

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:
Kunwar Khan, Democratic Services Officer
Policy & Governance
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Date: 14 February 2019

Membership of the Overview & Scrutiny Committee - Housing

Cllr John Ward (Chairman)	Cllr Michael Goodridge
Cllr Pat Frost (Vice Chairman)	Cllr Tony Gordon-Smith
Cllr Carole Cockburn	Cllr Richard Seaborne
Cllr Patricia Ellis	Cllr Liz Townsend
Cllr Paul Follows	

Co-opted Members from the Tenants' Panel

Terry Daubney (as substitute)	Vacancy
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Substitutes

Cllr Sam Pritchard	Cllr Jerry Hyman
Cllr Bob Upton	Mr Terry Daubney

Members who are unable to attend this meeting must submit apologies by the end of Tuesday, 19 February 2019 to enable a substitute to be arranged.

Dear Councillor

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

DATE: TUESDAY, 26 FEBRUARY 2019

TIME: 7.00 PM

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

The Agenda for the Meeting is set out below.

Yours sincerely

ROBIN TAYLOR
Head of Policy and Governance

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Waverley Corporate Strategy 2018 - 2023

Priority Theme 1: People

Priority Theme 2: Place

Priority Theme 3: Prosperity

Good scrutiny:

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

NOTES FOR MEMBERS

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

AGENDA

1. **MINUTES** (Pages 9 - 16)

The Minutes of the meeting of the Housing Overview & Scrutiny Committee held on 27 November 2018 are attached, and Members are asked to confirm them as a correct record.

2. **APOLOGIES FOR ABSENCE AND SUBSTITUTES**

To receive apologies for absence and note any substitutions.

Members who are unable to attend this meeting must submit apologies by 5 pm, Tuesday 19 February 2019 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 5 pm, Tuesday 19 February 2019.

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 by Members for this meeting is 5 pm, Tuesday 19 February 2019.

6. **REPAIRS AND MAINTENANCE PROCUREMENT PROJECT OUTCOMES**
(Pages 17 - 26)

To advise the committee of the outcome of the project to procure a range of repairs and maintenance contractors for April 2019. To introduce Vicky Fordam-Lewis MPS Housing Limited's Managing Director.

Recommendation

The Committee are asked to:

1. comment on the progress against the project plan and make any observations to the Executive;
2. thank the tenant volunteers for time taken to complete evaluations and assessments;
3. support mobilisation of contracts; and
4. request future post implementation progress reports on all contracts.

7. COUNCIL HOUSING: PRIDE OR PREJUDICE - TASK AND FINISH GROUP
(Pages 27 - 82)

Following the publication in August 2018 of the Government's Green Paper 'A new deal for social housing', the Housing O&S Committee set up a Task and Finish group in September 2018 to identify if there was any existing prejudice against social housing within the borough and to understand how tenants view their homes in order to develop services to both promote pride, and tackle causes of any stigma.

This report details the findings of the study, relates them to the national social housing debate and lists the recommendations made by the Group.

Recommendation

For the Housing Overview and Scrutiny Committee to note the review undertaken by the Social Housing - Pride or Prejudice Task and Finish Group, consider the report and endorse the recommendations contained within it.

8. HOUSING SERVICE PLAN 2019/22 (Pages 83 - 92)

This report presents the three-year Service Plans for April 2019 to March 2022 for the service areas under the remit of this Committee, which are:

- Housing Operations
- Housing Strategy and Delivery

Recommendation

It is recommended that the Housing Overview & Scrutiny Committee considers the Service Plans for 2019-2022 as set out at Annexe 1 and makes any observations to the Management Team and any policy recommendations to the Executive.

9. HOUSING DEVELOPMENT UPDATE (Pages 93 - 98)

Provision of affordable housing is central to community wellbeing. It is consistent with the Council's corporate strategy people goals for 2018-2023 by investing in our homes to ensure that they are pleasant and safe, maximising the supply of affordable housing by developing new council homes and implementing Housing Strategy 2018-2023.

Recommendation

Members are asked to note and comment on this report which provides an update on the progress since January 2018 on delivery of well designed, sustainable and energy efficient homes for the council to meet the housing need of Waverley residents.

10. DRAFT AFFORDABLE HOUSING SUPPLEMENTARY PLANNING DOCUMENT CONSULTATION (Pages 99 - 144)

The report seeks the Committee's consideration of the draft Affordable Housing Supplementary Planning Document (SPD). This document sets out the Council's proposed approach for securing planning obligations in connection with policies contained in Local Plan Part 1 and makes a recommendation to committee to approve for consultation between 06.05.19 - 17.06.19.

Recommendation

It is recommended that the members of the Housing Overview and Scrutiny Committee:

1. note the scope and themes of the draft affordable housing SPD;
2. provide feedback on the draft Affordable Housing SPD; and
3. approve the draft Affordable Housing SPD for consultation.

11.a HOUSING PERFORMANCE REPORT Q3 (Pages 145 - 150)

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

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

Recommendation

It is recommended that the Housing Overview and Scrutiny Committee considers the report and performance data, as set out in Item 11b (pages 184 - 191 of the agenda papers) 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 work-plan.

11.b CORPORATE PERFORMANCE REPORT Q3 (Pages 151 - 192)

The Corporate Performance Report provides an analysis of the Council's performance for the third 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.

Recommendation

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

12. GARAGE PROJECT - FURTHER DETAIL - UPTAKE OF GARAGES BY LOCATION (Pages 193 - 204)

Following the garage report presented 27 November 2018, the committee requested further information and detail on the locations of the garages across the borough including hotspots, let rates for each block, upgrade works past and future and details of waiting lists and demand. The committee also requested feedback on both the garage grounds maintenance plan and the solar light pilot study. This report presents the information requested.

Recommendation

It is recommended that the Housing Overview and Scrutiny Committee:

1. notes the progress in garage lettings and revenue maximisation.
2. notes the distribution of garages across the borough including hotspots.
3. is aware a garage block maintenance programme is to be developed by the Housing Asset Team.

13. OUTCOMES OF RECOMMENDATIONS FROM THE WSG'S REPORT ON MUTUAL EXCHANGES AND DOWNSIZING TO SENIOR LIVING HOMES (Pages 205 - 224)

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 and this committee in November 2018.

This report informs the Committee how the Housing Service team has addressed 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. supports the updated Mutual Exchange Policy;
2. notes the successful implementation of the 20 Waverley Scrutiny Group recommendations; and
3. makes any comments or suggestions in respect of the Council's responses and updates with regard to the Waverley Scrutiny Group's recommendations.

14. UPDATE REPORT - IMPLEMENTATION OF SENIOR LIVING SERVICE
(Pages 225 - 228)

To provide an update on the new Senior Living service following its implementation in April 2018.

Recommendation

It is recommended that the Committee:

1. notes the progress made and outcome of the review;
2. supports Senior Living schemes in the promotion of services and wider community engagement; and
3. requests a progress report in 12 months on development and outcomes of service.

15. COMMITTEE WORK PROGRAMME (Pages 229 - 238)

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

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
27 NOVEMBER 2018

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

Present

Cllr John Ward (Chairman)
Cllr Carole Cockburn
Cllr Paul Follows

Cllr Michael Goodridge
Cllr Richard Seaborne
Cllr Liz Townsend

Cllr Bob Upton (Substitute)

Co-opted Members

Mr Adrian Waller

Mr Terry Daubney

Apologies

Cllr Pat Frost, Cllr Patricia Ellis and Cllr Tony Gordon-Smith

1. MINUTES (Agenda item 1.)

The Minutes of the Meeting held on 18 September 2018 were confirmed as a correct record and signed.

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

Apologies for absence were received from Cllr Pat Frost, Cllr Gordon-Smith and Cllr Patricia Ellis. Cllr Bob Upton and Terry Daubney attended as substitutes.

3. DECLARATIONS OF INTERESTS (Agenda item 3.)

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

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

There were no questions.

5. QUESTIONS FROM MEMBERS (Agenda item 5.)

There were no questions.

6. OCKFORD RIDGE UPDATE (Agenda item 6.)

Andrew Smith, Head of Strategic Housing and Delivery, provided an update about the Ockford Ridge regeneration project.

During the discussion, it was noted that a new community-minded contractor had now been appointed for site A. This action would provide economy of scale and hopefully confine any disturbances to a single piece of work. Waverley had continued to successfully improve its local engagement activities with the Ockford Ridge Liaison Group meetings including the Ward Councillors, local drop-in sessions, as well as, discussions with the families.

Cllr Paul Follows highlighted that serious Anti Social Behaviour (ASB) was reported in the area which was being dealt with by the police and other relevant stakeholders. He added that if the ASB continued to increase he would report back to the Committee and highlight it more forcefully. Cllr Paul Follows thanked Andrew Smith for guidance about the reporting of the ASB incident.

Cllr Seaborne highlighted the need to check the current performance in order to sense check against the baseline of the project. He added that £4m seemed to have dropped off the Gantt's Chart and a show home was missing from the project overview on page 15.

Andrew Smith sought the Committee's approval to widen the scope of future report under this regular item to include other regeneration/housing projects, instead of just focussing on Ockford Ridge regeneration - this request was agreed by the Committee.

Resolved:

Subject to the above, the Committee noted the update.

7.a HOUSING PERFORMANCE REPORT - Q2 (Agenda item 7.a)

Annalisa Howson, Service Improvement Manager, introduced the report.

The report provided a summary of the Housing service performance over the second quarter of the financial year. It detailed the team's performance against the indicators that fell within the remit of the Housing Overview & Scrutiny Committee.

The Committee welcomed the opportunity to comment and scrutinised the presented performance data. During the discussion, the following points were noted:

- a. Rent collection (H2) - there was a narrowly missed target (49.2% against the target of 49.3%). At the end of September 2018, 3,744 accounts were in credit with the total value of £550,000 and 1,069 accounts in arrears with a total value of £206,000;
- b. Responsive Repairs, Right first time (H8) - WSG were currently reviewing;
- c. Page 67 - there were new performance indicators around homelessness and number of affordable homes; and
- d. LPP1 and affordable housing - Cllr Paul Follows requested the comparative performance statistics/data about the planned affordable housing targets delivered. He wondered why there were no specific key performance

indicators/targets to monitor this activity. Andrew Smith responded that such targets could be introduced but was unsure how meaningful these would be. He agreed to speak with planning colleagues and report back.

Adrian Waller, Tenants' Panel representative, enquired about the transparency and information relating to a recent housing contract based on a query originally raised by James Remnant, Secretary of Waverley Scrutiny Group. For ease of reference, the questions, which related to the Council's due diligence and financial checks prior to awarding of the contract to Mitie, were listed below:

- It view of recent events where Mitie had sold off its Housing branch to Mears due to mounting debts and the average debt of its financial year would be £40 million higher than expected at £308 million in September 2018. Given that Mitie's financial position was becoming less viable what undertakings did the Council secure to confirm Mitie's future before signing the contract?
- As Mears would, presumably, be taking over the Mitie contract, what action was the Council taking now to ensure the present contract with Mitie was honoured by Mears?
- If Mears attempted to renegotiate the contract what would the Council's response be?
- As Mears had lost the contract yet now would be coming in the back way, did the Council have a contingency plan i.e. in a position to opt out of the present contract with Mitie and offer the contract to the second placed contractor?

Hugh Wagstaff, Head of Housing Operations, stated that he was happy to take away the questions raised and come back with a response.

Resolved:

Subject to the above comments and request for a response about the housing contract, the Committee agreed the recommendations.

7.b CORPORATE PERFORMANCE REPORT - Q2 (Agenda item 7.b)

The Committee noted the Corporate Performance Report which provided an analysis of the Council's overall performance for the second quarter of 2018-19. The report, set out as Annexe 1, was presented to each of the Overview and Scrutiny Committees for comment and any recommendations they wished to make to the Executive or senior management.

Unless there were any questions raised for further information or clarity, at the request of the Chairman and Vice-chairman of the Housing O&S Committee, this item was presented to the Housing O&S Committee for information only since the specific housing performance under this Committee's remit was comprehensively covered under the previous item 7a. There were no such questions.

Resolved:

The Committee noted the report.

8. HEALTH INEQUALITIES (Agenda item 8.)

Yasmine Makin, Scrutiny Officer, introduced the report.

The report summarised 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.

Cllr Carole Cockburn asked if an information leaflet/wall-mounted chart was provided in the HMOs, as well as, in similar properties, identifying key health and housing guidelines with helpful contact numbers. Cllr Paul Follows requested a list of enforcement actions taken against private landlords in the Borough. Andrew Smith responded that that he would look into the requests and report back.

Resolved:

Subject to the above requests for information, the Committee noted the content of the report and the important link between health, wellbeing and housing.

9. HOMELESSNESS REDUCTION ACT UPDATE (Agenda item 9.)

Michael Rivers, Housing Needs Manager, introduced the report. The Committee noted an update about the implementation of the Homelessness Reduction Act 2017 (HRA 2017) in Waverley from 3 April 2018. He stated that, in his view, this was the most radical change about homelessness for almost 40 years.

The Committee noted that some of the new changes meant:

- an extension of time from 28 days to 56 days when a household could be threatened with homelessness;
- a requirement for Councils to work with households for 56 days to try to prevent their homelessness;
- if homelessness could not be prevented, a duty to work with the households for further 56 days to try to 'relieve' their homelessness; and
- local authorities were required to notify applicants as to what duty was owed to them at different stages of the 'prevention' and 'relief' processes, in addition, they must provide written personalised action plans, outlining the tailored support that would be given, as well as, what was expected of applicants.

Cllr Follows raised a concern about the cumulative impact of various changes introduced by the Government, including the Universal Credit, which could put vulnerable people in jeopardy.

The Committee noted that the Council's ability to adjust to the new burdens of the HRA 2017 had 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.

The preparation for the introduction of the HRA 2017 had been a massive task and an additional administrative burden was a real issue. However, on balance, it was noted that Waverley was well prepared due to the hard work of all concerned. The transition to the new way of working had been successfully managed as the Borough currently benefited from the New Burdens Funding and the Flexible Homelessness Grant from the Government but this was only guaranteed until April 2020.

Resolved:

Subject to the above comments and observations, the Committee noted the content of the report and congratulated the relevant officers for their fantastic work.

