be given, as well as what is expected of applicants.
- e) Applicants have numerous statutory rights of review of the various decisions made by Councils during the 'prevention' and 'relief' processes.
- f) In order to monitor the impact and effectiveness of the new duties, the Government have made radical changes to the data reporting requirements expected from Councils.
- g) From October 2018 public bodies such as hospitals, probation services, prisons, job centres, social services etc., have a 'Duty to Refer' homeless households to local authorities.

Waverley's preparations

2. In preparation for the introduction of the legislation in April 2018, Officers undertook the following:
 - a) Procurement of a new database that would enable the capture of the large amount of household information required in Government's quarterly homelessness returns.
 - b) Piloting the use of the new database prior to April 2018 and training of staff and partners in its use.
 - c) Hosting a homelessness forum for statutory and voluntary partners in October 2017 that included discussions about the new legislation.
 - d) Updating procedures and website information and carrying out extensive training of staff and partners on the new duties.
 - e) Setting up of a online referral portal for public bodies to refer cases under the 'Duty to Refer' requirements
 - f) Commissioning of unfunded supported housing bed-spaces within and outside of Waverley. This not only benefits the clients and Waverley but also helps maintain the viability of already scarce supported housing schemes.
 - g) Entering a partnership with Woking Borough Council and Ethical Lettings to secure private rented shared houses for single applicants.
 - h) Developed its partnership with Ethical Lettings, a community interest letting agent, in order to secure affordable private rented properties for benefit dependent households. This has included a local radio advertising campaign to attract private rented landlords
 - i) Successfully secured a grant from Surrey County Council to employ a full-time support worker to join Waverley's existing support team within Housing Options until April 2020.

Waverley update

3. Thankfully the feared rise in homelessness approaches following the HRA 2017 launch has so far not materialised in Waverley. However, the launch of the 'Duty to Refer' in October 2018 could result in increased presentations.
4. The predicted increase in the administrative burden for each case has materialised. As a result we have used Government funding to pay for an additional part-time Housing Options Co-ordinator role until April 2020.

5. The Council has also taken the opportunity arising from a Housing Options Officer moving to a Housing Options Support Officer role, to create a Senior Housing Options Officer role to provide enhanced resilience and expertise in the team.
6. Despite the increased work load per case, the Council has so far continued to keep the number of households placed in temporary accommodation to a minimum, as shown by the following tables:

Homeless households in temporary accommodation as at 31 March

2011	2012	2013	2014	2015	2016	2017	2018
2	2	1	4	5	1	1	0

Homeless households in temporary accommodation 2018

31 Mar 2018	30 Jun 2018	30 Sept 2018
0	1	0

7. Whilst the new database has been very helpful in capturing household information for the Government returns, officers are still liaising with the IT provider to iron out reporting issues.
8. On 9 October 2018 Waverley hosted another successful homelessness forum with the theme of partnership working. The forum included training on the new 'Duty to Refer' aspect of the legislation.
9. The forum was attended by 48 delegates from statutory and voluntary agencies including representatives from social services, health services, Citizens Advice Waverley, supported housing providers, Department of Work and Pensions, probation, faith groups, Ethical Lettings, Mears, Guildford Borough Council, housing associations as well as Waverley housing staff and the housing portfolio holder.

Conclusion

10. Preparation for the introduction of the HRA 2017 has been a massive task. Thankfully, due to the hard work of all concerned, the transition to the new way of working has been successfully managed.
11. The Council's ability to adjust to the new burdens of the HRA 2017 has been significantly helped through the use of the Government's new burdens funding and flexible homelessness grant e.g. the funding of initiatives such as the purchase of additional bed spaces in supported housing schemes.

12. The additional government homelessness funding for Waverley is outlined below:

	17-18	18-19	19-20
New Burdens Funding	£22,396	£20,514	£21,685
Flexible Homelessness Grant	£131,383.19	£151,169.13	£479,923
Total	£153,779.19	£171,683.13	£501,608

13. Officers have also had to use these additional Government funds to cover the over-spend on its homelessness budget in 2017-2018 and we will also have to do this for 2018-19. This is due to the fact that increasingly Waverley has to fund 6 months rent in advance to enable benefit dependent homeless households to secure affordable private rented properties. Whilst households are obliged to pay back this money, given their financial circumstances and complex needs, this can often take a very long time and the reality is that a proportion of the debts will end up being unrecoverable.

14. Without the additional Government funds outlined above, the Council's ability to maintain its success in homelessness prevention would be severely challenged and this would also have a significant impact on the General Fund. To add some context, the cost of funding the 14 additional supported housing bed-spaces alone costs £115,502 a year.

15. Whilst Waverley will receive Government new burdens funding and flexible homelessness grant in 2019-2020, there is no clarity as to whether this funding will continue. The Government's presumption appears to be that as most Councils will reap the benefits of savings in temporary accommodation costs as a result of a homeless prevention approach under HRA 2017, there will be no need to provide additional funding. However, as Waverley has adopted a prevention approach for a number of years and, as a result, not had many households in expensive emergency accommodation, there are no savings to be had from reduced use of temporary accommodation.

16. Officers will therefore carefully manage the Government grant so as much of it as possible can be carried over into future years to protect the General Fund from increased expenditure for as long as possible.

17. Unrelated to the HRA 2017, but still worth noting given the potential impact on homelessness, the gradual roll out of Universal Credit from October 2018 is also likely to have an impact on benefit dependent households' ability to retain their accommodation.

Recommendation

The Housing Overview & Scrutiny Committee is asked to note the content of this update report and agree any comments it wishes to pass to the Executive.

Background Papers

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

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WAVERLEY BOROUGH COUNCIL

HOUSING OVERVIEW & SCRUTINY COMMITTEE

27 NOVEMBER 2018

Title:

**RESPONSE TO RECOMMENATIONS FROM THE WAVERLEY SCRUTINY GROUP'S
REPORT ON MUTUAL EXCHANGES**

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

Summary and purpose:

The Waverley Scrutiny Group completed a review on the Mutual Exchange policy and process, including reference to downsizing to senior living schemes. The report was presented to the Head of Housing Operations in September 2018.

This report informs the Committee how the Housing Service team has and will address the recommendations raised in the Waverley Scrutiny Group's report on mutual exchanges including a review of the Mutual Exchange Policy.

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

This report relates to all corporate priorities; People, Place and Prosperity identifying tenants options, homes and social mobility.

Equality and Diversity Implications:

The housing team will complete an Equality Impact Assessment as part of the policy and process review to ensure fair access to all.

Financial Implications:

The implementation of the scrutiny recommendations and action plan will be undertaken within existing resources. An effective mutual exchange policy will support the reduction of rent loss and re-let costs.

Legal Implications:

The policy ensures the correct application of the grounds to give and withhold consent for a mutual exchange.

Background

1. The report from the Waverley Scrutiny Group was presented to the Head of Housing Operations and the Tenancy and Estates Team Leader in September 2018. The comprehensive report covered the following:

- whether the mutual exchange policy and process is fit for purpose and fair to tenants and leaseholders
 - how the appropriate teams within the Housing Service are operating the process
 - what systems are being used to monitor and regulate mutual exchanges
 - what communication is there to encourage downsizing by mutual exchange and moves to Senior Living Schemes
 - how cost effective the Mutual Exchange process is and whether it provides value for money
 - recommendations to improve the process
2. The Council supports mutual exchanges to enable tenant mobility, tenant choice and sustainable communities through the best use of housing stock. All Council tenants with secure or flexible (secure) tenancy agreements have the right to exchange their property.
 3. Mutual exchanges are promoted through officer advice, the tenants newsletter and online. A home exchange event is held each year to promote the mutual exchange option and provide support and advice to tenants who wish to move. In addition Waverley subscribes to HomeSwapper the UK's leading mutual exchange service with over 500,000 tenants, looking to swap Council and Housing Association homes

Report recommendations and response

4. The report comprehensively reviewed the mutual exchange process and identified 20 recommendations that the Waverley Scrutiny Group concluded would result in improvements to the current mutual exchange process. Please refer to Annexe One for the full report and recommendations.
5. The Housing Service reviewed the recommendations and has grouped similar recommendations together into three work streams communications, process and IT.
6. The Housing Service agreed with 13 of the recommendations and partially agreed with seven. The service supports the intention of the seven partially agreed recommendations but needs to investigate the IT functionality and team capacity to deliver the prescriptive elements.
7. Please see Annexe Two for all the recommendations with the Council's responses and updates shown.
8. The overarching action plan timeline is as follows:

	Communication	Process	IT
Review Meeting	3 October	1 November	1 November
Develop	November	November/ December	November/ December
Test	November/ December	December	December
Implement	December	January	January

9. The group's recommendations included the review of the Mutual Exchange Policy and provided suggestions to improve the document. The policy has been reviewed and updated accordingly with a greater customer focus. Please refer to Annexe Three for the revised Policy. The Policy is presented in "Review" to enable members to identify the amendments.

Conclusion

10. The Housing service welcomed the report from the Waverley Scrutiny Group providing an opportunity to reinvigorate the mutual exchange process and increase mobility for tenants.
11. Work has commenced on improving communications with the aim to ensure tenants have full details of the process and criteria to self assess mutual exchanges and submit feasible applications.
12. The process and IT review are underway again with a customer focus to ensure the process is clear and accountable to prevent disappointment and dissatisfaction with the process.
13. Work will continue to implement the recommendations and scrutiny on reporting and tenants' satisfaction will commence in the New Year.

Recommendation

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

1. thanks the Waverley Scrutiny Group for conducting the review and report,
2. supports the implementation of the scrutiny recommendations and action plan,
3. supports the reviewed Mutual Exchange Policy,
4. receives a progress report in February 2019 on implementation of the recommendations and details of the number mutual exchanges during 2018/19 and number of registered tenants seeking a move, and
5. makes any comments or suggestions in respect of the Council's responses and updates with regard to the Waverley Scrutiny Group's recommendations

Background Papers

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

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Waverley Borough Council

The Policy & Process for Mutual Exchanges

Waverley Scrutiny Group Report

WSG
9-6-2018

1. Introduction

This is the fifth scrutiny review carried out by the Waverley Scrutiny Group (WSG). The topic selected was the Mutual Exchange Policy and Process, which is a follow on from the Recharge Review, in Waverley's general needs housing and work began in June 2018.

WSG, whilst preparing the Recharge report, became aware that Mutual Exchanges were a natural follow on report, as recharges were generated during the Mutual Exchange process. WSG and the Waverley Housing Service agreed this was an important area to be reported on.

The Waverley Housing Service wished us to include in our report a review on downsizing with particular reference to Senior Living Accommodation and make recommendations to engender greater interest and willingness to seriously consider downsizing by older tenants, but still maintaining independent living. This being part of The Waverley's 2016 – 2019 Corporate Plan.

The scrutiny review covered the Mutual Exchange Policy and Process, how the policy was being implemented, providing VfM, reports produced and the IT systems supporting the delivery of the Mutual Exchange Policy and Process.

The scope of this report is to find:

1. Is the Mutual Exchange Policy and Process fit for purpose and fair to tenants?
2. How the Housing sections, Housing Customer Services, Tenancy & Estates Stock Surveyor are operating the process?
3. What Systems are being used to monitor and regulate Mutual Exchanges?
4. Is there effective communication for encouraging downsizing by mutual exchange?
5. How cost effective is the Mutual Exchange process and does it provide VfM?
6. Is there effective communication for encouraging older tenants to move to Senior Living Accommodation?
7. Identify if any improvements can be made to the process.