10. RESPONSE TO WSG MUTUAL EXCHANGE REPORT (Agenda item 10.)

Annalisa Howson, Housing Service Improvement Manager, along with, Pat Wright and James Remnant from Waverley Scrutiny Group introduced the item.

The Committee noted that Waverley Scrutiny Group had completed a successful review of the Mutual Exchange Policy and process, including reference to downsizing to senior living schemes. It was noted that the Housing Service team had addressed the highlighted issue and taken on board all of the recommendations raised in the Waverley Scrutiny Group's report on mutual exchanges.

Cllr Paul Follows was of the view that there was a need for greater accountability and scrutiny of the exchange process. Cllr Seaborne cited an example of asbestos found under the carpet after the exchange took place but no alarm or concern was raised in survey/checks during the process before the exchange. Annalisa Howson responded that the Council did not wish to be too prescriptive about the process but all exchanges would have an asbestos report.

Cllr Seaborne highlighted that there were two very good but separate pieces of work under this item, i.e. Senior Living, as well as, Mutual Exchange. However, he felt that the Senior Living had somewhat been buried in the report and ought to be addressed and highlighted separately.

Resolved:

Subject to the above comments and observations, the Committee:

1. thanked the Waverley Scrutiny Group for conducting the review and report;
2. supported the implementation of the scrutiny recommendations and action plan **(with the request for a separate action plan for Senior Living)**;
3. supported the reviewed Mutual Exchange Policy; and
4. wished to receive a progress report in February 2019 on implementation of the recommendations, details of the number mutual exchanges during 2018/19 and number of registered tenants who sought such a move.

11. WAVERLEY SCRUTINY GROUP RECHARGE PROGRESS (FOLLOW UP REPORT) (Agenda item 11.)

The Committee noted that 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 previously shared with the Committee in March 2018 and again in July 2018.

The Committee noted the update informing how the Housing Service team had addressed the recommendations raised. All actions had now been completed as highlighted in the Waverley Scrutiny Group's report on recharges with an internal review to take place in February 2019.

Resolved:

Subject to the above, the Committee:

1. thanked the Waverley Scrutiny Group for their report;
2. agreed the implementation of the scrutiny recommendations, action plan including the recharges pilot; and
3. wished to receive a more detailed report in future about the income collection/recharge from mutual exchanges.

12. UPDATED RENT SETTING POLICY (FOLLOW UP REPORT) (Agenda item 12.)

The Committee noted the updated report about the draft Rent Setting Policy incorporating the Committee's comments from September 2018.

The policy provided a clear framework for setting and reviewing rent levels for all Council homes. It ensured that the Council adhered to legislation and regulations when setting rents for Housing Revenue Account properties.

Resolved:

The Committee supported the endorsement of the updated Rent Setting Policy.

13. DAMP STRATEGY ACTION PLAN (FOLLOW UP REPORT) (Agenda item 13.)

The Committee noted the report setting out the final version of the strategy along with the action plan for responding to reports of damp, mould and condensation in Council homes.

Resolved:

The Committee supported the strategy with an updated action plan for responding to reports of damp, mould and condensation.

14. GARAGE REVIEW (Agenda item 14.)

Steph Aves, Special Projects Officer, introduced the item.

The Committee welcomed the findings of the garage management review.

During the discussion, the following points and comments were noted:

- a. the garage review project started in January 2018 in response to the historic lack of priority, subsequent poor service and potential to increase income;
- b. the Council owned 682 garages across 60 sites - the standard price (53 of the 60 blocks) was £14.43 per week for a council tenant and £17.32 per week for a private resident. The remaining seven sites had a higher rent which ranged from £14.86 to £29.80 per week due to being in popular central locations;
- c. 450 garages were let at 66% occupancy rate, from which, 73% were private licensees and 27% were council tenants;
- d. as a result of the poor garage management practices over recent years, the rate of occupancy had been lower than expected and the statistics did not reliably reflect the true garage service potential. Over time, the unused garages had become a wasted asset, which could fall into disrepair and attract opportunists attempts to break in or fly tip incurring large costs to the Council;
- e. the rent benchmarking exercise showed a comparison of the standard weekly garage charges by councils following a benchmarking desk top exercise. It demonstrated the weekly Waverley tenants charge was very similar to that charged by Runnymede Council but Waverley's non-tenant charge (£17.32 per week) was 52% higher than that charged by Guildford Borough Council;
- f. there had been a 26% increase since 2014/15 when comparing Waverley's garage rental charges each year;
- g. the term 'Percentage occupancy' was an umbrella statistic which took into account, demand and affordability, a useful indicator of the current letting situation. This 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;
- h. as at 1 April 2018, just 64% (439) of the total garage stock was let, leaving 36% (243) of garages void. On 1 October 2018, Waverley had seen a 2% increase, reaching 66% (450) let rate while 34% of garages (232) remained void;
- i. there had been 100 new sign ups since August 2018 with £83k per annum of income. There was a potential to optimise the income to or over £0.5m a year if all garage were let eventually;
- j. in response to various queries and comments, it was learnt that: the review had cost Waverley about £100k which included planned upgrades, day to day requests and refurbishments, the term of lease was on weekly basis with seven days termination period. This review had opened up the market for storage as majority were not using garages to park cars but to store other

general belongings, including bikes and mobility scooters etc. There was a need to make the garages affordable with improved lighting and maintenance around the sites, there were 70 garages at one site in a estate in Haslemere; and

k. before and after photos of the work carried out were circulated and noted.

Resolved:

Following a wholesome discussion, it was agreed that the Committee:

1. supported 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.

In addition, the Chairman on behalf of the Committee praised the good work carried out thus far and requested that:

- garage update became a regular item on the agenda at appropriate intervals with the next full update in six months' time; and
- information update about the garage patches/location be provided in February 2019.

15. COMMITTEE WORK PROGRAMME (Agenda item 15.)

Yasmine Makin, Scrutiny Officer, introduced the item.

The Committee noted its forward work programme which took into account the items identified on the latest Executive Forward Programme.

It was highlighted that there would be a special budget O&S meeting on 22 January 2019 by VfM and CS O&S and all Overview and Scrutiny Committees/members would be invited to attend.

The Senior Living item, previously known as sheltered housing, was on the work programme for February as requested by Hugh Wagstaff.

The Committee noted an update from Cllr Liz Townsend, Chairman of the task and finish group, Social Housing: Pride or Prejudice. She informed that some good work was underway along with surveys as well as drop-in sessions planned across the borough. She thanked the officers for their input and efforts.

Resolved:

Subject to the above, the Committee noted the forward work programme.

The meeting commenced at 7.00 pm and concluded at 9.00 pm

Chairman

WAVERLEY BOROUGH COUNCIL

HOUSING OVERVIEW & SCRUTINY COMMITTEE

26 FEBRUARY 2019

Title:

REPAIRS AND MAINTENANCE PROCUREMENT PROJECT OUTCOMES

[Portfolio Holder: Cllr King]

[Wards Affected: All]

Summary and purpose:

To advise the committee of the outcome of the project to procure a range of repairs and maintenance contractors for April 2019. To introduce Vicky Fordam-Lewis MPS Housing Limited's Managing Director.

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

This report predominately relates to the priorities of People and Place. The delivery of the new repairs and maintenance contracts, with a revised customer focus, will support improving lives and communities.

Equality and Diversity Implications:

Equality and Diversity issues were consider in the development of the tender documentation regarding how tenants will access and receive services. This formed part of the evaluation and assessment process.

Financial Implications:

This report documents the procurement process for the repairs and maintenance contracts. The financial implications are contained in the Housing Revenue Account Business Plan which was approved at Council on the 12 February 2019 and contains the repairs and maintenance budget for 2019/20.

Legal Implications:

The Legal Services team was represented on the project team to ensure all legal procedures and processes were followed correctly, including the OJEU process and completion of new contracts. External specialist legal advice was sought when necessary.

Background

1. Members will recall that a number of repairs and maintenance current contracts are due to end in Spring 2019 or be extended for further seven years. After a detailed options appraisal the Executive agreed, in April 2017, to a procurement project for the repairs and maintenance service split into three elements:
 - responsive repairs and voids

- planned works (two lots - kitchen and bathrooms, windows and doors), and
 - building works framework for a range of minor contracts (four lots - redecoration, roofing, drainage and general building works)
2. The committee received a progress report in January 2018 detailing the project governance and actions to date.
 3. The Housing Service had appointed Faithorn Farrell Timms consultants (FFT) to provide support and expert advice for the procurement project. A cross service Project Team and Governance Board was also created to implement and monitor the project including risks and communications.
 4. The project team had successfully published the Prior Information Notices, created tender documentation and completed 65 SQ (selection questionnaire) evaluations. The project team and tenant volunteers were due to complete tender evaluations in January/ February 2018.
 5. The committee received further verbal updates on the procurement project during 2018.

Project Update

6. The project has progressed well with all key events completed in 2018.

Key event	Project timeline	Completed	Comments
Tender Evaluation	January/ February	February	<p>Responsive repairs and voids - nine tenders assessed. Five invited to final stage ITT (invitation to tender) and feedback to unsuccessful contractors.</p> <p>Planned works Lot 1 (kitchen and bathrooms) and Planned works Lot 2 (windows and doors) – eight assessments. IT and tenant representatives included in the assessment.</p> <p>Framework (four lots) - 13 tenders assessed. IT and tenant representatives included in the assessment.</p>
Progress Workshop	March	6 March	Updated staff and tenant volunteers on project, how their views informed documentation and next steps.
Responsive repairs	March to	12-21	Agreed topics and questions prior

and Voids negotiation /clarification meetings	April	March	to negotiations Requested Profit and Loss template completed to inform financial assessment Opportunity to clarify queries from tenderers and Waverley's requirements and objectives Five meetings conducted
Planned Works contractor interviews	March	27 and 28 March	Questions set within tender documentation Marks awarded included in the overall tender assessment Eight interviews conducted (with seven contractors)
Final Responsive Repairs and Voids Tender documentation issued	April	23 April	Documentation slightly updated to reflect outcomes of negotiations Five contractors invited to submit final tender documents by 10 May
Final Responsive Repairs and Voids Tender Evaluation	April - June	23 – 25 May	Technical making assessment IT and tenant representatives including in the assessment
Contract Awards Agreed	June/July	21 June	Three project tender reports received in May/June. Governance Board agreed recommendations
Leaseholder Consultation	August	2 July to 6 August	Preferred bidder section 20 notification on contracts
Contracts signed	Sept/ Oct	Oct/Nov	All contracts signed and sealed
Communications	Autumn	October 5 Nov 12 Nov	Award Notice Homes and People newsletter (Annexe three) Mitie Press release

7. The original high level project timeframes can be found at Annexe One for the responsive repairs and voids procurement and Annexe Two the planned and framework.
8. There was a slight delay with the planned interview dates and with contract signing but due to the healthy mobilisation period within the procurement project plan there has been no adverse impact.

9. During the course of the project there was a Property Services staffing restructure, procurement project team member changes and change in Project Manager. The team, with FFT support, successfully completed seven concurrent, complex and varied procurement projects on time and met OJEU and procurement guidelines.

Contract Award

10. The Head of Housing and Portfolio Holder for Housing were given delegated authority, by the Executive, to select the contractors.
11. FFT provided comprehensive Final Tender Reports on each procurement exercise with final recommendations. The procurement outcomes were as follows:

Contract	Successful contractors awarded	Comment
Responsive repairs and voids	Mitie Property Services (UK) Limited	
Planned works - kitchen and bathrooms	Gilmartins Limited	
Planned works – windows and doors	Not awarded	We withdrew from the procurement process as unable to deliver budgeted programme of works on submitted prices Second procurement process to commence Q1 2019/20
Framework Lot 1 – Redecorations and associated repairs	<ul style="list-style-type: none"> ▪ Ian Williams Limited ▪ Mitie Property Services (UK) Limited ▪ Novus Property Solutions Limited 	Works to be awarded directly or through mini tender process
Framework Lot 2 – Pitched/Flat Roofing	<ul style="list-style-type: none"> ▪ R. Bensons Property Maintenance Limited ▪ M&J Group (Construction & Roofing) ▪ Breyer Group PLC 	Works to be awarded directly or through mini tender process
Framework Lot 3 – Drainage Works	<ul style="list-style-type: none"> ▪ Polyteck Building Services Limited ▪ Lanes Group plc ▪ Surrey Groundwork Contractors 	Works to be awarded directly or through mini tender process
Framework Lot 4 – General Building Works –	<ul style="list-style-type: none"> ▪ R. Bensons Property Maintenance Limited 	Works to be awarded directly or through mini

structural, fencing etc	<ul style="list-style-type: none"> ▪ Novus Property Solutions Limited ▪ Bell Decorating Group Limited ▪ Fowler Building Contractors Limited 	tender process
-------------------------	--	----------------

Post Project Actions

12. A post project review was undertaken on 26 November 2018 which identified the successes of the project and lesson learnt including recommendations for future procurement project:

<u>Successes</u>	<u>Recommendations</u>
<ul style="list-style-type: none"> ▪ use of additional planning time in project plan ▪ pre market engagement with Prior Information Notices and soft market testing ▪ inclusion of Small Medium Enterprises (SMEs) with local advertisements ▪ enlisted external legal assistance if internal support not available ▪ scrutinise the final accounts of tenderers ▪ training of scoring panels ▪ included markers from tenant volunteers and IT services ▪ sought explanation for low process ▪ include negotiation process ▪ use of weekly highlight reports 	<ul style="list-style-type: none"> ▪ stagger procurement and contract commencement dates where possible ▪ consider where workstreams best placed contract or framework ▪ consider additional extension of Selection Questionnaires and Tender periods over Christmas period ▪ include wider range of staff in document preparation and pricing methodology ▪ consider 50:50 technical (quality) : price evaluation (was 60:40) ▪ ensure more detailed programme work available before creating tender documents

13. On the 19 November Mitie Group announced the agreement to sell its social housing business, including the Waverley contract, to Mears Group plc.
14. Following the announcement the team met with Mitie and Mears to clarify the company structure and confirm the commitment to the delivery of the Waverley contracts.
15. Mitie Property Services (UK) Limited has been split with responsive repairs moving to a new company, MPS Housing Ltd, within the Mears Group. The external decoration service and Waverley's redecoration framework contract remains within the Mitie Group. MPS Housing Ltd will be separate from Mears Ltd our current responsive repairs provider.

16. The Head of Service, Portfolio Holder for Housing and Project Team were assured of the commitment to deliver the contract promises and the autonomy of MPS.
17. The legal advice and post project review demonstrated that the procurement process was correctly followed. Extensive financial checks were conducted on all contractors involved in the bid process, there were no findings that would have justified not awarding to Mitie.
18. Further legal and financial advice about the contract and parent company guarantees has been considered and the contract will be mobilised as planned.

Conclusion

19. The procurement process was successfully completed in time and according to the procurement rules and regulations. Waverley have held introductory meetings with all contractors and commenced mobilisation. A second windows and doors procurement project is planned for Spring 2019.
20. Mobilisation is in progress with joint teams developing processes and training. A pilot kitchen and bathroom replacement programme is due to commence shortly to fine tune processes. A tenant drop in event to meet MPS is booked for 15 February and a tenants newsletter to introduce the new contractors and services will be sent at the end of March.
21. I am pleased to introduce Vicky Fordam-Lewis MD of MPS to introduce her team and the responsive repairs and voids contract promises.

Recommendation

The Committee are asked to:

1. comment on the progress against the project plan and make any observations to the Executive,
2. thank the tenant volunteers for time taken to complete evaluations and assessments,
3. support mobilisation of contracts, and
4. request future post implementation progress reports on all contracts.

Background Papers

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

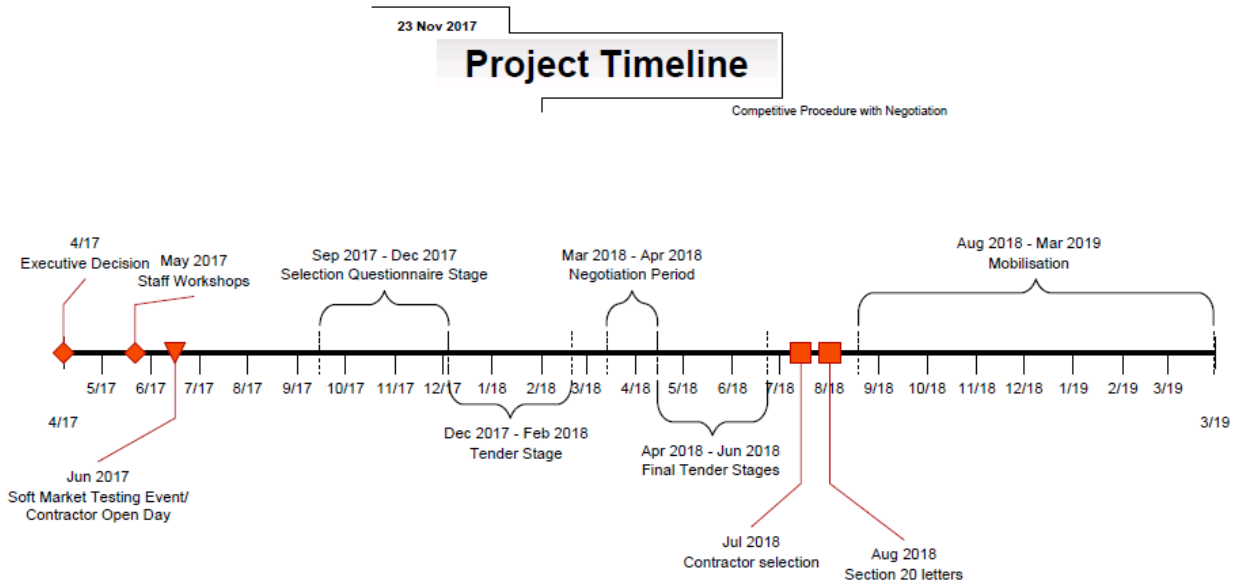
CONTACT OFFICER:

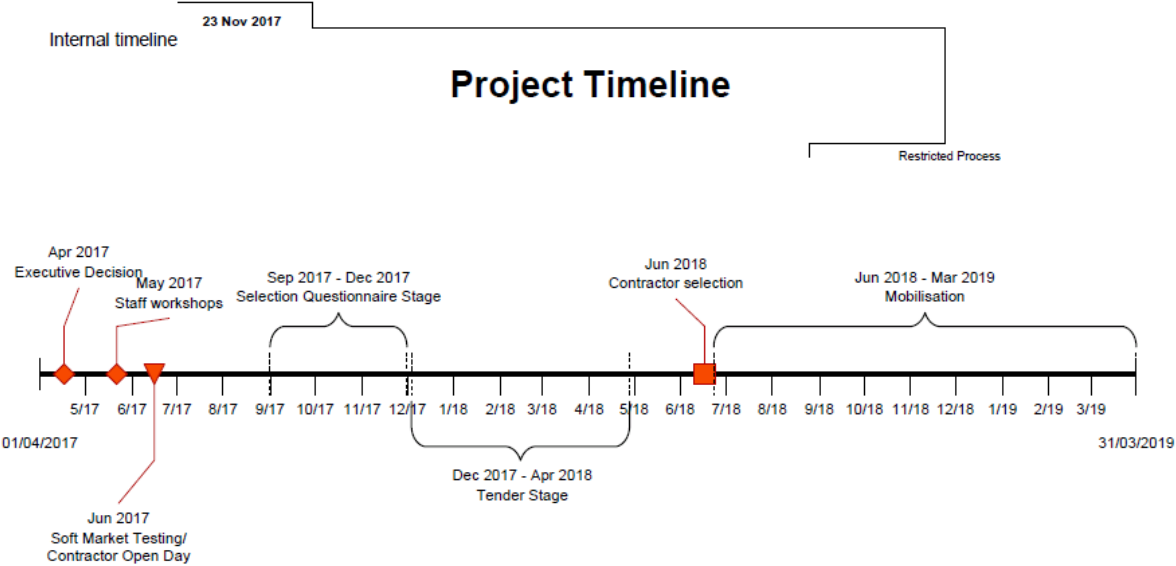
Name: Annalisa Howson

Telephone: 01483 523453

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

Internal timeline





New Contractors Announcement



Over the last eighteen months we have been looking for new repairs and maintenance contractors as our current contracts are due to end on 31 March 2019.

After completing a robust assessment and selection process to find the best contractors based on quality and price, the council can announce our new contractors:

- Mitie Property Services (UK) Limited for day to day repairs on your homes
- Gilmartins Limited for kitchen and bathroom replacements
- 12 different contractors for range of redecorations, roofing, draining and general building works.

Your participation has been a key part of the process. Thank you to members of the Tenants Panel and Waverley Scrutiny Group who assisted in assessing the submissions. We also used your views from the Tenants Panel All Tenants Open Meeting in April 2017 to inform the contracts, including the importance of the competence and qualifications of the operatives and communications on the progress of repairs.

We were unable to find contractors who could deliver window and doors in line with our budgets so we will be reviewing the programme to find a new contractor for this next year.



Day to day repairs

Some of you may remember that we worked with Mitie before the current contract with Mears. We are pleased to be working with Mitie again for this new contract, with a new team and new focus to provide an excellent repairs service.

When will the change happen?

The new contracts will start April 2019.

How do I report repairs? In exactly the same way through our Housing Customer Service Team:

www.waverley.gov.uk/housing
housingcustomerservices@waverley.gov.uk
 0330 119 3000

How can I get involved?

We will be looking for interested tenants to help make sure the contractors deliver on the contract promises. Get in touch with our tenant involvement officer:

www.waverley.gov.uk/tenantparticipation
tenantinvolvement@waverley.gov.uk
 01483 523196

How can I find out more?

We will be giving further information and updates as we get nearer to the go live date in April.

Gas contract

We have just renewed our contract with CHS for a further seven years. **Freephone 0800 917 9306**

Sausage dogs (draught excluders) prevent draughts from the bottom of doors. You can make your own with an old pair of tights stuffed with old socks, dry rice, lentils or gravel.

Do you have any more tips to share? Send us your top tips and photos. The best sausage dog will feature in the next edition!



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WAVERLEY BOROUGH COUNCIL

HOUSING OVERVIEW AND SCRUTINY

26 FEBRUARY 2019

Title:

COUNCIL HOUSING: PRIDE OR PREJUDICE

[Portfolio Holder: Cllr Carole King]

[Wards Affected: All]

Summary and purpose:

Following the publication in August 2018 of the Government's Green Paper 'A new deal for social housing', the Housing O&S Committee set up a Task and Finish group in September 2018 to identify if there was any existing prejudice against social housing within the borough and to understand how tenants view their homes in order to develop services to both promote pride, and tackle causes of any stigma.

This report details the findings of the study, relates them to the national social housing debate and lists the recommendations made by the Group.

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

This report relates to all of the Council's priorities (People, Place and Prosperity) because good quality accessible housing meets residents' needs, contributes positively to the local environment and provides a home for essential local workers who enable a thriving economy.

Equality and Diversity Implications:

The equality and diversity implications of the work carried out by the Task and Finish Group are contained within the report.

Financial Implications:

Any recommendations would be met by existing budget and therefore there are no financial implications.

Legal Implications:

There are no direct legal implications associated with this report.

1. Background

After being briefed on the Government's Green Paper 'A new deal for social housing' in September 2018, the Housing O&S Committee agreed to set up a task and finish group to look at whether or not there was any stigma surrounding social housing in the borough and to contribute to tenants' pride in their homes by developing services. Six members of the Committee volunteered to be part of the group, two of whom were Tenant Panel representatives.

In June 2018 the Chartered Institute for Housing published its 'Rethinking Social Housing' report which was informed by a national study into attitudes towards social housing. The research undertaken to inform this Scrutiny review was based on the study completed by the CIH and refers to the five principles within the Government's Green Paper. The review focused on survey respondents' perceptions and experience of social housing and concludes with 18 recommendations aimed at improving attitudes towards social housing, developing the services provided to council tenants and increasing awareness of the Allocation policy and eligibility criteria.

Recommendation

For the Housing Overview and Scrutiny Committee to note the review undertaken by the task and finish group, consider the report and endorse the recommendations contained within it.

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 Scrutiny Review

Council Housing: Pride or Prejudice

A Review Report of the Housing Overview & Scrutiny Committee

February 2019

Chairman's Foreword

My heartfelt thanks to elected members from the Housing Overview and Scrutiny Committee, officers and members of our Tenants' Panel who formed the 'Pride or Prejudice' task and finish group. They have all contributed to this report with commitment, enthusiasm and sensitivity and with the clear intent that this piece of work should be a springboard for change.

The Grenfell Tower disaster on 14 June 2017 resulting in the tragic loss of 72 lives, affecting countless numbers of people, rightly drew the focus of the nation firmly to the condition of social housing, how housing providers serve their tenants, and the prejudice social housing tenants face.

Following this national awakening, the Green Paper 'A new deal for social housing' was published and presented to Waverley's Housing Overview and Scrutiny (O&S) Committee in September 2018.

As a housing provider to nearly 5,000 tenants, the Committee felt that it was crucial that the Council's response to the Green Paper consultation should be informed by the voices of our tenants.

We set out to establish the extent and causes of prejudice towards tenants in the borough, and to also discover if there were areas which our tenants were proud of. The Council Housing: Pride or Prejudice task and finish group was formed.

Our research has concentrated on the insights and experiences of our tenants and compared these to the opinion of non-tenant groups, including staff, Council members, contractors and other residents of the borough.

From these studies, the group has put forward recommendations with the aim of improving and developing our services in order to mitigate the effects of stigma and to communicate and educate residents of Waverley about the vital role and value of social housing.

As the Chairman of this Group I am delighted that we have grasped the opportunity to really investigate and tackle this underlying issue and sincerely hope that the recommendations we have proposed are taken forward to develop the services our tenants receive and improve public understanding of social housing.

Councillor Liz Townsend

Chairman of the 'Council Housing: Pride or Prejudice Task and Finish Group'

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Executive Summary

Purpose of the study

To identify if there was any existing prejudice against social housing within the borough and to understand how tenants view their homes in order to develop services to both promote pride, and tackle causes of any stigma. Additionally, a further aim of the study was to identify barriers to accessing social housing which may result from, or reinforce, prejudice or stigma.

Main findings

Despite the data gathered being significantly skewed towards respondents aged over 51, a wide-ranging and useful data set was collected.

The study found that social housing is perceived positively amongst the general population, with its affordability being its most associated attribute. Social housing being a home for life was a common association amongst tenants, likely due to the high proportion of tenants on a secure tenancy.

The data provide an interesting insight into assumptions about social housing tenants. Both tenants and respondents to the public survey (referred to as non-tenants) had preconceptions about who lives in social housing, with the idea that professionals do not live in social housing popular amongst both groups.

The familiar assumption that one can tell if a property is social housing just by its external appearance was brought out in the data. Coupled with the views of some respondents (that social housing is poorly maintained and rundown) the importance of good design and management of properties is very evident.

The belief that social housing is a valuable but diminishing resource that should be allocated to those most in need was held by many respondents. Some respondents recognised the lack of affordability of housing in Waverley and expressed concern that many people could not afford to rent privately or own a home, however they also thought that these same people would not be considered as a priority for a social housing property.

The research highlights some of the misconceptions of respondents around social housing, particularly around eligibility and allocation policy but also about the economic activity of social housing tenants. Most respondents overestimated the proportion of unemployed social housing tenants and household income generally.

Tenant respondents were asked about the things they liked about being a council tenant with 'location [of their property]' being the most selected. They were also asked about what they disliked the most about being a council tenant, with 'poor maintenance of outside areas' the most selected.

This issue have been addressed in the recommendations emanating from this report. It is encouraging to see that there were by comparison many more answers about the positive elements of being a council tenant.

In terms of tenant experience of stigma, over 50 tenants provided examples of when they had been made to feel uncomfortable because of their housing tenure. As well as providing examples of the prejudice of colleagues and friends, some tenants said they had experienced poor or inadequate service from Waverley officers and contractors.