Summary & purpose:

To report on the Housing Mutual Exchange policy and process; along with downsizing to Senior Living Accommodation. To establish whether the policy/process provides Value for Money; is workable, resourced and benefits both tenant and Housing. The report identifies issues impacting on performance and recommends actions to improve the Mutual Exchange process, Value for Money, communication and systems used.

Abbreviations.

Waverley Scrutiny Group (WSG); Value for Money (VfM); Housing Customer Services Team (HCST); Tenancy & Estates (T & E).

1. Key findings

1.1 The Group used two methods to obtain information for this review and as a starting point interviewed the Tenancy & Estates Team Leader, who outlined the Mutual Exchange process. The interview gave the Group a clear indication of who they should be talking to regarding the working of the Mutual Exchange process, as to who is responsible for seeing, the policy and process is working and providing reports.

1.2 The primary method used, for collecting information on how the staff viewed the Mutual Exchange policy/process and its implementation, were interviews with staff to gain a clear understanding of what happens in the field. The secondary method used was by looking at other Council's and Housing Associations policies and processes and comparing their processes with WBC's. This was supplemented by understanding the Governments regulations on Mutual Exchanges and reports generated by Waverley.

1.3 The Group used all the information gathered to form the basis of the recommendations.

1.4 Is the Mutual Exchange Policy and Process fit for purpose and fair to tenants?

1.5 The Group were given copies of Waverley's Mutual Exchange Policy, Housing Act 1985 Section 91 Schedule 3, Localism Act 2011 Schedule 14, guidance on swapping your home, additional documentation etc. letters & forms and the User Guide 3 for managing the Mutual Exchange Process (Orchard).

1.6 Waverley's policy on Mutual Exchanges is regulated by the Housing Act 1985 and can only refuse a mutual exchange for the following reasons:

- *Landlord has started possession proceedings*
- *You work for your landlord and your home was provided in connection with your job*
- *Your home is adapted for a person with special needs and nobody in the new tenant's household has special needs*
- *The home you want to move to is much larger than your household needs*
- *The home you want is too small for your household and you would be overcrowded*
- *If any member of your household has behaved in an anti-social way, and action including Possession proceedings, injunctions, anti-social behaviour orders or a demotion orders against them are in place or are being sought*

- *The landlord is a charity and the proposed new tenants moving into the property would conflict with the objects of the charity*
- *The property:*
 1. *Has been adapted or has features that make it suitable for disabled person*
 2. *Is a property owned by a landlord which lets properties to particularly vulnerable people or*
 3. *The property is for people with special needs (supported housing)*

And if the mutual exchange took place there would no longer be such a person living in the property.

1.7 The Group found that the information provided to prospective Mutual Exchange tenants either on the Waverley's Web site or in paper form was basic and did not provide full details and explanations. The Waverley's web site was uninviting, lacked detail and did not encourage mutual exchanges or downsizing i.e. no frequently asked questions section, no clear explanation on difference between mutual exchange and a transfer, no advice on what to do before deciding on a mutual exchange, incentives to move to a smaller property, clear informative details on how to arrange an exchange.

1.8 The Group found the main way to arrange a mutual exchange was to use Homeswapper an online country wide system used by local authorities and Housing Associations. Here information on how to go about joining Homeswapper was basic and reliant on accessibility to the internet. There appeared to be limited options i.e. to advertise in your local area or on Facebook.

1.9 The Group are aware the Council arranges a yearly event specifically for mutual exchanges. These are well received and held jointly with Guildford Borough Council The next planned event is in October.

1.10 The mutual exchange guide which is sent out to tenants expressing a wish to mutual exchange is basic in content. In an opening statement it says *We will give you a decision on the exchange within 42 working days*. However, letters acknowledging the application say *we aim to give you a decision within 28 days*.

1.11 The Group found the process is not fair to all tenants as it requires access to the internet for Homeswapper the principal method of arranging an exchange. This is providing a barrier, especially in some sections of society, where internet access is not available or affordable.

1.12 How the Housing sections, HCS, T & E and SS are operating the process.

1.13 Following discussions with staff from the various sections involved in the ME process, we found the following:

1.14 The process starts with an enquiry by a tenant, who is wishing to mutually exchange, to the HCS team. We understand this could be by someone who has already found a mutual exchange or in the process of looking to exchange and are guided to use Homeswapper. An application form is sent out, one for each applicant.

1.15 At this stage there is no investigation to see if the intended applicant (s) are eligible for a mutual exchange i.e. no rent check, legal injunctions.

1.16 Nothing is activated on Orchard until both sets of completed forms are received. If one of the applicants is from outside the area the information is entered manually.

1.17 On Orchard the mutual exchange is entered and monitored through the Void process.

1.18 On receipt of the forms the checks are made for rent status and fraud. Rent arrears have to be cleared before an exchange is agreed. sets a benchmark for rent arrears. If a non-Waverley application then references are sought.

1.19 When all the information and paperwork is collated and checked the HCS team book an appointment for the Stock Surveyor to inspect the property.

1.20 Letters to the applicants should be raised on Orchard but due to inconsistencies within Orchard the T & E team produce their own letters. These we found provided insufficient information i.e. not giving the name or title of the inspector who would be carrying out the survey (the Stock Surveyor).

1.21 The Stock Surveyor covers the whole borough and sets aside Wednesdays for inspections. There is flexibility on appointments and generally found that tenants are happy to accept a Wednesday appointment.

1.22 Before the Stock Surveyor visits the applicant, a check is made to see if there has been a recent stock survey on the property and any other relevant history i.e. structural issues.

1.23 If there has been no recent stock survey, then one is carried out during the visit. On the visit details are taken as to condition of the property both for repairs, recharges, decoration, condition of the garden, disabled adaptations etc.

1.24 Any repairs deemed to be the responsibility of Waverley are reported back to the HCS team to raise necessary orders.

1.25 If damage to the property is seen to be made by the tenants this is brought to their attention and informed there will be a recharge if the damage is not put right.

1.26 However, the Group found the information on the inspection form lacked full detail of any issues found and did not include such facts as to when the property met Decent Homes Standard, when kitchen, bathroom, double glazing etc were installed or when they are due to be replaced.

1.27 As the tenant is informed verbally of any repairs they are responsible for, they often state that the incoming tenant is aware of repairs and the incoming tenant is happy to accept them and the property as is. This gives the impression that the outgoing tenant believes they do not have to carry out any repairs as the incoming tenant is aware of them and accepts the property as is.

1.28 As the Stock Surveyor carries out this inspection on his own no inspection of the loft is undertaken and whether there are any personal belongings stored in the loft is reliant upon the say so of the tenant.

1.29 We understand the tenant is not given a copy of the report and Waverley are reliant upon the honesty of the tenant regarding the necessary repairs required and the incoming tenant's willingness to accept the property as it is.

1.30 Here the Group identified an issue raised by a mutual exchange Housing Association tenant, who had decorated his home for the new tenants, but on moving to his new home found the walls covered in graffiti.

1.31 We have assumed the property was inspected by Waverley stock surveyor and visited by the mutual exchange tenant and the graffiti was not noted at time of inspection.

1.32 There is a difference here between a property as seen on inspection/visit and not as is at assignment.

1.33 The group were informed that the Stock Surveyor is not given the details of whom the tenant is swapping with. This is an omission which needs to be addressed.

1.34 The Stock Surveyor could, on visiting the other tenant's property involved in the mutual exchange, confirm the suitability of the property. Whether the tenants have visited each other's property and are aware of any issues that need to be highlighted to them; this is important where a mutual exchange involves a disabled or vulnerable tenant.

1.35 On the Stock Surveyors return to the office they have 24 hours to write up their report and process photographs, this is then passed to the relevant T & E officer.

1.36 On receipt of the documents from the Stock Surveyor, the T & E officers, on agreement with the T & E manager, arrange for both parties, involved in the mutual exchange, to come into Waverley for the assignment.

1.37 At no stage has a T & E officer visited the property or spoken to the tenant's face to face until the assignment sign up.

1.38 To sum up, the Group found the process fragmented, could easily lead to errors and not customer friendly.

1.39 The HCS team were responsible for arranging bookings, scanning documents for fraud checks, sending initial letters, booking the electrical and gas checks and reliant upon others to inform them when to book appointments. The Energy Performance certificate survey (EPC) is carried out through the Asset Management team but they were not sure if a copy of the certificate is passed to the mutual exchange tenant.

1.40 The T & E officers, due to problems with the Orchard set up, write their own letters and there appears to be no definitive guide setting out who is responsible for tracking the progress of the application. It was felt by members of staff that a Case Management System was needed.

1.41 There is no joint visit by Stock Surveyor and T & E inspectors which would allow for the loft to be inspected.

1.42 The Stock Surveyor is not informed as to whom the tenant is exchanging with.

1.43 The exchanging tenants are not given copies of the inspection results before the assignment and the inspection form lacked detail.

1.44 None of the paperwork is scanned until the process complete so if paperwork goes missing there is no back up.

1.45 It was not clear as to whose responsibility it was to inform the rents team of the date a new tenancy was starting.

1.46 Additionally, if the rents officer responsible for setting up new Direct Debit accounts is on leave, no new accounts could be set up whilst the rent officer responsible for this is on leave.

1.47 This same issue applies to the Stock Surveyor, if they are on leave then no inspections are carried out until they return.

1.48 By carrying out joint visits the T & E officer could be trained to carry out a mutual exchange inspection (not the stock survey) when the stock surveyor is not available. This would save on time and be good for the tenants who are eager to move as quickly as possible.

1.49 The Group found the staff was managing the process under difficult circumstances and there were areas where things could go wrong and there was heavy reliance on each section being informed, primarily verbally on the status of the mutual exchange.

1.50 What systems are being used to monitor and regulate mutual exchanges?

1.51 The legal requirement for a mutual exchange decision is within 42 days. Waverley have set a target of 28 days. We could find no reports confirming whether this target had been met. There was also a lack of reports on numbers received, detailing the type of mutual exchange (i.e. how many cancelled, reason for moving, numbers rejected).

1.52 Though Orchard is supposed to be the central operating system for monitoring mutual exchanges. There is a large manual (User Guide 3 92 pages) on what to do to complete each stage but, as mentioned above, Orchard does not appear to be working as it should and therefore is not being utilized by all parties.

1.53 All staff members said Orchard mutual exchange system was complicated and took unnecessary length of time to complete. All said that the previous Lotus Notes procedure (now defunct) was simple, easy to manage and above all fulfilled the need for a smooth uncomplicated process.

1.54 The Orchard mutual exchange process needs to be re-evaluated and made simpler.

1.55 From our previous reports and this report, we have found that the Orchard system does not appear to fully meet the requirements of Housing, specifically where requirements are more complex in nature.

1.56 The Group also found that the use of new technology. i.e. iPads were not available across all of Property Services and where available were not linked to Orchard, so making the use of the iPad an inefficient reporting tool.

1.57 It is difficult to fully identify all the problems with Orchard, but we did find that the system become over complicated when recording the processes involved whether voids, recharges or mutual exchanges.

1.58 Where reports are required to monitor performance and capture data on customer satisfaction we found that the primary reason for data collection was to demonstrate how good Waverley Housing is and secondly that there was not clear thought and communication as to what was required and how that information would be used.

1.59 The data collected would be more effective if used to improve how good Waverley Housing is i.e. in communicating with customers. There is a need to be more targeted, more intelligent and more responsive.

1.60 The questions being asked need to be relevant, telling customers why Waverley is collecting the information and what Waverley are doing with the responses; and to take time to review and reflect on what the responses actually signify and in doing so, deliver an active tool for providing efficiencies and Value for Money (VfM).

1.61 Is there effective communication for encouraging downsizing by mutual exchange?

1.62 The Group found the web site uninformative, basic in its format, not appealing to the eye and did not highlight the advantages of mutual exchanges particular with reference to downsizing. There is also an absence of literature in the form of a leaflet or pamphlet on mutual exchanges.

1.63 We would recommend the Mutual Exchange web site of Harlow Council as an example of excellence in promoting mutual exchanges and given detailed full information on the whole process. <http://www.harlow.gov.uk/mutual-exchange>.

1.64 How cost effective is the mutual exchange process and does it provide VfM?

1.65 The Group found that with the fragmentation of the whole process, lack of communication both within Waverley and to its tenants, the failures of Orchard and the lack of cover of staff when on leave was not cost effective and did not promote VfM.

1.66 Clear communication both with tenants and staff needs to be improved; the process simplified and therefore becoming more cost effective.

1.67 Orchard needs to work efficiently by making it easier to input data, easier to follow, inform staff on the status of the mutual exchange and what needs to be done

to push the mutual exchange along and provide the necessary letters with correct details and full information correctly.

1.68 This is wholly reliant upon the staff clearly understanding what they require from Orchard and communicating their requirements to IT in a clear understandable way and there being clear lines of responsibility in ensuring the mutual exchange process works.

1.69 IT also has the responsibility to be fully conversant with the workings of Orchard and to say what can and cannot be done and if necessary report back where updates need to be purchased, make efficiencies where required to provide VfM.

1.70 The Group would have liked the opportunity to talk to any tenants who have recently gone through the mutual exchange process. Unfortunately, no information was forthcoming.

1.71 However, at a recent Star Event, attended by a WSG member, several issues were raised by two tenants who had recently mutually exchanged. One tenant, who was previously a Housing Association tenant, did not know how to report a repair and it would appear neither tenants received the gas, electric or EPC certificates.

1.72 The tenants were told they could not report a repair for 6 months. This might be a misunderstanding, misinterpretation by the tenants. In the case of the Housing Association tenant (see 1.30 pg.5 above), where the graffiti was covering the walls, this is a recharge against the previous tenant(s) and should be addressed by Waverley and not the responsibility of the new tenant.

1.73 The Group are concerned that information being given to new tenants is not clear on how, when and what type of repair is Waverley's responsibility and any Health and Safety issue could be left unattended to for up to 6 months.

1.74 There is also a missed opportunity to apply recharges as no follow up inspection is carried out immediately after the new tenant has moved in.

1.75 Is there effective communication for encouraging older tenants to move to Senior Living Accommodation?

1.76 The Group was asked, as part of the report on mutual exchanges, to investigate the communication and encouragement to downsize to Senior Living accommodation and provide ideas towards a leaflet on encouraging tenants to move to Senior Living Housing. The group has provided a sample pamphlet to Hugh Wagstaff along with suggestions as a hard copy.

1.77 As reported above the Group found the Waverley web site was lacking in information across the board. There was little additional information available apart from phoning Housing and making your own enquires.

1.78 We found there were no specific articles on downsizing to Senior Living Accommodation.

1.79 From talking to tenants who had moved and their reasons for moving we found that many had found, once they had contacted Waverley staff, the process was efficient and the Waverley staff helpful and understanding and the move went smoothly.

1.80 The main issue was apparent lack of any detailed information on how to start the process of moving to Senior Living accommodation.

1.81 The Group felt that one solution was to provide a A5 Senior Living folded Brochure, which can be opened up to A3, with a map of Waverley, photographs of all eight units and location, providing details of the eight schemes available, lists advantages and disadvantages for moving and how and who to contact. This could also be pull out pages from the centre of Homes & People.

(Ideas for consideration including an example for a brochure or central pull out for Homes & People has been provided separately to Hugh Wagstaff).

1.82 To further communication about Senior Living Accommodation, as with Mutual Exchanges, to have open days at the schemes once or twice a year.

1.83 Use the data on age held by Waverley to target tenants over 50 who are living in under occupied properties.

1.84 To advertise in Waverley Home & People.

Conclusion

1.85 The Group concluded that the Mutual Exchange policy and process along with the downsizing to Senior Living Accommodation was deficient in communication, confusing, did not encourage mutual exchanges and does not provide a coherent and efficient process to provide a cost effective and VfM system.

2.0 Recommendations.

2.1 The Policy document dated 2016 July needs to be updated. We understand this is in hand.

2.2 To put in place a Case Management System. We understand this is now in operation.

2.3 To provide clear guidance on what safety certificates are required and who is responsible for providing them.

2.4 The Orchard mutual exchange system needs to be simplified to make the system work efficiently, but we do not think that a separate bespoke system not using Orchard, is an answer.

2.5 New technology needs to be encouraged and used effectively and link to Orchard in all areas.

2.6 The Web site needs to be updated, made more welcoming, informative and user friendly to encourage more mutual exchanges and to visit the Harlow Council Website.

2.7 To provide literature in the form of a leaflet on mutual exchanges giving clear details of how to report a repair, detailing what to do if any repairs, or clearance, noted on the inspection survey as the previous tenant's responsibilities, have not been carried out.

2.8 The Disclaimer, at the bottom of the Inspection survey, needs to be reworded as it says that it is the responsibility of the outgoing tenant for any repairs. Waverley as a landlord are equally responsible for Health and Safety repairs and confirm the legality of the Disclaimer.

2.9 To look into broadening the avenues for people seeking information on mutual exchanges apart from the internet.

2.10 Joint visits to be undertaken by the Stock Surveyor and T & E inspectors and both informed of who the tenants are exchanging with.

2.11 To provide both mutual exchange tenants with copies of all the inspection reports, including the EPC, within 24 hours of the inspection and where relevant the forms to provide detailed information on Decent Homes work that has been or when this work will be undertaken.

2.12 All paperwork to be scanned within 24 hours of receipt.

2.13 All letters to be produced from Orchard, to be reviewed and be consistent This we feel is a fundamental issue in the mutual exchange process.

2.14 To train T & E inspectors and Rent staff to provide cover for staff when on leave or sick, to address any stoppage in the mutual exchange process.

2.15 To provide Reports that are meaningful and provide information on how the mutual exchange process benefits the tenant and Housing.

2.16 To carry out necessary reference, financial and fraud checks are, to confirm suitability for an exchange, before the application forms are sent out.

2.17 To investigate the provision of a brochure explaining the advantages and disadvantages on moving to Senior Living Accommodation.

2.18 To have twice yearly open days at Senior Living Accommodation schemes.

2.19 To target 50+ tenants who are living in under occupied properties.

2.20 To advertise in the Waverley Homes & People, where the Senior Living Schemes are, along with contact details.

Acknowledgements

We would like to thank the following staff for their time and assistance.

Neil Deans (T & E), Laura Dillon (T & E), Jeanette Englefield, Paul Elderton (Stock Surveyor), Sadie Grainger (T & E), Lesley Rennie (HCS), Hugh Wagstaff.

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Response and action plan to Waverley Scrutiny Report Re Mutual Exchanges

The report identified 20 recommendations that have been grouped together in **IT**, **process** and **communication** workstreams.

Rec Number	Recommendation	Response/action	Assigned Officer	Timescale	Progress/outcome
1	The Policy document dated 2016 July needs to be updated. We understand this is in hand.	Agree policy review required to incorporate group's views	AH	December 2018	Agreed
2	To put in place a Case Management System. We understand this is now in operation.	To consider if m/ex cases should be on current Orchard case management system	AH	January 2019	Partially agreed to investigate possibilities
3	To provide clear guidance on what safety certificates are required and who is responsible for providing them.	To include in review of process. Identified electric, gas, asbestos, EPC certs to reflect new tnt info to implement with immediate effect	LD	End November 2018	Agreed
4	The Orchard mutual exchange system needs to be simplified to make the system work efficiently, but we do not think that a separate bespoke system not using Orchard, is an answer.	To review current process	AH	January 2019	Agreed
5	New technology needs to be encouraged and used effectively and link to Orchard in all areas.	To review current process. Group encourage digital services for staff and tenants	AH	January 2019	Agreed

6	The Web site needs to be updated, made more welcoming, informative and user friendly to encourage more mutual exchanges and to visit the Harlow Council Website.	Communications Review Workshop held 3 October agreed more detailed communications and information to promote and support mutual exchanges, to ensure tenants fully aware of process and requirements from beginning.	AH	December 2018	Agreed
7	To provide literature in the form of a leaflet on mutual exchanges giving clear details of how to report a repair, detailing what to do if any repairs, or clearance, noted on the inspection survey as the previous tenant's responsibilities, have not been carried out.	As action 6	AH	December 2018	Agreed
8	The Disclaimer, at the bottom of the Inspection survey, needs to be reworded as it says that it is the responsibility of the outgoing tenant for any repairs. Waverley as a landlord are equally responsible for Health and Safety repairs and confirm the legality of the Disclaimer.	Reviewed and update to be included on revised user guide	LD	End November 2018	Agreed
9	To look into broadening the avenues for people seeking information on mutual exchanges apart from the internet.	Ad hoc advice currently given re notice boards, Facebook - information to be included in tenants communications and process documentation	AH	End November 2018	Agreed

10	Joint visits to be undertaken by the Stock Surveyor and T & E inspectors and both informed of who the tenants are exchanging with.	To include in review of process and ensure cost effective visits completed providing clear advice and responsibilities to tenants	LD	End November 2018	Partially agreed to investigate possibilities
11	To provide both mutual exchange tenants with copies of all the inspection reports, including the EPC, within 24 hours of the inspection and where relevant the forms to provide detailed information on Decent Homes work that has been or when this work will be undertaken.	To include in review of process. To provide info but 24 hours not may not be workable. To ensure clear timeline and accountability. Group agreed to a published timeline to hold officers to account if not met	LD	End November 2018	Partially agreed to investigate possibilities
12	All paperwork to be scanned within 24 hours of receipt.	To include in review of process. To review SLA with scanning and HCST capacity. To consider online forms to reduce need for scanning	LD	End November 2018	Partially agreed to investigate possibilities
13	All letters to be produced from Orchard, to be reviewed and be consistent This we feel is a fundamental issue in the mutual exchange process.	To include in review of process. Aim for all template letters to be held on Orchard to investigate feasibility. Group agreed consistent letters could be held on most appropriate system.	AH	January 2019	Partially agreed to investigate possibilities
14	To train T & E inspectors and Rent staff to provide cover for staff when on leave or sick, to address any stoppage in the mutual exchange process.	To include in review of process. Property services to provide technical cover for Surveyors absence. Consider bringing forward inspection in two weeks of application. Link to action 10	LD	End November 2018	Partially agreed to investigate possibilities

15	To provide Reports that are meaningful and provide information on how the mutual exchange process benefits the tenant and Housing	To include in review of process. To develop reports for to monitor performance inc applications, active searching, exchanges, appointments made and kept, time taken and satisfaction	AH	January 2019	Agreed
16	To carry out necessary reference, financial and fraud checks are, to confirm suitability for an exchange, before the application forms are sent out.	Unworkable as no contact details. To provide advice and information pre applications stage so applicants self select / check eligibility.	LD	End November 2018	Partially agreed to investigate possibilities
17	To investigate the provision of a brochure explaining the advantages and disadvantages on moving to Senior Living Accommodation.	Moat Lodge leaflet with Communications for review (could be generic) – to get commitment for publication date. To launch at Home Exchange event 17 November	DB	End November 2018	Agreed
18	To have twice yearly open days at Senior Living Accommodation schemes.	Agreed in principle but to manage capacity and resources proposed rolling programme of open events March to October (avoiding winter months). Pilot event 31 October at Moat Lodge.	DB	End November 2018	Agreed – completed October
19	To target 50+ tenants who are living in under occupied properties.	Target invitations to open events, home exchange event and leaflet. Senior Living Officers received target list of residents in their area who may require assistance in moving.	DB	End November 2018	Agreed – completed October
20	To advertise in Homes & People, where the Senior Living Schemes are, along with contact details.	Advert in Autumn edition of Homes and People scheduled with open invitation to visit schemes	AH	End November 2018	Agreed – completed October

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Comment [c1]: New template to be used

Mutual Exchange Policy

Introduction

Waverley Borough Council (the Council) promotes mutual exchanges (also known as Home Swap) to enable tenant mobility, tenant choice and sustainable communities through the best use of housing stock.