Tenant respondents were asked about their view of how the media portrays social housing tenants. It was clear from the responses that they were more likely to have seen negative stories compared to positive stories. Many of the comments referenced the perpetuation of harmful and false stereotypical images of social housing tenants.

Conclusions

Misconceptions around the allocation policy and eligibility criteria have been identified through the research, highlighting the importance of making social housing more accessible to all eligible groups and communicating this to a wider audience..

The importance of maintaining properties to a high standard has been reinforced by the research undertaken, with poorly maintained homes featuring as a factor in stigma towards social housing.

The skewed age profile of the respondents should be taken into account when drawing conclusions from the data but overall a useful set of data has been collected from this study, providing insight into how social housing is perceived in Waverley and a general picture of how tenants view their homes.

Whilst the research clearly indicates that stigma and prejudice against social housing exists, it also shows that it is a valued resource, the strengths of which are recognised and valued by residents of all tenures across the borough. Additionally, the research identified a strong desire amongst respondents for more social housing to be built in order to address the disparity between supply and demand and help tackle affordability issues.

Recommendations

The Group has made 18 recommendations in order to address the issues raised within the research, ensure the services delivered to tenants continue to improve and all those eligible are able to access social housing.

Introduction

Background

In August 2018, following the Grenfell Tower tragedy of 14 June 2017, the Government published a consultation paper on social housing, 'Green Paper: a new deal for social housing' (the Paper). The Paper was part of a wider national conversation about the huge shortage of housing in the UK and highlighted a much-needed national debate about the condition of social housing and its role within society. It concentrated on five main principles, which are touched upon throughout this report, listed below:

- Ensuring homes are safe and decent
- Effective resolution of complaints
- Empowering residents and strengthening the regulator
- Tackling stigma and celebrating thriving communities
- Expanding supply and supporting home ownership

During 2018 the Chartered Institute for Housing (CIH) carried out its own extensive research into the role and purpose of social housing in the UK and launched the 'Rethinking Social Housing' report¹ in June. The report states that 65% of the general public that were surveyed agreed that the negative view of people that live in social housing is unfair and it emphasises the positive contributions social housing makes to society, both socially and economically.

As the landlord of nearly 5,000 homes, Waverley Borough Council (the Council) benefits from an Overview and Scrutiny (O&S) Committee dedicated to scrutinising and developing both its own housing provision and housing of other providers within the borough. After being briefed on the Paper and the CIH report, the Housing O&S Committee set up a task and finish group (the Group) to support the Council's vision of making Waverley 'a place where our residents can take pride in their communities...that is supported by quality public services'². Aligned to this vision and the corporate goals for the Housing service, the Committee wanted to not only recognise the strengths of social housing but also to learn about the issues that affect social housing tenants. The recommendations of this final report are rooted in the findings of research carried out across the borough and align with the corporate goals within the Council's Corporate Strategy.

Purpose of the study

The purpose of the study was to identify whether or not there was any existing prejudice against social housing within the borough by understanding how it is viewed by residents. The Group aimed to learn about the factors influencing tenants'

¹ Chartered Institute for Housing, 'Rethinking Social Housing: Final Report', June 2018.
<http://www.cih.org/resources/PDF/Policy%20free%20download%20pdfs/Final%20Rethinking%20social%20housing%20report.pdf>

² Waverley Borough Council, Corporate Strategy 2018 -2023, July 2018.
http://www.waverley.gov.uk/downloads/file/6351/waverley_borough_council_corporate_strategy_2018-2023

views of their homes, with the ultimate goal of developing services which promote pride in them and, as a result, tackle causes of any existing prejudice.

An immediate benefit of reducing prejudice, anticipated by the Group, would come from generating a more favourable perception of social housing, in order to help attract applications from essential local workers in key professions who might otherwise be unable to afford to live in good quality housing in the borough. The Waverley Economic Development Strategy³ identified low levels of affordable housing as a reason for the difficulty in recruiting workers who live in the borough, which in turn inhibits the maintenance or growth of a thriving service economy. Waverley has granted permission for 2070 affordable homes since the beginning of 2014/15 and the impact of this is yet to be measured in terms of economic benefit.

In order to achieve the goals of the review, the study began by conducting research into the perception of social housing and the experience of social housing tenants. A further aim of the study was to identify any barriers to accessing social housing which may result from, or reinforce, any prejudice or stigma. This report compares perceptions of social housing with the experiences of those who live in it. The outcomes of the study are captured within the conclusion and recommendations, which serve to both improve the experience of council tenants and improve the perception of social housing more widely.

Methodology

The Group undertook several surveys and interviews with tenants and residents to both assess whether or not stigma exists in the borough, and to understand how the strengths of social housing are perceived. The questions asked can be found in appendix 1 and appendix 2.

Most importantly the Group needed to find out about tenants' experiences of social housing and whether or not they had experienced stigma or prejudice. To do this, five drop-in sessions were held across the borough at which tenants were asked questions about the positive and negative aspects of being a council tenant, any stigma they may have faced, and the portrayal of social housing tenants in the media. All tenants were personally invited by post and/or email and the events were promoted through a press release and social media to maximise attendance. Those tenants who were unable to attend the drop-in sessions were encouraged to fill out an online survey. The questions were based on those asked of social housing tenants by the Chartered Institute for Housing for its 'Rethinking social housing: the view from the inside' paper⁴.

A second more general survey, aimed at residents of the borough, councillors and Council staff and contractors, was also conducted (referred to in this report as the non-tenant survey). This survey was accessible to the public through the Council's

³ Waverley Borough Council, Economic Development Strategy 2018 2023, October 2018
<https://www.waverley.gov.uk/downloads/file/2240/waverley-economic-development-strategy-2018-2032>

⁴ Chartered Institute for Housing, 'Rethinking social housing: a view from the inside', 2018
<http://www.cih.org/resources/PDF/Policy%20free%20download%20pdfs/CIH0239%20Rethinking%20social%20housing%20Report%20V3.pdf>

website and sent directly to members of Waverley's Citizens' Panel (CP). Over 500 people responded to the survey (including 257 CP members). The purpose of the survey was to understand how social housing and social housing tenants are viewed across the wider population of Waverley. Respondents were asked whether or not they would consider living in social housing and about their perceptions of the socioeconomic status of social housing tenants.

Due to the different purposes of the surveys/interviews conducted, different questions were asked of tenants and the general public (non-tenants). To enable useful comparison, however, some questions were repeated across both groups.

The non-tenant survey was conducted online and through postal submissions, whilst the tenant survey was carried out online and through face to face tenant drop-in sessions. The Group felt that these varying methods of gathering data should be taken into account when drawing conclusions as it was felt that the face to face sessions resulted in more considered answers and fewer 'not selected' values in the data.

Results

Respondent demographics

To enable the Group to identify trends in the data gathered, respondents were asked some basic profiling questions. Respondents of the non-tenant survey were asked about their age (figures 2.1 and 2.2), area in which they live (figure 3) and their housing tenure (figure 4).

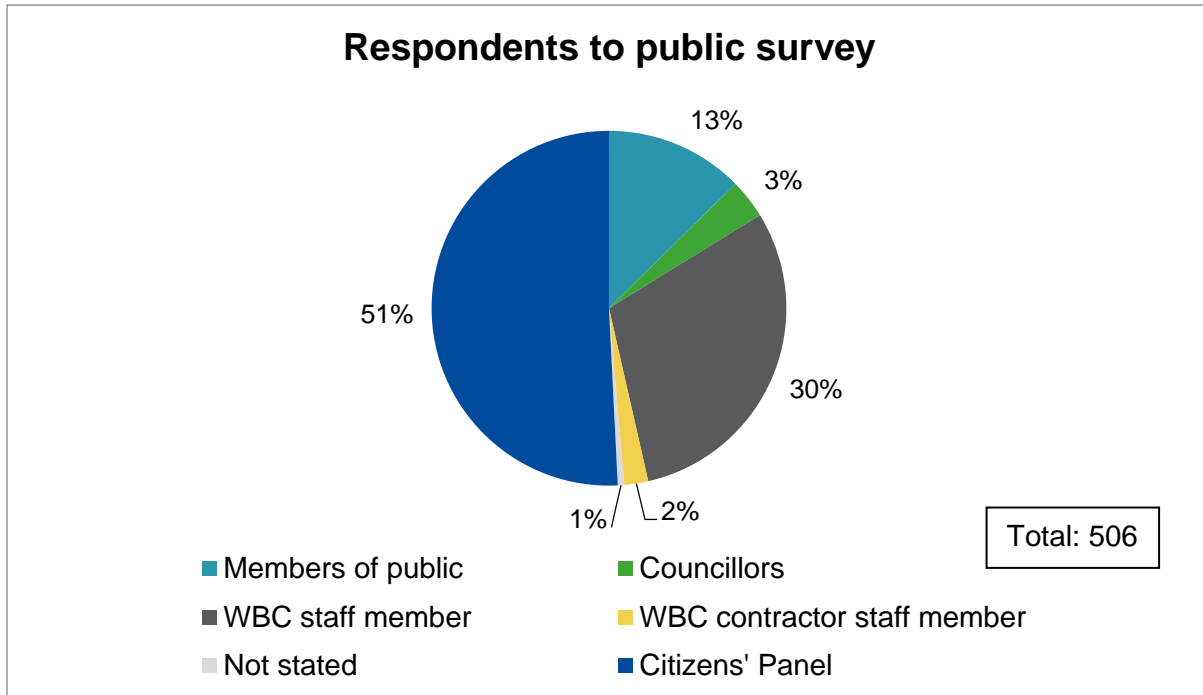


Figure 1

Members of public	64	Councillors	18
WBC staff member	153	WBC contractor staff member	11
Not stated	3	Citizens' Panel (CP)	257

Respondents by age

The following graph (figure 2.1) compares the age distribution of all respondents (total data set) with the population of Waverley and all tenant respondents. Figure 2.2 breaks the total data set down into the types of respondents, showing the ages of respondents by way in which they took part in the survey.

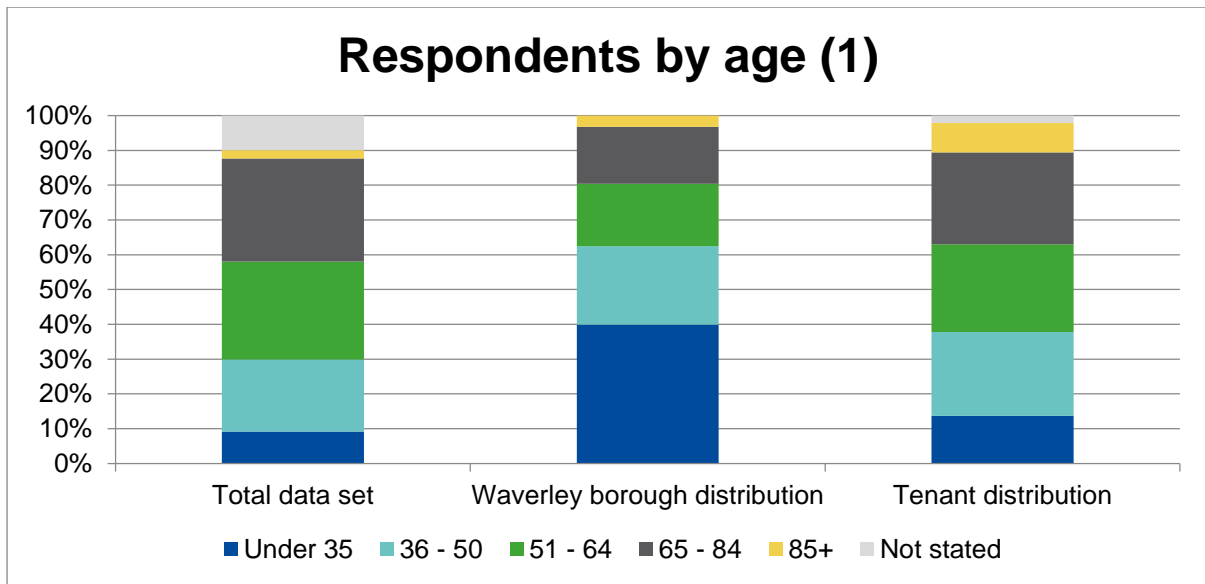


Figure 2.1

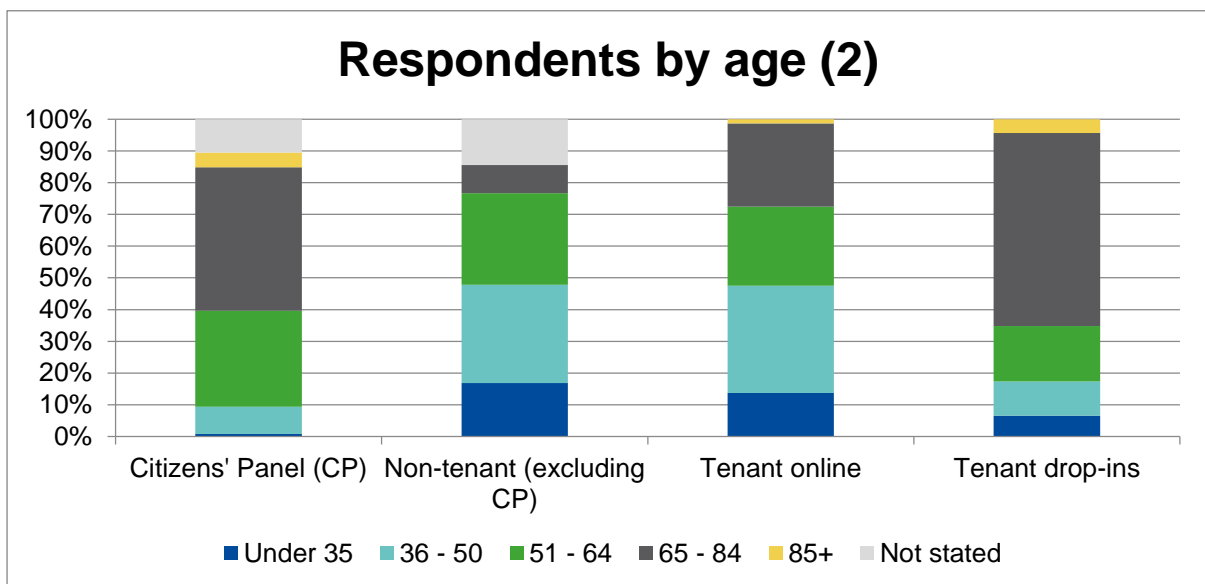


Figure 2.2

The under 35s are underrepresented in all data sets, and significantly so amongst CP respondents. This is a common issue with comparable surveys and so it could be assumed that rather than the subject lacking relevance or interest, under 35s are a more difficult group to engage than other age groups. The data gathering exercise made no attempt to engage with those in secondary or tertiary education.