The Council will provide clear information about mutual exchange eligibility, the process and tenants responsibilities. It is the tenants' responsibility to find a suitable person to exchange with. The Council will assist tenants to move by way of exchanges wherever possible and encourage tenants to register for exchanges with Homeswapper and advertise locally.

The Council abides by the statutory requirements relating to exchanges included within the Housing Acts and Localism Act.

Objectives

The key objectives of the Mutual Exchange Policy are:

- To encourage tenants who want to move within or out of the borough to seek a mutual exchange
- To make application forms, advice and assistance easily available to tenants requesting a mutual exchange
- To enable tenants to self assess for mutual exchanges to avoid unsuccessful applications
- To be a member of the national tenant mobility scheme
- To respond promptly to all mutual exchange applications (within 42 days) providing approval to exchange, conditional approval to exchange or refusal to exchange. The reason for conditional approval or refusal will be fully explained.

- To ensure mutual exchanges are carried out legally by way of assignment or by deed of surrender and granting a new tenancy according to the relevant Housing and Localism act.
- To not unreasonably refuse a mutual exchange application and provide an appeal process.
- To provide incoming tenants with an up to date copy of asbestos, gas, electric safety and Energy Performance Certificates, (were applicable)

Policy

Right to exchange

All Council tenants with secure or flexible (secure) tenancy agreements have the right to exchange their property with another eligible Waverley tenant, registered non-profit social housing provider tenant or another local authority tenant.

All Registered non profit social housing provider tenants with assured or 'fixed-term' assured shorthold tenancy for more than two years, also have the option to apply for an exchange.

Landlord references for both parties to the exchange will be considered prior to granting permission to assign. In considering references, particular attention will be given to the size and type of home, tenancy type, issues of rent arrears, anti-social behaviour and breach of tenancy conditions.

Approval of application

In considering applications the council must be satisfied that:

- The tenants have the right to exchange
- Both joint tenants have given consent by signing the application form
- No one is being unduly coerced or pressured into agreeing to the exchange
- No one is agreeing to the exchange for financial or material gain
- The exchange is not being used as a means to abuse the allocation policy
- Everyone understands and accepts the implications and responsibilities of agreeing to the mutual exchange

Reason for refusal

The Council will not unreasonably refuse an application however must adhere to the legal requirements. Exchanges will be refused if:

- the tenant is in rent arrears
- the home is substantially larger or smaller than required
- the home is not suitable to the needs of the proposed tenant's household eg disabled adaptations,
- the home was designed and built for a specific group of people eg physical disabled, care and support, age criteria
- the rent is considered unaffordable
- the landlord is taking any legal action for breach of tenancy including notice seeking possession, suspended possession order, possession order, injunction, tenancy demotion,

Full grounds for refusal can be found in Section 91 Housing Act 1985 Schedule 3 (for secure tenants) and Schedule 14 of the Localism Act 2011 (for fixed term tenants)

Consent will not be withheld for rent arrears if the tenant is exchanging with another Waverley tenant and is downsizing to a more affordable home.

Conditional Consent

The Council can apply conditions before a mutual exchange can go ahead for example to clear rent arrears, repair damage to the property or stop anti-social behaviour.

The Council will ensure that any arrears outstanding are cleared or other breaches of tenancy, including rechargeable repairs to the property, are rectified before the exchange takes place.

Where an exception is made to this rule, by agreement of the Head of Housing Operations and the Housing Needs Manager it may be necessary for arrears to be written off.

Tenant Responsibilities

A mutual exchange needs trust and communication between swapping tenants. It is the tenants responsibility to agree any contents (gifted items) to be left in the homes including carpets, curtains, shelves, light fittings, shed etc,

Swapping tenants are responsible for the cleaning and decoration, clearance of property, garden and outbuildings, replacement of non standard light fittings and change of door locks for an exchange.

Incoming tenants have the same right to repair as current tenants however the responsibility for any repairs that were the outgoing/former tenant will pass to the new/incoming tenants, as they agree to accept the property "as seen".

Tenants must be aware that any party can withdraw from a potential exchange at any stage with no recourse to the other party. However once the legal paperwork has been signed the mutual exchange must proceed.

Type of tenancy

The Council will aim to grant tenancies that offer no less security than the incoming tenant currently has. However, a secure tenant moving to a fixed term and/or affordable rent property may lose their security of tenure. Due to requirements from the Localism Act 2011. The tenant(s) will be advised to seek independent advice regarding any potential change in their tenancy status before agreeing to move.

A mutual exchange for a secure or an assured tenancy takes place by way of deed of assignment. No new tenancy is created and each tenant takes on the exchanged tenancy.

A mutual exchange for a flexible or fixed-term tenant for more than two years under the Localism Act 2011 takes place by way of deed of surrender and granting a new tenancy.

Assured or secure tenant (pre April 2012) will retain their tenancy status at the new home they exchange into.

The status of the 'fixed-term' or 'flexible' tenant is not protected by law. The new tenancy given is at the discretion of the new landlord.

The Council's introductory tenants cannot exchange until they have lived in their home for more than 12 months and their introductory tenancy has been converted into a flexible (secure) tenancy. If an exchange involving an introductory tenancy would be strongly in the interests of the Council, the Head of Housing Operations has discretion to give permission to move the exchanging parties by simultaneous transfer.

[text moved to right to exchange section]

Tenants wishing to swap to homes in a rural exception site (an affordable homes scheme provided for local people) must evidence a local connection to the parish. The Housing Association managing the homes has the responsibility for ensuring that the incoming tenant/s meet the local connection criteria.

[text summarised above]

[text summarised above]

Unauthorised Mutual Exchanges

If a tenant does not obtain written consent the exchange is unlawful. The Council will initially ask the parties to return home as they have no legal interest in the property they are living. If they fail to do so the Council will seek to terminate the tenancies by serving Notice to Quit on original homes and seeking possession. The parties will have lost security of tenure as no longer occupying original home as only or principle home.

Where the council is made aware of a tenant receiving a payment or other premium to assign their tenancy. The council will seek possession of the property, consider tenancy fraud and seek prosecution where appropriate

Appeal Process

If an applicant is unhappy with the decision made they have the right ask for a review through the Council's formal complaints process.

Drafted: July 2013

Approved: October 2013

Reviewed: November 2018

DRAFT

WAVERLEY BOROUGH COUNCIL

HOUSING OVERVIEW & SCRUTINY COMMITTEE

27 NOVEMBER 2018

Title:

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

[Portfolio Holder: Cllr Carole King]

[Wards Affected: All]

Summary and purpose:

The Waverley Scrutiny Group completed a review on how the council manages the process of recharging certain costs to tenants and leaseholders. The report and recommendations were shared with the Committee in March 2018 and July 2018.

This report is an update informing the Committee how the Housing Service team has addressed the recommendations raised in the Waverley Scrutiny Group's report on recharges.

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

The report supports the Value for Money corporate priorities.

Equality and Diversity Implications:

Having a clear policy on re-charges, and unambiguous procedures, ensures that tenants and leaseholders are treated fairly and consistently.

Financial Implications:

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

Legal Implications:

The process and legal basis for recharging tenants is set out in Waverley's tenancy agreement. Waverley will not make any charges if the court or the law says that it cannot do so. Tenants' responsibilities for repairs are set out under Section 8 (Repairs and Maintenance) of the tenancy agreement.

Background

- 1 In September 2017 the Housing Service recruited a Recharge and Collections Officer to develop a recharge policy and process to hold tenants financially accountable for any damage and to support tenants requiring assistance with minor repairs and services.

- 2 The Waverley Scrutiny Group identified the pilot as an area of scrutiny reported their findings in February 2018. The comprehensive report from the Waverley Scrutiny Group covered the following:
 - whether the recharge policy and process is fit for purpose and fair to tenants and leaseholders
 - how the appropriate teams within the Housing Service are operating the new process
 - what systems are being used to monitor and regulate collection of recharges
 - what communication there has been to contractors and tenants in respect of recharge
 - how cost effective the new process will be and whether it provides value for money
 - what is being done to assist tenants in avoiding recharges, and
 - recommendations to improve the process.
- 3 A first draft action plan was presented to the committee in March 2018. It was recommended for the action plan to be amended and submitted to the next committee in July 2018
- 4 In July 2018 all 14 of the identified recommendations were accepted and work had commenced on all actions and eight had been completed
- 5 Completed recommendations included:
 - the review of the Recharge Policy to reflect officer decision making and responsibilities
 - new accountancy system codes have also been created to easily identify and report on recharges, and
 - new tenants are encouraged to take up home insurance
- 6 Work was in progress for the remaining six recommendations all expected to be completed by September 2018
- 7 It was recommended that a progress report on implementation of recommendations and details of the number of recharges and income received was provided for the committee in November 2018

Progress Update July to November 2018

- 8 Work has been completed on all six remaining actions and recommendations have become incorporated into the process.
- 9 Completed recommendations included new forms, leaflet, training and reporting. Please refer Annexe One for full details of recommendations and actions taken.

Caseload

- 10 The number of recharge invoices issued to date is 277, with a total charge of £52,488.29.

11 So far £14,427.03 has been recovered which is a collection rate of 27.49%

Conclusion

12 All the recommendations have been actioned and completed supporting a clear policy and process. The recharge project is relatively new but a positive start has been made with raising awareness of the policy and tenant responsibilities.

13 There have been internal challenges with resources for the pilot. Therefore the pilot has been extended from September 2018 until the end of March 2019.

14 Further work is required to improve collection rates and the pilot will be reviewed in February 2018.

Recommendation

It is recommended that the Housing Overview and Scrutiny Committee:

1. thanks the Waverley Scrutiny Group for their report;
2. agrees the implementation of the scrutiny recommendations and action plan, and
3. agrees any observations or recommendations regarding the recharges pilot

Background Papers

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

CONTACT OFFICER:

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Ref	Waverley Scrutiny Group recommendation	Accepted	Waverley Borough Council comment	Lead Officer	Deadline
1.	To review and revise the recharge policy and process in line with our report identifying recommendations which we have raised in this report. Ensuring the RCO (Recharges and Collections Officer) and reporting manager are solely responsible in making decisions regarding the recharge process. Ensure recharging policy and process acknowledges, and includes, out of hours, duty of care and securing properties.	Accepted	A review and update of the recharge policy and process has been undertaken. This is awaiting approval by the appropriate Manager. When finalised, the recharge policy and procedure will be sent to all teams within the Housing Service. It will be accompanied by a briefing note to remind all team members that the RCO and Rent Accounts Manager are solely responsible for making decisions on the recharge process.	Recharge and Collections Officer	Policy reviewed and will be reported at July O & S
			Policy and process completed and agreed by Rent Accounts manager and Head of Housing Operations. To be considered at June Housing O&S		Completed
2.	Any queries from a customer about a recharge invoice, is to be passed to the RCO or their manager and not to be answered by the person taking the call.	Accepted	Central notes should be available on Orchard for any officer to answer simple enquiries. However queries regarding waivers or disputes should be passed to the RCO or Rent Accounts Manager.	Recharge and Collections Officer	June 2018
			Update process documents to reflect escalation.		Completed

3.	A separate recharge cost code is set up.	Accepted	There has been discussion with the Council's Finance team who have advised separate expense codes can be created. This will be to enable expenditure on jobs that are to be recharged, to be separately monitored.	Recharge and Collections Officer / Accountant Manager	June 2018
			Separate expense codes have been created	Completed	
4.	IT system for the void recharges needs to be addressed as a matter of urgency. Including additional event(s) for Void recharges on Project 20 and for Orchard to set up a sub-account.	Accepted	See response to recommendation 3 that a separate recharge cost code is set up. Also to be incorporated in the review of the termination of tenancy and void process.	Recharges and Collections Officer/ Interim Special Projects Manager	June 2018
			See response to recommendation 3	Completed	
5.	No "ball park" figures, estimates or quotations are to be given to customers over the cost of work to be recharged, should be made by the Customer Services Team or contractors. If a cost figure is provided it must be qualified by stipulating this figure could be higher or lower once the repair has been completed.	Accepted	See response to recommendation 1. This is incorporated in the review of the revised recharge policy and process. A frequently used recharge list to be developed and published to give customers an idea of estimated costs with qualification that this figure could be higher or lower once the repair has been completed. List to be reviewed quarterly.	Recharges and Collections Officer/Website Manager	June 2018 Sept 2018 Dec 2018 March 2019 (Quarterly review dates)
			A frequently used recharge list and leaflet was developed with Communications and issued July 2018	Completed - October	

6.	Clear instruction to be given to anyone responsible for identifying a recharge, on the process required to ensure the RCO and/or their manager are fully aware of all recharge orders being raised. The Void Inspector/Co-ordinator should ensure that all recharge orders are raised correctly and passed to the RCO and/or the manager. With the Void Co-ordinator checking weekly that all recharges have been raised and passed to the RCO.	Accepted	See responses to recommendations 1 and 3.	Recharges and Collections Officer/ Void Team Manager	June 2018
			See responses to recommendations 1 and 3	Completed	
7.	All Tenancy and Estates Officers are to fully comply with procedures for informing and inviting the RCO to pre termination visits. Officers should inform the RCO and Void Inspector if Recharges will be required, clearly stating what the recharge is for.	Accepted	The Recharge and Collections Officer (RCO) will attend End of Tenancy (EOT) visits upon receipt of a Notice Received via Orchard. It is expected that the majority of tenants will not incur a recharge. The signed Recharge EOT form will be left with the tenant and the RCO will take a photo of the original to be uploaded via email and sent to the Voids team.	Recharges and Collections Officer	July 2018
			RCO trained T&E team	Completed – September	

8.	IT system for raising invoices on Agresso needs to be addressed.	Accepted	The Council has reviewed the functionality of Agresso and agreed all recharge invoices will be raised and monitored through Agresso from 1 November 2018.	Recharges and Collections Officer/Projects Manager Housing Support	July 2018
				Completed – October	
9.	Reports to be re-examined and to provide detailed and verifiable information.	Accepted	Orchard generates a comprehensive Recharge Complete Report every Monday which provides information behind recharges.	Recharges and Collections Officer/Projects Manager Housing Support	July 2018
				Completed - September	
10.	Reports required on complaints with reasons for waiving a charge.	Accepted	The Corporate Complaints system will be utilised to monitor recharge complaints.	Recharge and Collections Officer	Ongoing
			Reports available	Completed	
11.	Where a full payment plan is put in place within 14 days no 15% administration charge is added to the invoice.	Accepted	There is no administration charge for invoices paid within 14 days as stated within the policy. Ensure policy review reflects this recommendation.	Recharge and Collections Officer	April 2018
			Policy update accordingly	Completed	
12.	For the Service Improvement Team and RCO to explore the capabilities of Orchard regarding Recharges for greater customer service and efficient	Accepted	Leaflet created and issued July 2018. T&E Officers to actively encourage tenants to take out appropriate contents insurance at sign up.	Recharge and Collections Officer/T&E Team	July 2018

	reporting. More advertising of the recharges i.e. posters in all Senior Living units, Council Offices and communal centres. Continual articles in any WBC publications e.g. Waverley Homes and People and in Tenants newsletters. Phone numbers to be included along with web site addresses.		Recharge information included articles in publications. Poster in development	Leader/Service Improvement Manager	
			Relates to recommendation 5	Completed – August	
13	Greater encouragement for tenants to take up home insurance.	Accepted	See response to recommendation 12. Stronger focus on tenants taking up home insurance at sign up.	Recharge and Collections Officer/T&E Team Leader	June 2018
			T&E team discuss home insurance at new tenant interviews	Completed	
14	On pre-termination visits all work identified as being rechargeable to be either carried out by the tenant or WBC, should be recorded on site and signed by both tenant and WBC Officer and a copy left with the tenant.	Accepted	See response to recommendation 7. The Recharge EOT visit form will be signed by the outgoing tenant.	Recharge and Collections Officer	July 2018
			Relates to recommendation 7	Completed - August	

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WAVERLEY BOROUGH COUNCIL

HOUSING OVERVIEW AND SCRUTINY COMMITTEE

27 NOVEMBER 2018

Title:

Update Report - Rent Setting Policy

[Portfolio Holder: Cllr Carole King]

[Wards Affected: All]

Summary and purpose:

This updated report presents the draft Rent Setting Policy to the Committee incorporating the Committees comments from September 2018. 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.

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 (HRA). 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' rents 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.

Supporting information

6. A glossary of terms has been added to the Rent Setting Policy document to provide further context and advice as requested by Committee.
7. The Council currently have 47 homes let at an affordable rent and c4700 homes let social rents.
8. Average weekly rents are presented below to give an indication in the range of council rents within Waverley.

Average weekly rent	One bed flat	Two bed house	Three bed house
affordable rent	£143.89	£181.98	£210.58
social rent (general needs)	£92.49	£122.83	£132.73
difference	£51.40	£59.15	£77.85

Conclusion

9. The draft policy was updated to reflect the comments of the Housing Overview and Scrutiny Committee and ensures the Council 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.

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**Housing Revenue Account
Rent Setting
Policy**

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		
V1.2	Incorporate Housing O&S comments	15/10/18	Annalisa Howson		

Objective

1. This policy sets out how Waverley Borough Council (the Council) will calculate and charge rent for its Housing Revenue Account (HRA) owned stock.

Scope of the Policy

2. 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 charge for a property. These service charges are calculated separately.

Aim of the Policy

3. 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 the Council 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 is reviewed in April every year.
4. The Council strives to ensure that its rents are affordable to residents, while raising sufficient funds to manage and maintain its properties to a high standard, build new homes, deliver relevant services, and meet the commitments of the HRA Business Plan, within constraints of government policy.

Roles and Responsibility

5. It is the responsibility of Full Council to review and adjust HRA rents on an annual basis as appropriate, as this forms part of the Council's budget and policy framework.

6. 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.

Policy Background

7. 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.
8. 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% per year, for four financial years from, 2016/17 through to 2019/20.
9. The Government has indicated that from 2020/21, social housing landlords will be permitted to increase rents annually by up to the Consumer Price Index plus 1% for five years.

Types of Rent

10. The Council 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.

Social Rents - Rent Setting Policy

11. Existing Tenancies

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.

12. New Tenancies - Existing Social Housing

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

13. Annual Rent Review

Rents will be reviewed and adjusted annually during the course of the tenancy in line with the annual rent charge determined by Government.

Affordable Rents - Rent Setting Policy

14. **New Homes**

The Council wishes to retain flexibility over setting affordable or social rents to ensure homes are truly affordable to those in housing need whilst ensuring schemes are financially viable.

15. The Council has the option 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 need to be periodically rebased to ensure they continue to reflect the market rate.

16. The market factor will 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%.

17. 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.

18. 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.

19. 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.

20. **Annual Rent Review**

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 term.

21. **New Tenancy Agreement – Affordable Rent Property**

The Council must rebase the rent, using a new market valuation, when renewing an affordable rent tenancy or issuing a new tenancy agreement. Thus ensuring that it continues to reflect the market rent for the property.

22. The Council 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.

Shared Ownership Properties

23. The Council part owns a small number of shared ownership properties. Rents on these properties are, and will continue to be governed by rental agreements with tenants.

Garages

24. Garage rents are not subject to 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.

Pay to Stay

25. The Council has the discretion to charge higher income social tenants a rent equivalent to Full Market Rent; this system is known as Pay-to-Stay. The Council does not currently operate nor wish to implement the model.

Notification to Tenants

26. 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.
27. 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.

Review of this Policy

28. 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.

Reference

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

Glossary of terms

Affordable rent Tenure introduced by the Government to charge rents up to 80% of market rents. Within Waverley affordable rents are set at maximum of 80% market rent or the Local Allowance whichever is lower.

Consumer price index A measure that examines the weighted average of prices of a basket of consumer goods and services, such as transportation, food and medical care. It is calculated by taking price changes for each item in the predetermined basket of goods and averaging them.

Housing Revenue Account A ring fenced account held by local authorities funded by rents to provide landlord services.

Local lettings plan Local Lettings Plans are agreed local plans for the allocation and letting of homes within an agreed community / location following communicate consultation.

Market rent the amount of rent that can be expected for the use of a property, in comparison with similar properties in the same area, calculated using the Royal Institution of Chartered Surveyors approved valuation methods.

Share ownership Part rent/ part buy housing schemes

Social (target) rents A formula to enable social landlords to set rents at a level that allows them to meet their obligations to their tenants, maintain their stock and continue to function as financially viable organisation, including meeting commitments to lenders. The formula-based approach is to ensure that similar rents are paid for similar social rent properties. The basis for the calculation of formula rents is:

- 30% of a property's rent should be based on relative property values compared to the national average
- 70% of a property's rent should be based on relative local earnings compared to the national average
- a bedroom factor should be applied so that, other things being equal, smaller properties have lower rents

WAVERLEY BOROUGH COUNCIL

HOUSING OVERVIEW & SCRUTINY COMMITTEE

27 NOVEMBER 2018

Title:

**STRATEGY AND ACTION PLAN 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 final version of the Housing Service's strategy and action plan 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:

These were provided in respect of the previous report for the Housing Overview and Scrutiny Committee meeting on 18 September 2018. See below:-

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:

These were provided in respect of the previous report for the Housing Overview and Scrutiny Committee meeting on 18 September 2018. See below:-

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 At the previous meeting on 18 September 2018, Members requested the final version of the strategy for responding to reports of damp, mould and condensation in Council homes be brought back to the Housing Overview and Scrutiny Committee. They further requested this should include an action plan and updated 'tackling damp, mould and condensation in your home' information guidance sheet.
- 1.2 The final version of the strategy for responding to reports of damp, mould and condensation in Council homes and action plan is shown as **appendix 1**.

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

- 2.1 The action plan incorporates both short and long term actions, as well as the designations of the Lead Officers responsible for undertaking each action and the deadlines. It also includes any other information/updates from the actions.
- 2.2 The short term actions include the following:-
 - 2.2.1 Briefings of key officers/teams involved in implementing key aspects of the strategy.
 - 2.2.2 Publicising advice for tenants to tackle damp, mould and condensation in their home. The updated 'tackling damp, mould and condensation in your home' information guidance sheet is shown as **appendix 2**.
- 2.3 The long term actions include the following:-
 - 2.3.1 The Strategic Asset Manager reviewing all damp and mould jobs on a six monthly basis to assess whether the proposed solution has been effective.
 - 2.3.2 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.
 - 2.3.3 Work to alleviate damp in tenants' homes will be identified by the Stock Condition Surveyor when carrying out stock condition surveys.
 - 2.3.4 The Interim Special Projects Manager evaluating the effectiveness of the strategy for responding to reports of damp, mould and condensation.