People aged 65 – 84 were overrepresented in all data sets, except in the online non-tenant survey. One explanation for the significantly high percentage of 65 – 84s at the drop-in sessions is that four out of five of the tenant drop-in sessions were held in the day-time, meaning those of retirement age were far more likely to be available to attend.

The online survey results indicated that some age groups that were underrepresented at the drop-in sessions were more likely to participate using this method of communication.

The overrepresentation of respondents aged 51 – 84 should be taken into account when drawing conclusions from the results of the study, particularly when looking at answers of CP members and tenant drop-in sessions.

Respondents by area

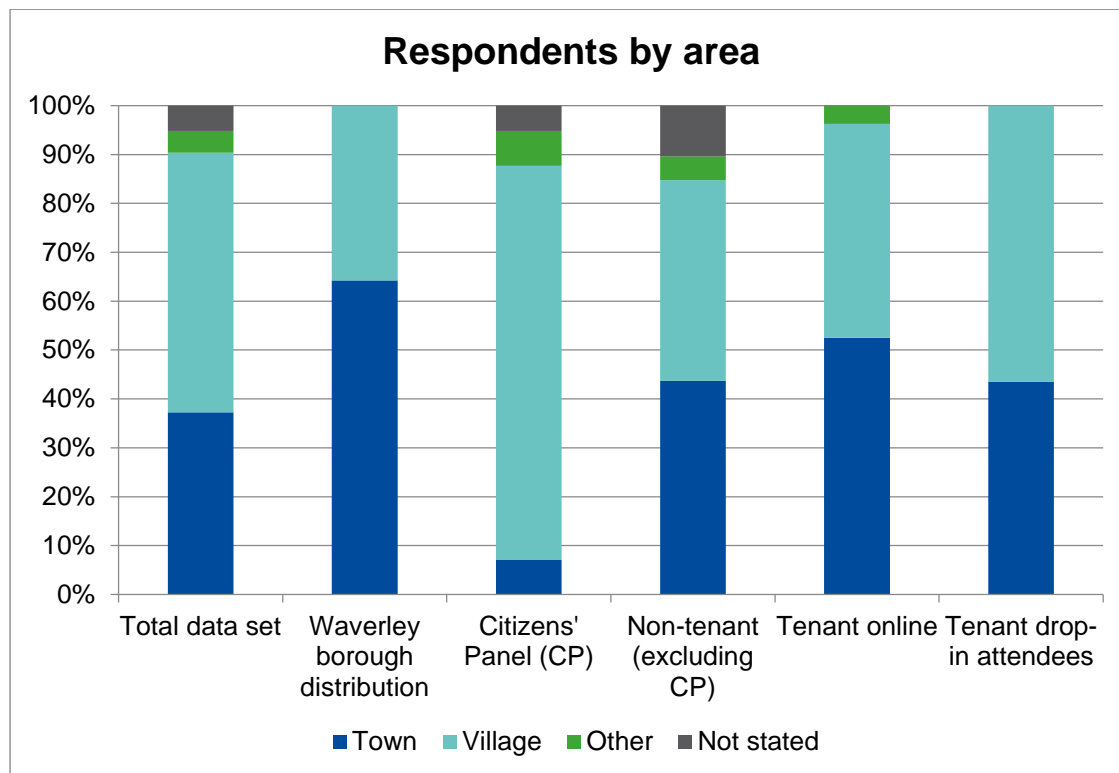


Figure 3

Respondents were not provided with definitions of towns and villages and so interpretations of these terms may vary.

Waverley borough distribution in figure 3 is based on 2011 census data. It is recognised that as respondents to the survey were free to categorise themselves as living in either a town or a village this may have led to some anomalies, particularly for areas such as Farncombe which is often referred to as both a village and part of the town of Godalming.

This contradiction may go some way to explain why the majority of respondents state that they live in villages rather than towns.

The distribution of the CP across towns and villages, however, is significantly different from the wider Waverley figure with many more living in villages. This should be considered when studying the answers of CP respondents as the difference in size of settlement (and therefore reduced amount of social housing) might mean their experience is more anecdotal.

Respondents by tenure

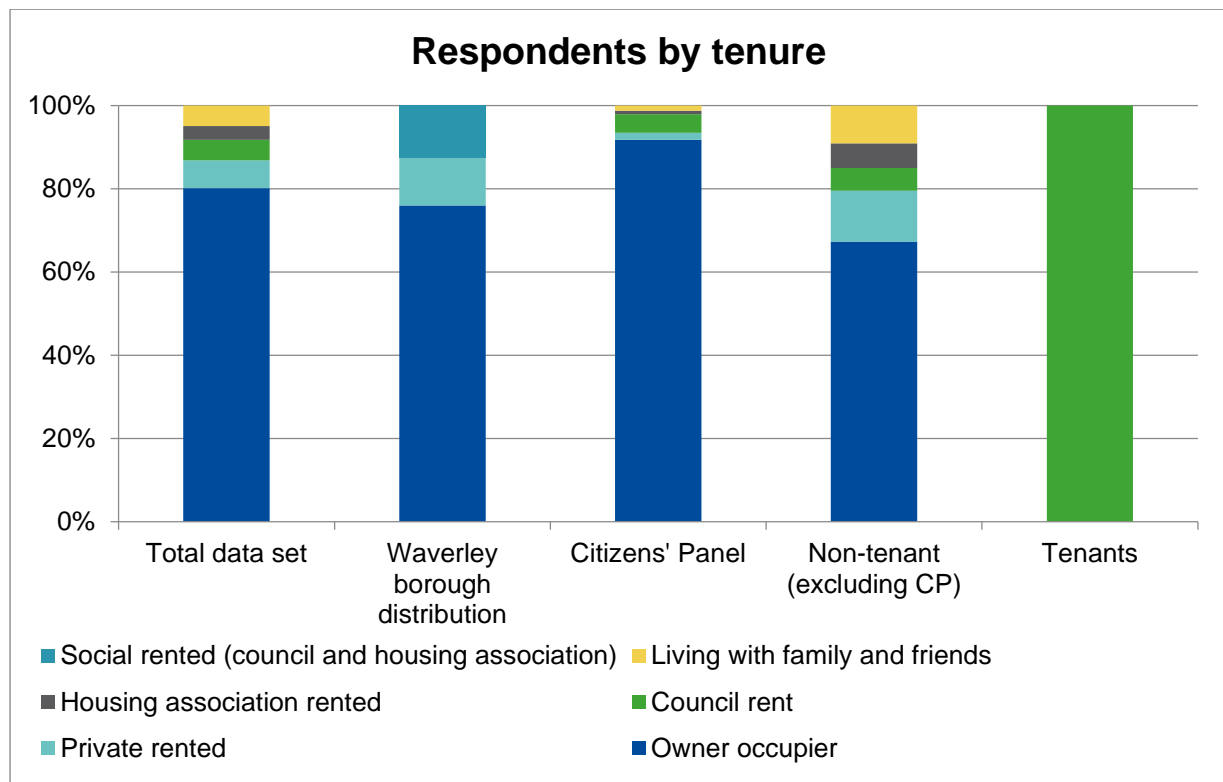


Figure 4

The Waverley tenure distribution figure is based on information from the 2011 census which only provided data by three types of tenure: owner occupier; private rented and social rented.

80% of respondents to our surveys (total data set) were owner occupiers and this was approximately 5% higher than the overall Waverley borough distribution figure.

Over 90% of CP respondents were identified as owner occupiers with very few renting privately or through a housing association. This dominance may be partly explained by the heavily weighted age distribution of CP respondents in the 51+ age groups and their identified area of residence in villages.

The remaining non-tenant (excluding CP) survey respondents were more representative of the under 50 age groups and more likely to identify as living in a town. As a group there were fewer owner occupiers than the CP or the overall borough distribution and although those privately renting were consistent with the overall borough distribution, there were a greater number of respondents in this group living in housing association accommodation or with friends and family.

Non-tenant and tenant answers

Do you associate the below terms with social housing?

Figure 5 compares the responses from the tenant and non-tenant respondents groups on certain aspects that they might associate with social housing.

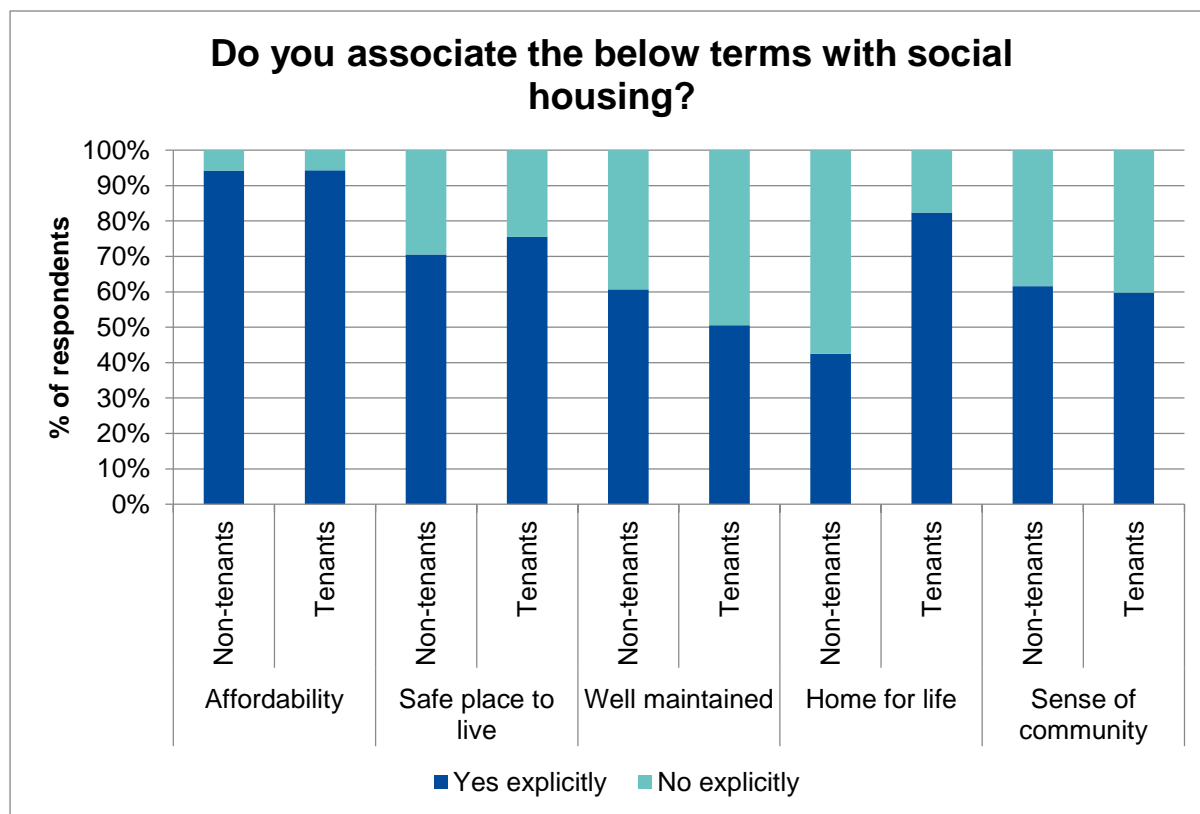


Figure 5

The purpose of this question was to compare how social housing is perceived by the wider general public and by tenants. The respondents were not provided with definitions of these terms.

High proportions of both non-tenant and tenant respondents associate 'affordability' with social housing, suggesting that it is seen as a more affordable alternative to renting privately.

A high percentage of tenant respondents and non-tenants explicitly associated social housing with a 'safe place to live'.

The main variations in the data were between the proportions of non-tenant and tenant respondents associating 'well maintained' and 'home for life' with social housing:

More than 60% of non-tenant respondents linked 'well maintained' to their perception of social housing compared with half of tenant respondents. This relatively low figure from tenants contradicts the tenant satisfaction levels reported to Waverley in the three-yearly survey of tenants and residents (STAR). In 2017 the survey reported that almost 80% of tenants were satisfied with the quality of their home and over

75% were satisfied with repairs and maintenance. 838 tenants took part in the 2017 STAR.

The Group recognises that the term 'well maintained' used in the survey is likely to have been broadly interpreted whereas the STAR questions provide a more detailed and targeted evaluation of tenant opinion. This potentially explains the variation between the two figures.

In addition to STAR, Waverley also measures the satisfaction levels of tenants who have recently had a repair completed in their home, through the Voluntas survey. The data gathered through this survey shows that 89% of tenants who were contacted from October to December 2018 were satisfied with the overall repairs service they had received and 93% were satisfied with the overall quality of work carried out.

Over 80% of tenants associated 'home for life' with social housing. Taking into account the high proportion of tenant respondents aged 51 – 84 who took part in the survey; this strong association could be a reflection of the type of tenancy held by this group of people and their intention to remain in their homes for the foreseeable future.

Pre 2014 all council homes were let on a secure tenancy, granting a home for life, providing all conditions of the tenancy were kept.

Whilst 86% of our existing tenants remain on secure tenancies, since 2014 new tenants have been assigned flexible tenancies to allow for more effective management of Council properties.

The results indicate that the majority of tenants currently feel secure in their tenancies, however this opinion may vary as flexible tenancies become more prevalent.

Almost exactly the same proportions (60%) of non-tenant and tenant respondents associated 'sense of community' with social housing, suggesting that the perception of positive community spirit amongst social housing tenants is a fair representation.

Who do you think lives in social housing? (Public and tenant explicit yes answers)

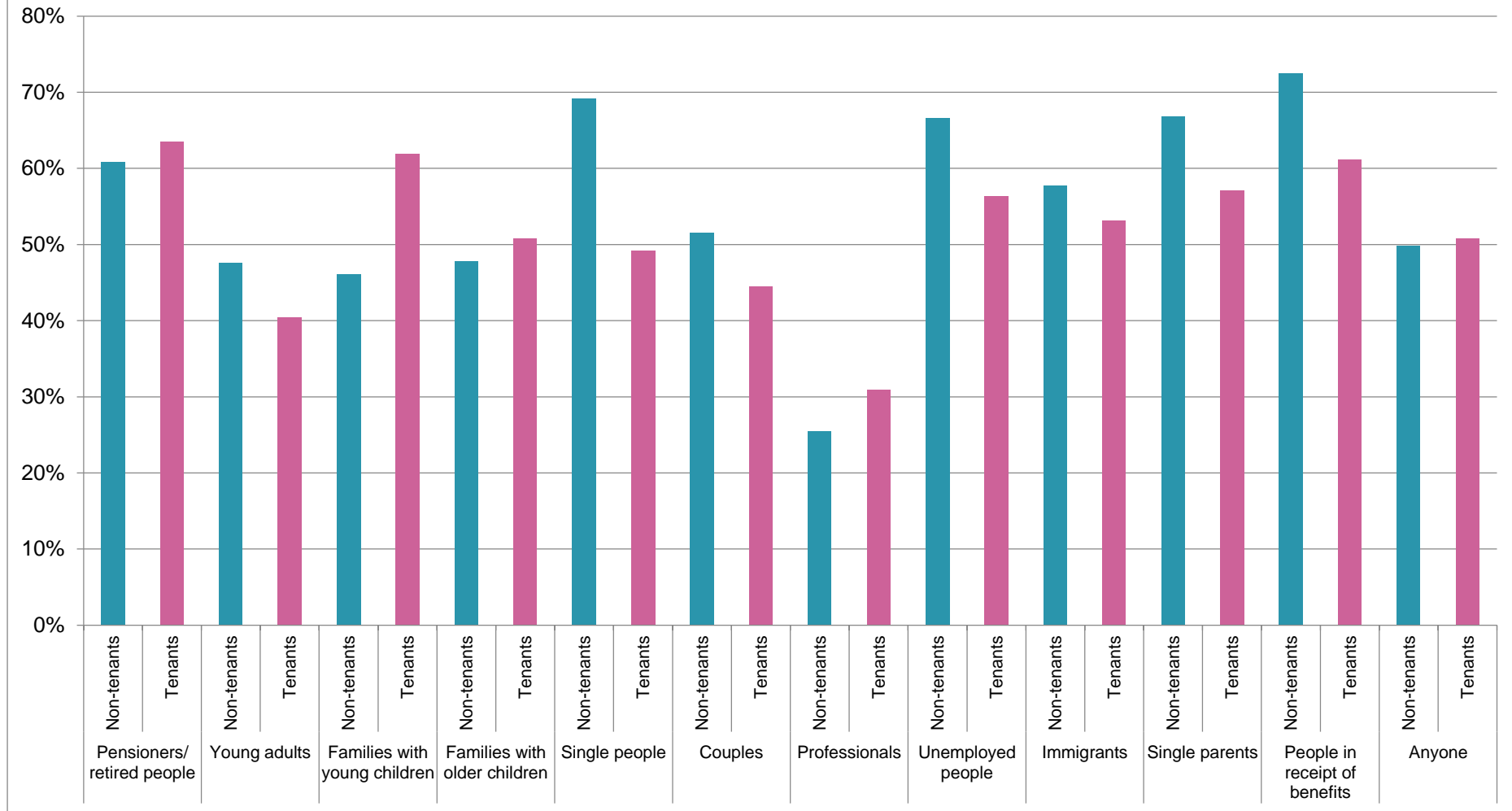


Figure 6

Who do you think lives in social housing?

Figure 6 compares the responses from the tenant and non-tenant respondent groups to the questions of who they think lives in social housing.

The responses to this question suggest both the non-tenants and tenants have preconceived ideas about people who live in social housing. Only half of each respondent group thought 'anyone' lives in social housing and barely one third thought professionals live in social housing.

One of the principles of the Paper, 'A new deal for social housing', concerns tackling stigma and challenging stereotypes. Preconceived ideas about who lives in social housing reinforce the view that not everyone should be able to live in social housing even if they are eligible. The dominant view that professionals do not live in social housing could act to reinforce this perception and ultimately create a barrier thereby discouraging this group from accessing social housing that they would be eligible for and limiting the diversity of our tenant population.

Respondents were given the opportunity to specify other people they think live in social housing. Some respondents did so, specifying 'disabled people' and 'key workers'. Other respondents commented more widely on who they thought lived in social housing:

"Most of the above".

"People getting them now are mainly single parents, families and immigrants – not single people or disabled families".

Some 50% of respondents recognised that social housing is for anyone who needs it and one cited the cost of housing in the South East as a potential reason for "more people" living in social housing.

"Almost any type of individual here could, people make certain assumptions about what 'types' of people that do."

"It's open to everyone."

"Difficult for young people to get on the housing register and assumption that professionals should be able to afford private. However in this area that might not be true."

"I think limited supply and long waits have restricted the mix of people in social housing more recently."

"In south east more people due to cost of private renting or buying."

These comments highlight the importance of making social housing more accessible to all eligible groups.

Non-tenant answers

Figures 7 to 14 summarise responses from the non-tenant groups to a series of questions.

Can you spot social housing by its external appearance?

Figure 7 shows the responses to the question ‘can you spot social housing by its external appearance?’.

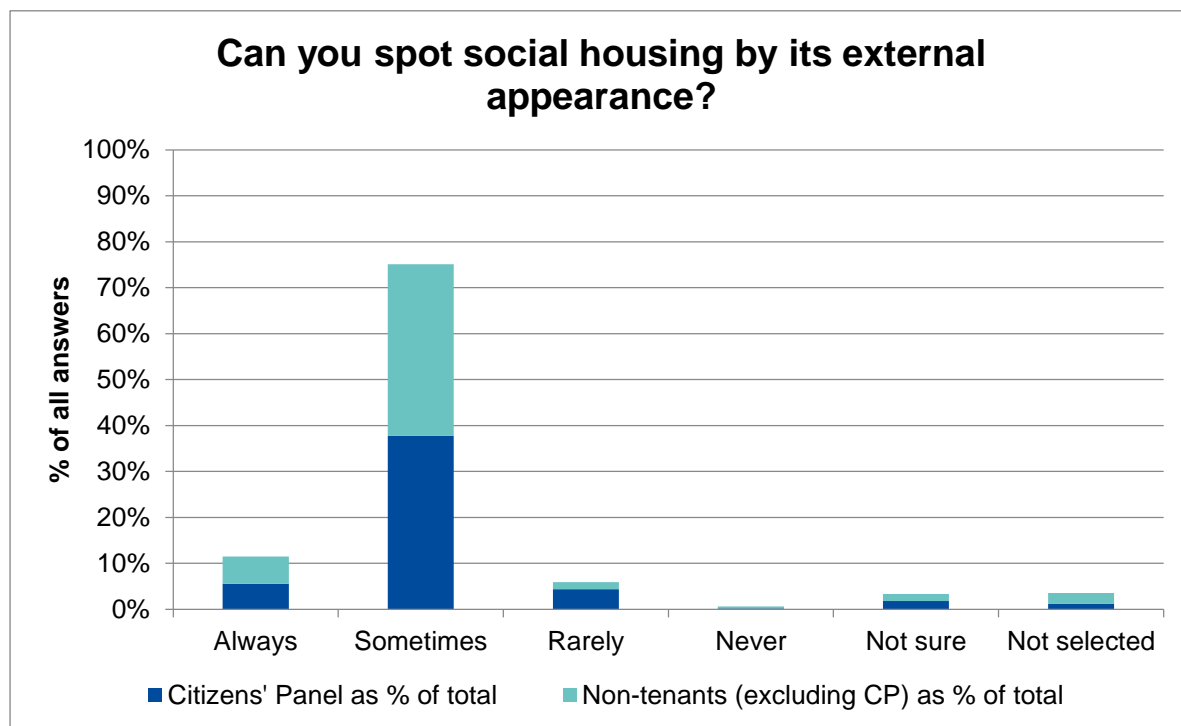


Figure 7

Over 85% of non-tenant respondents thought they could identify social housing by its external appearance at least sometimes. With a very small percentage of respondents choosing ‘rarely’, ‘never’ and ‘not sure’.

Later in the survey respondents were asked if they would consider living in social housing, and the reason for their answer. Some respondents commented that they would not consider it because they believed the properties had “*poorly maintained gardens/fencing*”, were “*rundown*” and that “*there seems to be less pride taken in how the properties and land around them are looked after*”. These comments could be viewed as further supporting the opinion that social housing can be identified from its external appearance, albeit that this may not always be overtly negative.

Furthermore, when asked if they had any examples of negative representation of tenants in the media, tenants provided examples reinforcing these exact sentiments. For example they believed the media stories misrepresented social housing by showing “*documentaries showing run down estates and poverty*” with “*council housing on the news not looking very appealing*” and suggesting a “*lack of maintenance*”.

Ensuring homes are decent is featured in one of the principles of the Paper and the Prime Minister identified the difference between the external appearance of social and privately owned housing as one of the main causes of stigma attached to social housing. She stated that it should be impossible to tell the difference between the two and social housing should not be “*tucked away out of sight out of mind*”⁵, alluding to the importance of tenure blind developments.

Whilst completing the research, the Group was consulted by the Council’s Housing Strategy and Enabling team on the Affordable Housing Supplementary Planning Document (SPD) due to go through the committee process spring of that year in order to secure approval for its consultation. This document recognised and referenced the importance of tenure blind developments and included measures to improve design of affordable housing and mitigate the stereotype of poorly designed and maintained social housing. The Group also requested that the Housing Design Standards (HDS) , drawn up for new Council Homes and approved in July 2018, should be referenced in the SPD.

Would you consider living in social housing?

Figure 8, below, summarises the responses from the non-tenant groups to the question ‘would you consider living in social housing?’.

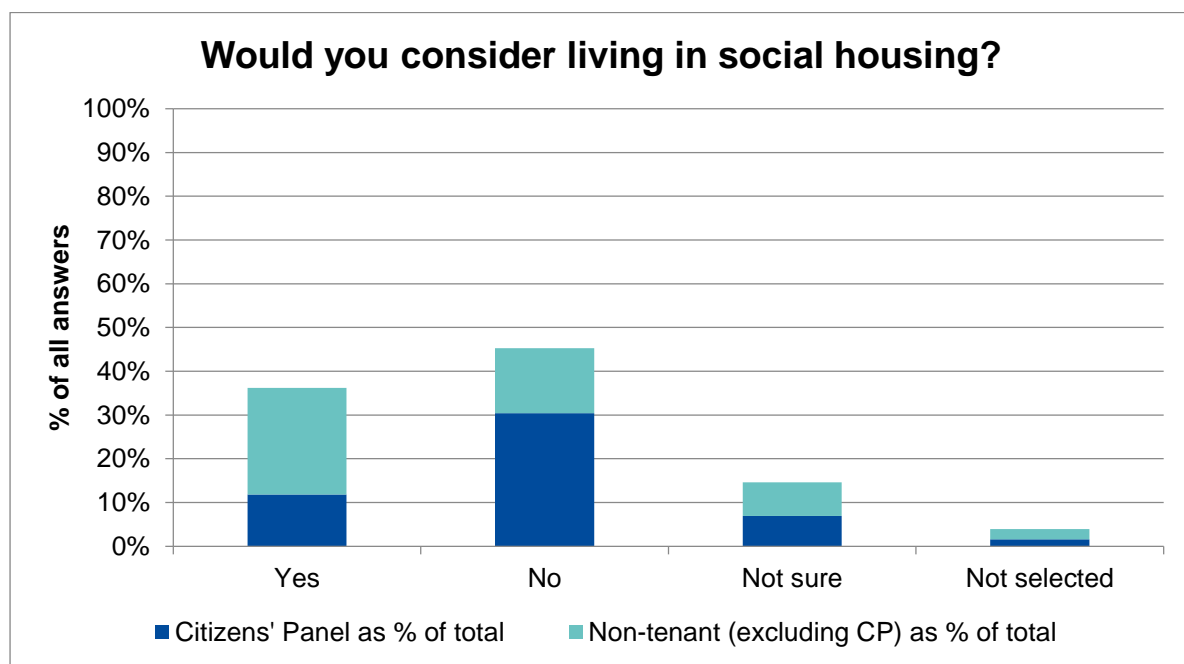


Figure 8

Approximately 60% of respondents answered ‘no’ or ‘not sure’ to this question. CP respondents were more likely to say that they would not consider living in social housing than other non-tenant respondents. One possible reason being that CP respondents are more likely to own their property and did not feel they needed to consider living in social housing.

⁵ BBC News website, ‘People should be proud of their council house – Theresa May’, 19 September 2018. <https://www.bbc.co.uk/news/uk-politics-45569453>

Overall respondents to the survey were owner occupiers and this could reasonably be expected to be a significant influencing factor.

Why would you consider living in social housing?

Figure 9, below, summarises the reasons given as to why members of the non-tenant group would consider living in social housing.