Recommendation

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

- Considers and supports the Housing Service's strategy and action plan 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.

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THE 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 be 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:-

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

- 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.
- 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.

7) Action Plan

The following actions will need to be carried out to implement the strategy for responding to reports of damp mould and condensation

Action	Lead Officer	Deadline	Any other information/updates
SHORT TERM			
1. Update the 'tackling damp, mould and condensation in your home information guidance sheet.'	Interim Special Projects Manager	19.10.18	3.10.18 This has been reviewed by Communications and their suggested changes incorporated.
2. Meet with the Strategic Asset Manager to:- i) Agree the format of reports for all damp and mould jobs to be assessed. ii) The programme of work to alleviate damp in tenants' homes identified when carrying out stock condition surveys.	Interim Special Projects Manager	26.10.18	Meetings have taken place on 8.10.18 and 22.10.18. The Strategic Asset Manager is assessing the orders raised for the periods when damp is more prevalent (i.e. November 2017 to March 2018), to assess potential future planned works programmes.
3. Brief the Housing Maintenance Inspectors and Repairs and Voids Manager on the operation of the strategy and their role in it.	Interim Special Projects Manager	26.10.18	The meeting took place on 24.10.18.
4. i) Brief the Housing Customer Services Team (HCST) on the operation of the strategy and their role in it. ii) Go through the guide for responding to reports of damp, mould and condensation with HCST.	Interim Special Projects Manager	26.10.18	The meeting took place on 25.10.18.
5. Upload the 'tackling damp, mould and condensation in your home information guidance sheet' on to website.	Interim Communications and Engagement Manager	2.11.18	
6. Brief all staff on the operation of the strategy	Interim Special Projects Manager	8.11.18	Briefing at the 'All in Housing meeting' on

Action	Lead Officer	Deadline	Any other information/updates
and their role in it.			8.11.18
7. Include advice and information relating to damp, mould and condensation within future editions of the Council publication: 'Homes and People.'	Housing Service Improvement Manager	16.11.18	An article has been prepared and will be incorporated with the next edition of 'Homes and People.' This will be delivered to tenants by mid November 2018
8. Publicise advice on tackling damp, mould and condensation via social media.	Interim Communications and Engagement Manager	16.11.18	To be ongoing.
9. Incorporate the tackling damp, mould and condensation in your home information guidance sheet' within the new tenants' sign up pack.	Interim Special Projects Manager	16.11.18	Tenant and Estates team will need to be briefed in advance.
10. Devise a pro-forma to assist the Housing Maintenance Inspectors in identifying and assessing all sources of damp when visiting a Council property	Asset Management team	30.11.18	
11. Publicise advice on tackling damp, mould and condensation via the Tenants' Panel.	Interim Special Projects Manager	21.12.18	Meet with the Tenants' Panel.
12. Incorporate the tackling damp, mould and condensation in your home information guidance sheet' within quarterly rent statements to tenants.	Interim Special Projects Manager/Rent Accounts Manager	31.1.19	
LONG TERM			
1. Publicise advice on tackling damp, mould and condensation at future tenant events. For example, Mutual Exchange roadshows.	Interim Special Projects Manager/ Housing Service Improvement Manager	29.3.19	This will be undertaken at the Mutual Exchange event (for tenants) on 17.11.18.
2. All damp and mould jobs to be reviewed every six months to assess whether the proposed	Strategic Asset Manager	29.3.19	Ongoing every six months.

Action	Lead Officer	Deadline	Any other information/updates
solution has been effective.			
3. 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.	Repairs and Voids Manager	29.3.19	Ongoing every six months.
4. 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.	Database Support	29.3.19	See actions in 6 (iv) on page 8.
5. Review Orchard (the Council's IT system) to assess how it can be used to:- i) Monitor the operation of the strategy. ii) Link to the case management system in respect of damp and related works. iii) Produce regular reports to facilitate the monitoring of damp and related jobs and whether the Council is effectively responding to reports of damp, mould and condensation.	Interim Special Projects Manager	29.3.19	
6. Consider means by which customer satisfaction and outcomes from damp works can be evaluated.	Interim Special Projects Manager	29.3.19	
7. Evaluate the effectiveness of the strategy for responding to reports of damp, mould and condensation	Interim Special Projects Manager	29.3.19	To be done in conjunction with those involved in the process.

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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 washing machine or 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

HOUSING OVERVIEW & SCRUTINY COMMITTEE
27 NOVEMBER 2018

Title:

GARAGE RENTAL REVIEW 2018/2019

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

Summary and purpose:

To present to the Committee the findings of the garage management review relating to the occupancy, promotion, rental and terminations of garages. To propose changes to the garage rent charges.

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

The report supports both the People and Place Corporate priorities. Improving garage blocks and increasing lettings will impact on the aesthetics of neighbourhoods and increase in the Housing Revenue Account income.

Equality and Diversity Implications:

There are no direct equality and diversity implications arising from this report.

Financial Implications:

The garage rent review needs to allow for a rent that will lead to increased occupancy and reduce the currently high void rate. Therefore, this report seeks to fix the current garage rental charges for at least one year in order to reach maximum occupancy and in turn increase total income.

Legal Implications:

The restriction on rents contained within the Welfare Reform and Work Act 2016 does not apply to garage rents, therefore the proposals in the Conclusion section of this report are considered reasonable in the circumstances.

Background

1. In February 2018 the Special Projects Officer commenced a review of the management of the housing services garage stock. The review was in response to the historic lack of priority given, subsequent poor service and potential to increase income.
2. Waverley owns 682 garages across 60 sites. The standard price (for 53 of the 60 blocks) is £14.43 per week for a council tenant and £17.32 per week for a private resident. The remaining seven sites have a higher rent, ranging from £14.86 to £29.80 per week due to being in popular central locations.

3. To date, 450 garages are let giving 66% occupancy rate. Of these occupied garages, 73% are private licensees and just 27% are council tenants.
4. As a result of the poor garage management practices over recent years, the rate of occupancy is lower than expected and the statistics do not reliably reflect the true garage service potential. Unused garages become a wasted asset, which can fall into disrepair and attract opportunists attempting to break in or fly tip incurring large costs to the Council.

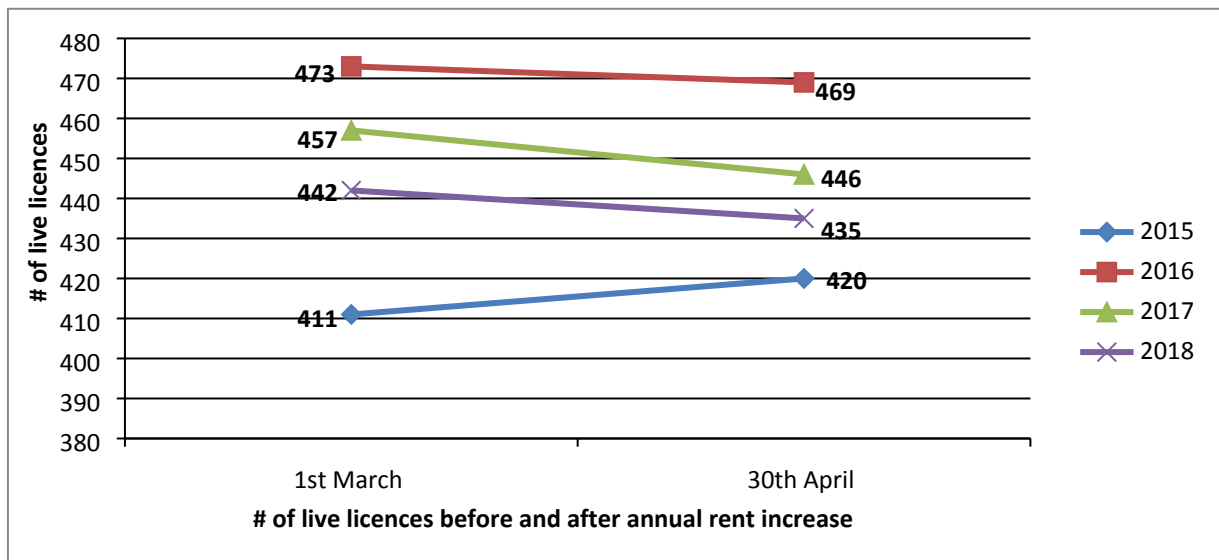
Rent Benchmarking

5. Figure One of Annexe One shows a comparison of the standard weekly garage charges employed by Councils across Surrey, following a benchmarking desk top exercise.
6. The weekly Waverley tenants charge is very similar to that charged by Runnymede Council; however, Waverley's non-tenant charge (£17.32p/w) is 52% higher than that charged by Guildford Borough Council.
7. Figure Two of Annexe One demonstrates a 26% increase since 2014/15, when comparing Waverley's garage rental charges each year, over the last four years.

Percentage Occupancy and Terminations

8. 'Percentage occupancy' is an umbrella statistic which takes into account, demand and affordability. Normally this could be a useful indicator of the current letting situation.
9. Figure Three of Annexe One shows that the garage occupancy was maximised in 2016, having 474 live licences though as a result of inefficient garage management over the past few years, occupancy levels began to decline each year after.
10. On the 1 April 2018, just 64% (439) of the total garage stock was let, leaving 36% (243) of garages void.
11. To date (01/10/18), six months later, Waverley has seen a 2% increase, reaching 66% (450) let rate and 34% of garages (232) remain void as shown in Figure Four of Annexe One.
12. 58 new licenses have been issued in the last two months and 37 licences have been terminated. See Figure Five of Annexe One
13. Figure Six (below) clearly shows that there has been a trend over the last three years in a reduction of live licences at the end of April each year, compared to the start of March that same year. This may be correlated with the implementation of the annual rent increase.
14. When the first 10% increase was introduced in April 2017, the number of terminated licences more than doubled (20) compared to the previous year (9).

Figure 6 The change in number of licences before and after the introduced rent increase each year 2015-2018



Garage Application Forms

15. The volume of new garage application forms enables us to quantify and measure demand and interest.
16. Figure Nine of Annexe One shows a significant rise in new garage applications, particularly in the first six months of the year, suggesting residents were not put off by the cost of Waverley garages at that time.
17. Waverley has received more garage applications in the last six months than we received in the whole of the financial year 2016-2017 (Figure Ten of Annexe One.).
18. A further increase in new garage applications is expected, following the updated web page and advertising (magazine adverts and leaflets) in autumn 2018. Uptake levels will be reviewed following this advertising campaign.

Garage Offers and Refusals

19. Over the last few months, there have been a number of refused offers. The two most common reasons for refusal are:
 - The garage is unaffordable
 - The garage is not in the preferred location.
20. Unfortunately, 'the reason for refusal' data has not been previously recorded, however this information is a valuable indicator for Waverley to make informed decisions on the rents and future of garage sites
21. Since 1 April 2018, 153 garage offers have been made following the appointment of a temporary Project Administrator to work intensively on making garage offers with the aim to fill as many voids as possible. Of these 153 offers, 76 have been refused (50% refusal rate) Figure 11 of Annexe One.

Public Opinion

22. Case Study 1: One licensee, whose licence began in 2016, is extremely unhappy with the annual rent increases. He has advised that he, along with many others, has been subject to a 20% increase in rent charges over the last two years. This has meant a £169 increase in two years. He stated that very few if any, have had a 20% salary increase during the same 2 year period. Figure.12 of Annexe One.
23. Case Study 2: A letter of concern was received (March 2018), from a garage licensee (since 2006), following receipt of the rents letter informing of the 2018/19 increase. She wrote ‘
- I am sure you are aware, few garages are used for the cars as they should be? Some of this is due to the ‘Modern’ cars being too large to be housed in them. If charges were lowered, all would be occupied, & therefore viable, better to be used than empty. Very little maintenance is necessary & it keeps more cars off the roads giving access to emergency vehicles & buses!’*
24. Waverley has also recently lost two long term licensees as a direct result of the 2018 rent increase. One held a garage licence with Waverley for 29 years and the other for seven years. To date, these two garages remain unoccupied as we have no applicants available on the waiting list who are willing to pay the charge for this particular block.
25. It is clear that if garage rents continue to significantly increase year on year there is a risk of losing our long-term, loyal licensees and result in more void garages than paying licensees.

Options / Discussion

26. There are three possible options for garage rent setting for the next financial year:
- **10% increase:** as has been implemented for the last two years.
 - **No rent increase:** this could be revisited/ reassessed for year 2020/21
 - **Increase the price of specific blocks only:** e.g. recently refurbished blocks.
27. The benchmarking exercise found that Waverley’s rental prices for private / non-tenants are 52% higher than those charged by Guildford Borough Council. Garage licensees have also seen an overall 26% increase since 2014/15. The case studies have highlighted a number of concerns regarding the high costs and underuse of garages and the data showed an increase termination rates following rent increases.
28. Despite the fact that to date Waverley has not advertised the garages; it is evident that there is a demand. 118 new garage applications have been submitted in the last six months, almost double the amount submitted during the same time period four years ago. In order to meet demand, we must ensure the garages remain affordable.
29. The refurbishment of blocks during the year has been to bring them up to lettable standard eg repairing roofs, lighting etc. No additional security or extra services have been provided that would warrant a rent increase.

Conclusion

30. Taking into account the garage data and public feedback it is recommended that the service focusses on maximising occupancy at the current rent levels to achieve an overall increase in the rental income rather than increasing the rent on 450 let garages.

31. 100% occupancy at today's rates would be far more successful than reaching 50% occupancy at a higher price.

32. It is imperative we achieve a balance between maximising occupancy and setting the appropriate rental price of garages, to generate the optimal level of income.

Recommendation

It is recommended that the Housing Overview and Scrutiny Committee:

1. support the proposal to fix the current garage rental charges for at least one year in order to reach maximum occupancy, in turn increasing total income; and
 2. to receive a progress update on the garage occupancy, applications and income in 2019/2020.
-

Background Papers

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

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GARAGE RENTAL REVIEW DATA**Benchmarking****Figure One: Benchmarking exercise showing standard weekly garage charges by Councils across Surrey**

Council	Council Tenant	Private/ non- tenant
Guildford Borough Council (two available garages advertised on the website)	£9.50	£11.40
Runnymede	£14.40	
Tandridge	Email enquiry-no response	
Spelthorne- (A2 Dominion)	£11.03	
Waverley Borough Council	£14.43*	£17.32*

*Waverley garage prices vary depending upon location and depending on whether the licensee is a council or private residents.

Figure Two: Waverley annual percentage increases year on year

Financial Year	Relative increase on prior year	% increase on prior year	Normalised Price	% increase from 2014
April 2014 – March 2015	1.00	0.00	1.00	0
April 2015- March 2016	1.03	2.83	1.03	2.83
April 2016 – March 2017	1.01	1.34	1.04	4.20
April 2017 – March 2018	1.1	10.01	1.15	14.63
April 2018 – March 2019	1.1	10.01	1.26	26.11

For simplicity, normalised prices have been used through this report for general indications of rates of increase over the last 4 years. The normalisation is based on the average annual percentage price increase.

Percentage Occupancy and Terminations

Figure Three: The change in number of garage licences over time

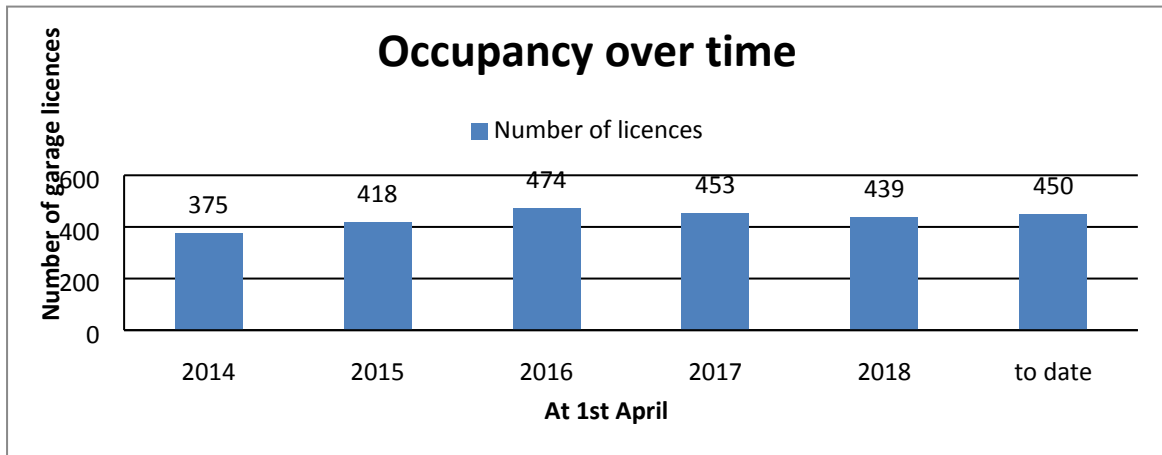


Figure Four: The change in number of licences and number of terminations over the last 6 months

	Total	Live licenses	% Let	Voids	% Void
1 st April 2018	682	439	64.4%	243	35.6%
1 st October 2018	682	450	66%	232	34%
Difference		+11		-11	

Figure Five: Activity volumes of terminations and sign ups over six month period

01/04/18 – 01/10/18	
Terminations	New sign ups
37	58

Figure Seven: Number of terminations within the first 6 months of each year (2014-2018)

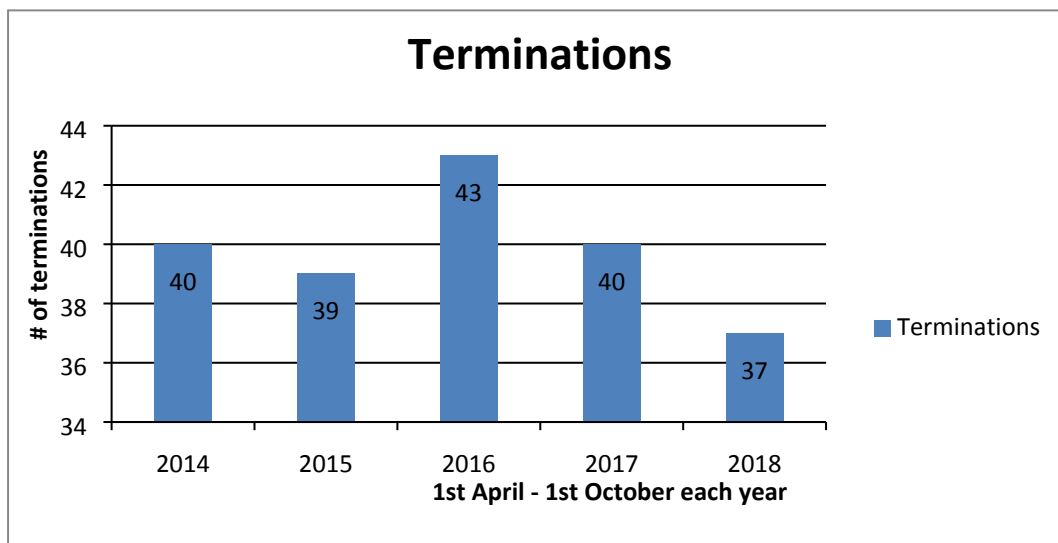


Figure Eight: Number of annual terminations each financial year

Full Financial Year 1 st April – 31 st March	# of terminations
2014-2015	81
2015-2016	86
2016-2017	86
2017-2018	73

Garage Application Forms**Figure Nine: Number of garage applications made during the first six months**

First 6 months of Financial Year. 1 st April – 1 st October	# of applications made	Normalised price (£)
2014	61	1.0
2015	67	1.3
2016	58	1.04
2017	115	1.15
2018	118	1.26

Figure ten: Number of garage applications made each financial year

Financial Year. 1 st April – 31 st March	# of applications made	Normalised price (£)
2014-2015	119	1.0
2015-2016	122	1.03
2016-2017	109	1.04
2017-2018	198	1.15

Garage Offers and Refusals**Figure 11: Change in number of offers and refusals year on year:**

Financial Year 1 st April – 31 st March	Number of Offers made		Total number of refused offers	Refusal percentage
	Per Year	Av. Per month		
2016-2017	99	8	28	28%
2017-2018	126	11	66	52%
2018 – Present (1 st Oct 2018)*	153 (part year)	26	76	50%

*No offers were made prior 1st August 2018.

Case Study 1**Figure 12: Charge increase each year faced**

Year	Weekly	Annual
2016-17	£15.47	804.44
2017-18	£17.02	885.04
2018-19	£18.72	973.44

Summary table

Financial Year 1 st April – 31 st March	Number of new Application s	Number of Live Licences at start and end of the year		# of Termination s	# of Offers made	# of refused offers	Normalise d Price (£)
		1 st April	31 st March				
2014-2015	119	375	418	81	82	16	1.00
2015-2016	122	418	475	86	76	11	1.03
2016-2017	109	474	453	86	99	28	1.04
2017-2018	198	453	439	73	126	66	1.15
2018 – Present (1 st October 2018)	118	439	*450 to date*	37	153	76	1.26

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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
Corporate Performance Report Q2	To receive the corporate performance report for Q2.	Cllr Carole King / Annalisa Howson / Nora Copping	November 2018 (Q2) February 2019 (Q3)	N/A
Health Inequalities scrutiny review – summary of 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.
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
Waverley Scrutiny Group (WSG) Mutual Exchanges report	To receive the Mutual Exchanges review report from the tenants' Scrutiny Group.	Hugh Wagstaff	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)
Housing Revenue Account – Rent Setting Policy	For Committee Members to receive the update report, including the changes suggested at the September 2018 meeting.	Cllr King / Hugh Wagstaff	November 2018	N/A
Damp in Council Homes	Following the scrutiny of the strategy for responding to reports of damp in September 2018, for officers to present the accompanying action plan to the Committee.	Cllr King / Annalisa Howson	November 2018	N/A
Garages Rent Charge Review	For the Committee to receive a progress update on the review of HRA garages and for the Committee to consider the officer recommendation for 2019/20 rent charges.	Cllr King / Hugh Wagstaff	November 2018	
Council Housing: Pride and Prejudice	For the Committee to receive the final report from the task and finish group (see section b).	Cllr King / Yasmine Makin	February 2018	
New maintenance contracts – mobilisation update	For the Committee to receive an update on the mobilisation of the recently procured maintenance contracts due to take effect from 1 April 2019.	Cllr King / Hugh Wagstaff	February 2019	N/A
Housing Service Plan 2019/20	To scrutinise the 2019/20 service plan for the Housing services.	Cllr King / Hugh Wagstaff / Andrew Smith	February 2019	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 Mutual Exchange report recommendations progress	For the Committee to be updated and to scrutinise the progress made so far against the recommendations of the Waverley Scrutiny Group's Mutual Exchange review.	Cllr King / Hugh Wagstaff	February 2019	N/A
Housing Revenue Account – Green Spaces	Following discussion at the September 2018 Committee meeting, for the Committee to hear from officers regarding proposals to no longer be responsible for maintaining green spaces surrounding private properties.	Cllr King / Hugh Wagstaff	July 2019	N/A
Tenancy and Estates update	For the Committee to receive an update on the work of the Tenancy and Estates team, including information on fraud and team structure (as requested at the September 2018 meeting)	Cllr King / Rachel White	July 2019	
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
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