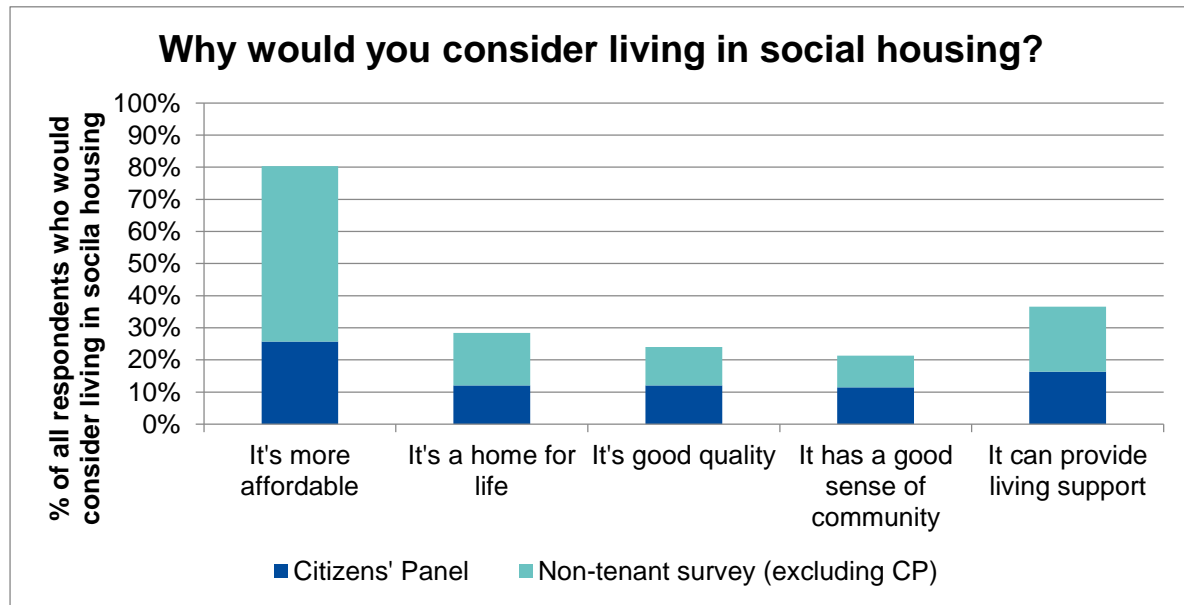


Figure 9

All respondents who said 'yes' they would consider living in social housing were then asked to select from a list of choices their reason/s for this response, they could also specify a reason. As explained in figure 8, CP respondents were less likely to consider living in social housing and therefore this explains the disparity between this group and other non-tenant responses.

The overwhelming reason respondents gave for considering living in social housing was because 'it's more affordable'.

Nearly 40% of respondents said they would consider living there because it 'can provide living support'. As with all of the terms, the definition of this was left to respondents' own interpretation; some may have seen this as referring to the landlord's responsibilities to maintain the property, and others might have thought of historical sheltered housing support, which may be unsurprising given the age demographic of respondents with over 40% over the age of 65.

Several comments were provided by respondents with 2 saying social housing is the "only affordable way to live". Almost half of the respondents who left comments said it would be out of necessity: "if I lost my home"; "I have no other options"; and "I might not have any other choice". Other comments recognised the benefit of having the council as a landlord with reasons such as "good quality landlord" and "stability".

Two respondents said they would consider social housing because it would enable them to purchase a property through Right to Buy (RTB).

This response could be seen to support the perception that social housing is viewed as housing of last resort for tenants with lower incomes and from more disadvantaged households.

Why wouldn't you consider social housing?

In contrast to figure 9 above, figure 10 below summarises the responses from the non-tenant groups when asked why they would not consider living in social housing.

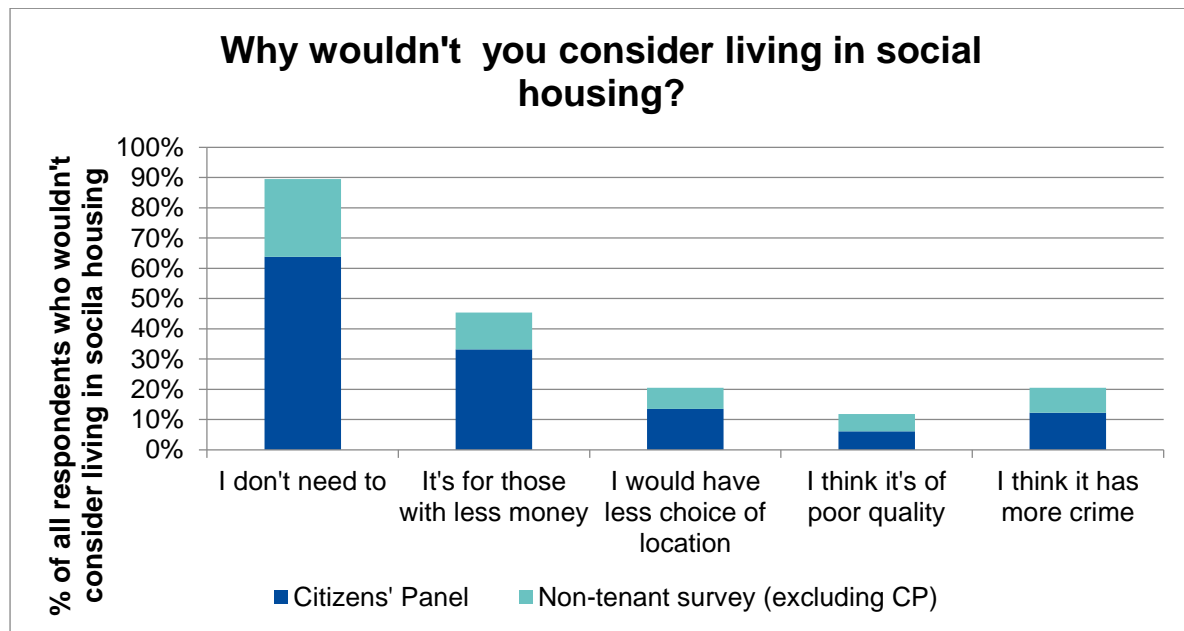


Figure 10

The majority of respondents supported comments submitted to the previous question in the survey, 'why would you consider living in social housing'; most people see social housing as fulfilling a need for those unable to rent privately or buy a property. It is unsurprising, that the second most common reason chosen was 'it's for those with less money'. Encouragingly the least selected answer was 'I think it's of poor quality'.

Three respondents stated that they wouldn't consider living in social housing because they believed it had more anti-social behaviour and, as highlighted under the previous question regarding external appearance, two respondents said their perception of the quality of maintenance would stop them considering it. An additional comment was from someone who owned their own property but described social housing as "exemplary".

The most common reason respondents put in the comments for why they wouldn't consider living in social housing was about eligibility; they did not think they would qualify. One such comment explained: "I am not eligible, my household is over the threshold, it is a precious resource which is in huge demand". In a similar vein, one person provided the reason below for not considering living in social housing:

“Integrity. I think social housing should be for the most vulnerable in society. I work full time in a good job but cannot afford to live in the Borough, however, I don’t think I should put pressure on those most vulnerable in society by taking up a home they could have.”

This comment illustrates both the lack of affordability of housing in Waverley and the commonly held belief that being on the housing register denies those in more need a home. The combination of these two factors (low supply and allocation according to levels of need), have contributed towards the residualisation of social housing, potentially reinforcing the view that only those most in need, possibly vulnerable, should live there.

One of the five principles included in the Paper is about building more homes and supporting home ownership. The respondents’ view that there are people more in need than them relates to this principle as it acknowledges that demand outweighs supply. An increase in social homes would provide more residents with a home and somewhat address the residualisation of social housing as not only tenants in the most immediate need would be allocated a home.

How much income do you think a household has to have to be eligible for a council house?

Figures 11 to 14 detail the perceptions that the non-tenant groups had in relation to various characteristics of council house tenants.

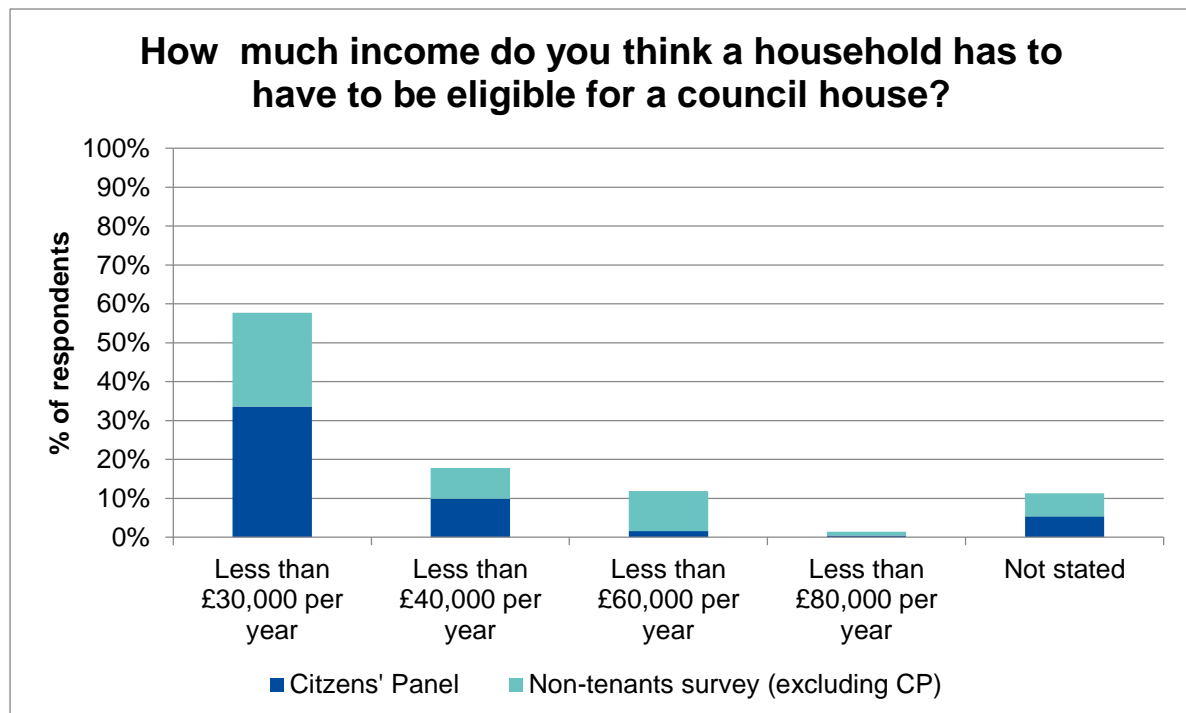


Figure 11

People with a household income of less than £60,000 per year are eligible for a council house in Waverley.

Most respondents who answered this question correctly were part of the non-tenants group (excluding CP), one reason for this might be that 30% of respondents to this question were Waverley staff members and therefore more likely to be aware of the correct answer.

Over 50% of respondents thought households had to have less than £30,000 per year to be eligible for a council house, which broadly reflects the average wage of just over £30,000 for those working in the borough⁶.

Overall the majority of respondents thought that you needed to have a household income of £40,000 or less to be eligible for council housing. If representative of the wider population, this suggests that a significant proportion of Waverley residents mistakenly believe they are not eligible for a council property. Given that the workplace wage in Waverley is lower than the Surrey average and that average house prices in Waverley are higher, the importance of providing more social housing and educating residents on eligibility criteria is vital.

The majority of general comments submitted for this question were from respondents stating their uncertainty about the correct threshold, two respondents suggested lower thresholds than the options provided, and four said they were either unaware that there was a threshold or that they did not believe income was relevant.

What is clear is that the criteria for eligibility needs to be more widely communicated to residents including the advantages of a council housing tenancy.

Perception of social housing tenants

The next three questions were asked to form a basic understanding of how social housing tenants were perceived by the general public.

What percentage of social housing tenants nationally, do you think, were unemployed in 2016-17 (not including pensioners)?

A significant majority of respondents believed that social housing tenants are much more likely to be unemployed compared to national average figures, which are currently running at 4%. The probability of social renters being unemployed is actually well below 10%⁷.

⁶ Economic Development Strategy 2018 – 2032, Waverley Borough Council, October 2018, p6. http://www.waverley.gov.uk/downloads/file/2240/waverley_economic_development_strategy_2018-2032

⁷ FA3101 (S418): demographic and economic characteristics of social and privately renting households, accessed 22/01/2019. <https://www.gov.uk/government/statistical-data-sets/social-and-private-renters>

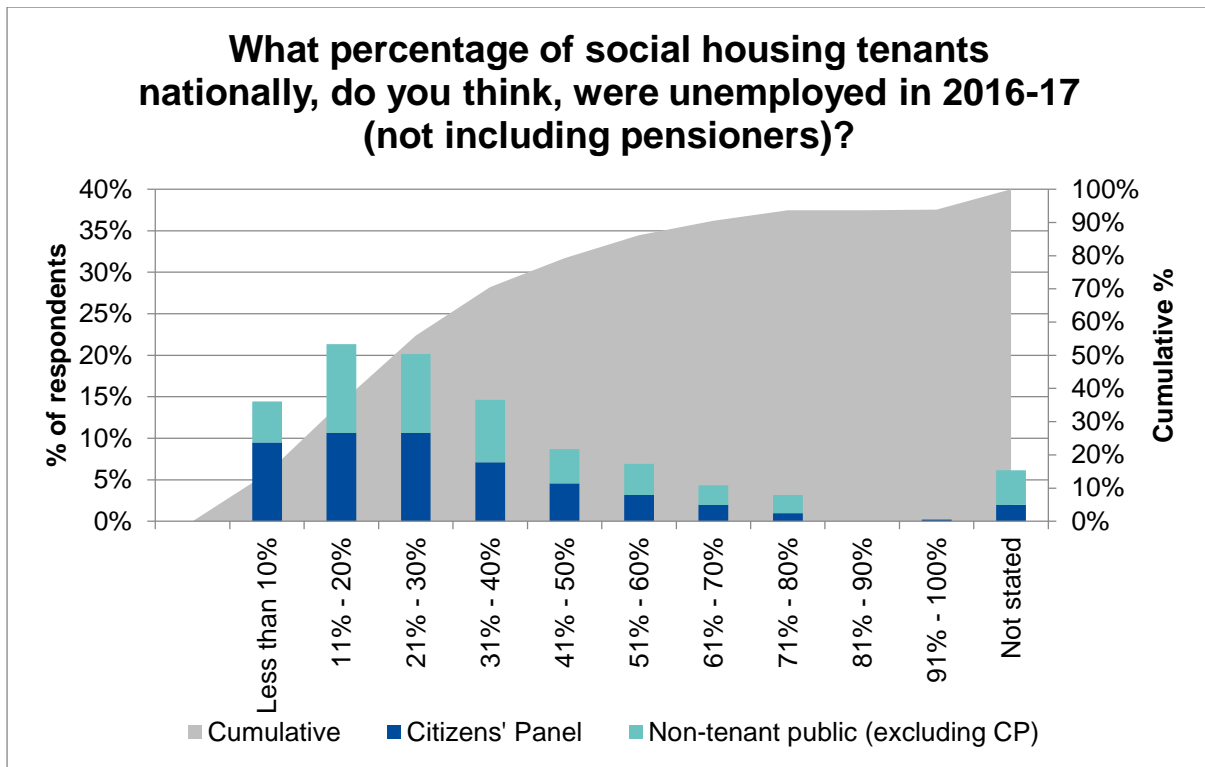


Figure 12

It is difficult to conclude from these responses whether or not people over estimated the number of social tenants who were unemployed because of a negative view or because they were unfamiliar with overall national unemployment figures. Either way, educating the public about unemployment figures amongst social housing tenants would challenge this negative perception and contribute to a reduction in stigma. As figure 16 in this report highlights, a significant proportion of tenants surveyed were in employment, even when taking into account the significant number who were retired.