Housing Overview and Scrutiny Committee

Subject	Purpose for Scrutiny	Lead Member/ officer	Date for O&S consideration	Date for Executive decision (if applicable)
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	July 2019	N/A
Housing and mental health	To hear from external organisations about the link between housing and mental health	Yasmine Makin	TBC	N/A

Section B

In-depth scrutiny reviews 2017-18

Subject	Objective	Key issues	Lead officer	Progress
Review of Housing Design Standards	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.	<ul style="list-style-type: none"> • Code for Sustainable Homes • Nationally prescribed standards and the optional requirements for Local Housing Authorities (building regulations) • Internal design standards meet the needs of tenants and if not to identify which aspects can be improved • Health and safety 	Louisa Blundell	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.
Council Housing: Pride and Prejudice	To identify stigma in the borough and nationally and create an action plan in order to encourage officers, Members and residents to tackle the stigma around being a council tenant.	<ul style="list-style-type: none"> • Definition and level of stigma • Types of stigma • Chartered Institute for Housing – Rethinking Social Housing • Government announcements regarding stigma 	Annalisa Howson / Yasmine Makin	The scope of the task and finish group has been agreed and the Group has met once with further meeting scheduled. The Group will provide a final report to the February Committee meeting.

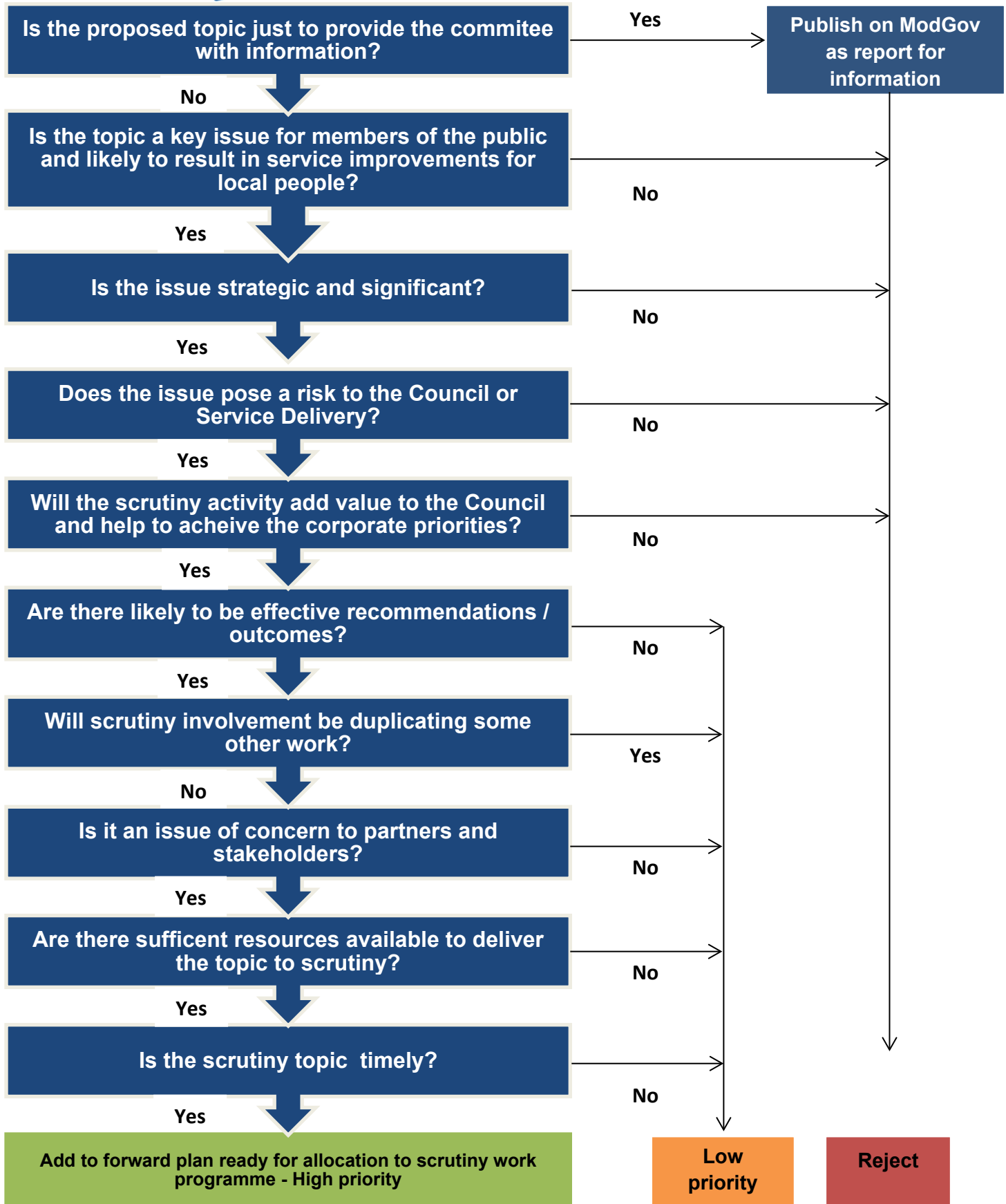
Section C

Scrutiny tracker 2017-18

Housing Scrutiny recommendations tracker				
Meeting date	Agenda item	Outcome / Recommendations	Officer / Executive response	Timescale
3 July 2018	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.
	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
	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

Housing Overview and Scrutiny Committee

Housing Scrutiny recommendations tracker				
18 September 2018	Tackling Housing Fraud Progress report	OUTCOME: Members suggested officers publicised the excellent work carried out by Waverley to tackling housing fraud.	The Autumn edition of Homes and People contained reference to the number of homes retrieved following tenancy fraud investigations.	November 2018
	Housing Revenue Account – Rent Setting Policy	OUTCOME: the Committee suggested that the policy would benefit from a technical glossary.	Officers agreed to include the technical glossary , more information on Waverley homes let on affordable rents and a section on how market rents as ascertained.	Added to the work programme - November 2018
	Tenancy and Estates update	OUTCOME: detail on the roles and responsibilities of Tenancy and Estates officers was requested by Members in addition to further information regarding progress of work undertaken to tackle housing fraud.	Officers will include this detail in the next update to the Committee.	July 2019
	Corporate Performance Report Q1	OUTCOME: the Committee agreed that the new format should be discussed at the OS Coordinating Board.	This item was discussed at the OS Coordinating Board meeting in September and it was agreed that in future the report would be accompanied by a covering report including the additional information requested by the Committee.	September 2018
	A New Deal For Social Housing	OUTCOME: the Committee resolved to share their individual responses to the Government’s green paper consultation via email with officers.	Following Member feedback officers submitted a response to the green paper 5 November 2018.	November 2018
		OUTCOME: the Committee set up task and finish group to create an action plan in order to tackle council house stigma.	See section B.	



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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 November 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
HR Strategy	To recommend the People Strategy to Council	Executive	No	December 2018	Katy Meakin, HR Manager	VFM and CS
Review of Polling Places		Executive, Council	Yes	December 2018	Tracey Stanbridge, Senior Manager - Elections and Corporate Projects, Robin Taylor, Head of Policy & Governance	VFM and CS

TOPIC	DECISION	DECISION TAKER	KEY	ANTICIPATED EARLIEST (OR NEXT) DATE FOR DECISION	CONTACT OFFICER	O & S
Community Governance Review (Tilford)		Executive, Council	No	January 2019	Tracey Stanbridge, Senior Manager - Elections and Corporate Projects, Robin Taylor, Head of Policy & Governance	VFM and CS
Annual Pay Policy Statement 2019/20		Council, Executive	Yes	February 2019	Katy Meakin, HR Manager	VFM and CS
Service Plans 2019-20		Executive	Yes	March 2019	Louise Norie, Corporate Policy Manager	All O & S Committee
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
Community Centre Building and Land, Cranleigh - Transfer from Housing Revenue Account (HRA) to General Fund	To recommend to Council the transfer of a Community Centre Building and Land from the HRA to General Fund	Council, Executive	No	December 2018	David Allum, Head of Customer and Corporate Services	VFM and CS and Housing OS
Medium Term Financial Plan Review	To carry out an interim review of the MTFP.	Executive	No	December 2018	Peter Vickers, Head of Finance	VFM and CS

TOPIC	DECISION	DECISION TAKER	KEY	ANTICIPATED EARLIEST (OR NEXT) DATE FOR DECISION	CONTACT OFFICER	O & S
Waverley Communication s Strategy	To recommend the Communications Strategy to Council.	Executive, Council	Yes	December 2018	Robin Taylor, Head of Policy & Governance	VFM and CS
Medium Term Financial Plan 2019/20 - 2021/22		Executive	Yes	February 2019	Peter Vickers, Head of Finance	VFM and CS O&S
Treasury Management Framework 2019/20		Executive	Yes	February 2019	Peter Vickers, Head of Finance	VFM and CS O&S
OPERATIONAL & ENFORCEMENT SERVICES - CLLR KEVIN DEANUS						
Community Infrastructure Levy (CIL) - governance arrangements	To agree governance arrangements	Executive, Council	Yes	December 2018	Fiona Cameron, Democratic Services Manager	VFM and CS
ECONOMIC & COMMUNITY DEVELOPMENT - CLLR JIM EDWARDS						
ENVIRONMENT - CLLR ANDREW BOLTON						
Public Space Protection Orders (PSPOs)		Executive	Yes	December 2018	Richard Homewood, Head of Environmental Services	ENVIRONMENT O&S
HEALTH, WELLBEING AND CULTURE - CLLR JENNY ELSE						
Funding for Voluntary Sector 2019-20		Executive	Yes	February 2019	Jane Todd	Community Wellbeing

TOPIC	DECISION	DECISION TAKER	KEY	ANTICIPATED EARLIEST (OR NEXT) DATE FOR DECISION	CONTACT OFFICER	O & S
HOUSING - CLLR CAROLE KING						
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
Redevelopment of Land Adjacent to 85 Aarons Hill, Godalming and 13 Ryle Road, Farnham		Council	No	December 2018	Andrew Smith, Head of Strategic Housing Delivery	HHOUSING
POLICY & CUSTOMER SERVICES - CLLR CHRIS STOREY						
Local Plan Part II - Approval to Publish	Approval for publication	Executive, Council	Yes	TBA	Graham Parrott, Planning Policy Manager	Environment
Local Plan Part II - Approval to submit	Approval to submit.	Executive, Council	Yes	TBA	Graham Parrott, Planning Policy Manager	Environment
Surrey Hills AONB Management Plan		Executive	Yes	April 2019	Head of Planning	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 above may be held in private because the agenda and reports or annexes for that meeting contain exempt information under Part 1 of Schedule 12A to the Local Government Act 1972 (as amended), and that the public interest in withholding the information outweighs the public interest in disclosing it. Where this applies, the letter [E] will appear after the name of the topic, along with an indication of which exempt paragraph(s) applies, most commonly:

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

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