In general comments about public perceptions of social housing two tenants explained that they feel people assume they are “unemployed, 3rd of 4th generation on the dole” with “nothing to do”. Educating the public about the higher than widely assumed employment levels of social housing tenants will contribute to tackling the stigma surrounding social housing and its tenants.

What percentage of social housing tenants nationally, do you think, are immigrants?

Less than 10% of social housing tenants are immigrants⁸.

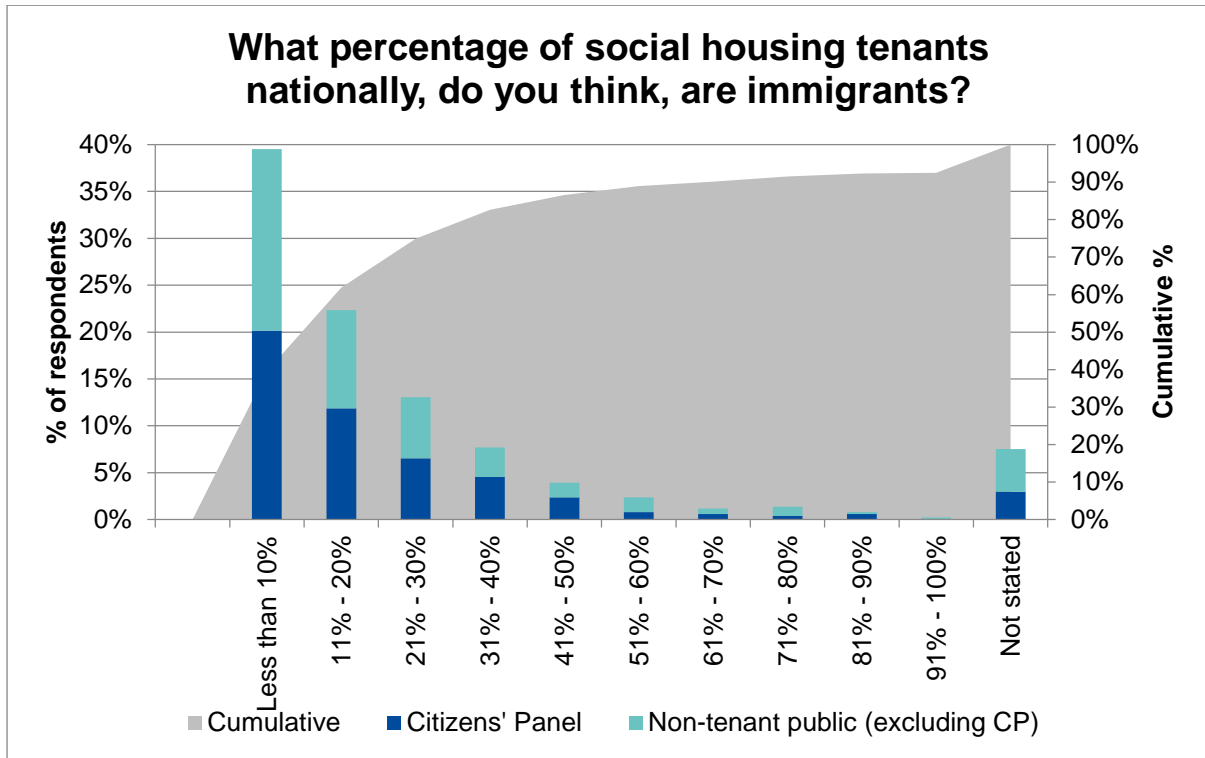


Figure 13

As figure 13 shows, almost 40% of respondents answered this question correctly, which could suggest that the assumption that immigrants are more readily assigned social housing is not prevalent in Waverley. However 60% of respondents overestimated the percentage of social housing tenants who are immigrants. This over-estimation could be attributed to negative media coverage and could also be linked to the higher visibility of immigrants in a borough where the vast majority of residents (89.4%) were born in the UK.

⁸ Who lives in the 4.1m social homes in England and Wales?, The Guardian 18 November 2015. <https://www.theguardian.com/housing-network/2015/nov/18/who-lives-41-million-social-housing-homes-england-wales>

What percentage of social housing tenants, do you think, were in receipt of housing benefit in 2015-16?

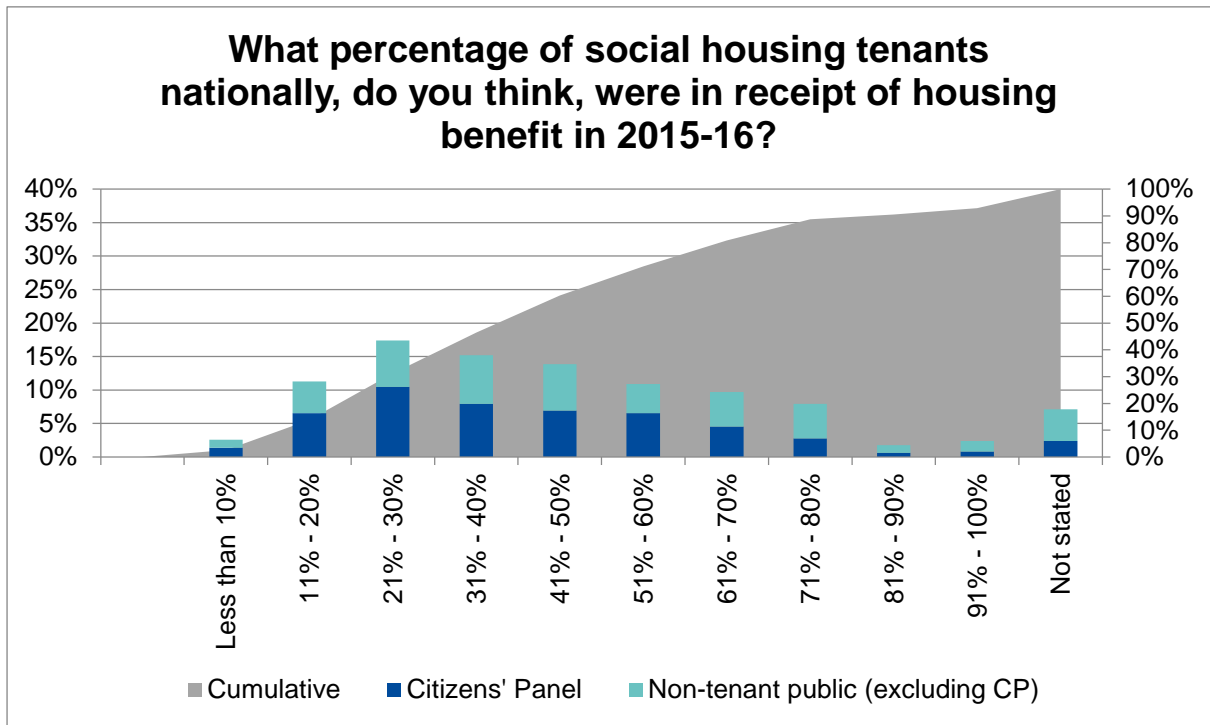


Figure 14

Between 51% and 60% of social housing tenants nationally were in receipt of housing benefit in 2015-16. 50% of Waverley tenants are in receipt of housing benefit.

Tenant answers

How long have you been a council tenant?

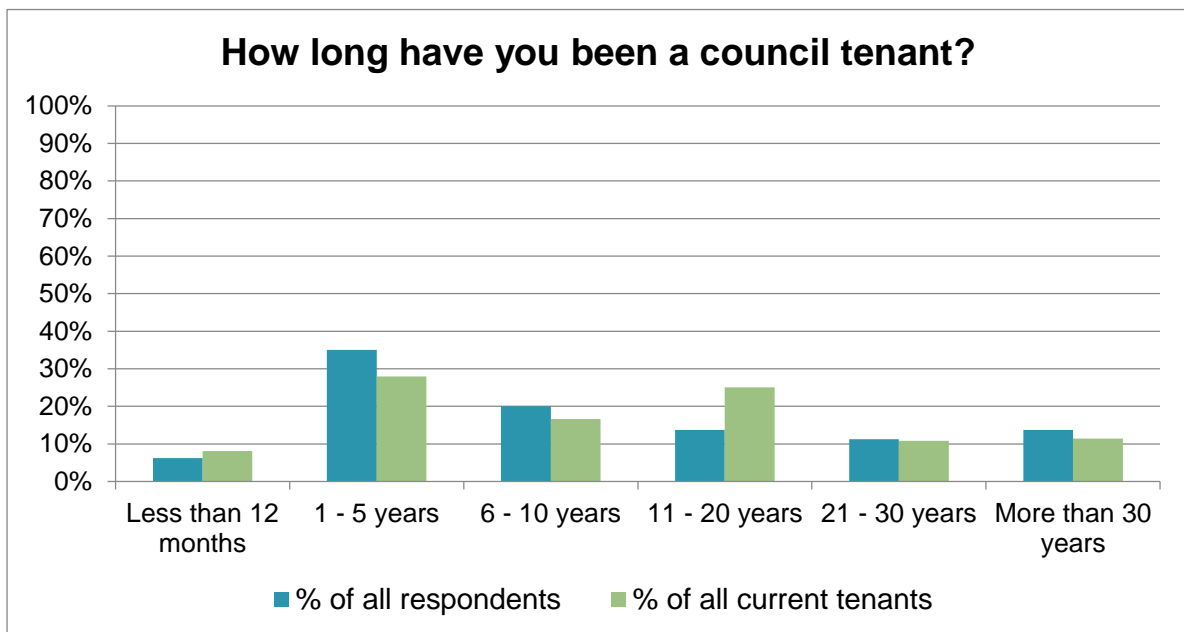


Figure 15

60% of respondents had been tenants for 10 years of less and were broadly representative of the Waverley demographic, with the 11 – 20 years group being the most under-represented. Surveying people who have been council tenants for varying lengths of time results in the data reflecting a wider and more representative range of experiences.

Are you working/in receipt of benefits?

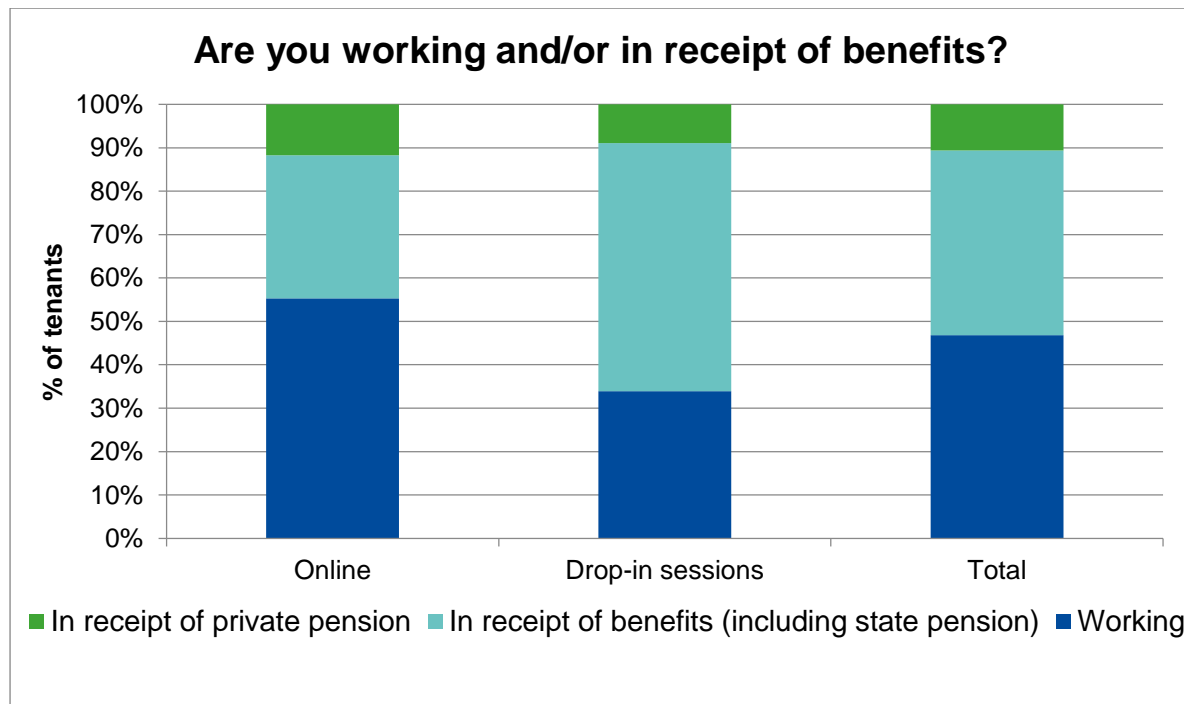


Figure 16

Respondents were free to select more than one answer.

It is important to note that a person ‘in receipt of benefits (including state pension)’ could also be working.

This question was asked in order to enable comparison between the actual proportion of tenants in work and the public perception.

As figure 2 shows, a disproportionately high percentage of tenant drop-in session attendees were aged over 51 (more than 80%). Coupled with the fact that four out of five tenant drop-in sessions were held in the day-time (when people who are retired are more likely to be able to attend), this could explain the difference between the proportion of respondents stating they were in work, and those stating they were in receipt of benefits (including state pension).

As figure 12 explains, less than 10% of social housing tenants were unemployed in 2016-17 not including pensioners, and if this is equivalent to the Waverley figure it can be assumed that many of the respondents who chose ‘in receipt of benefits’ were either pensioners and/or were also working.

It is clear that this data captures a very basic picture of the employment status of tenants and would benefit from further delineation between types of benefits being received.

What are the good things about being a council tenant?

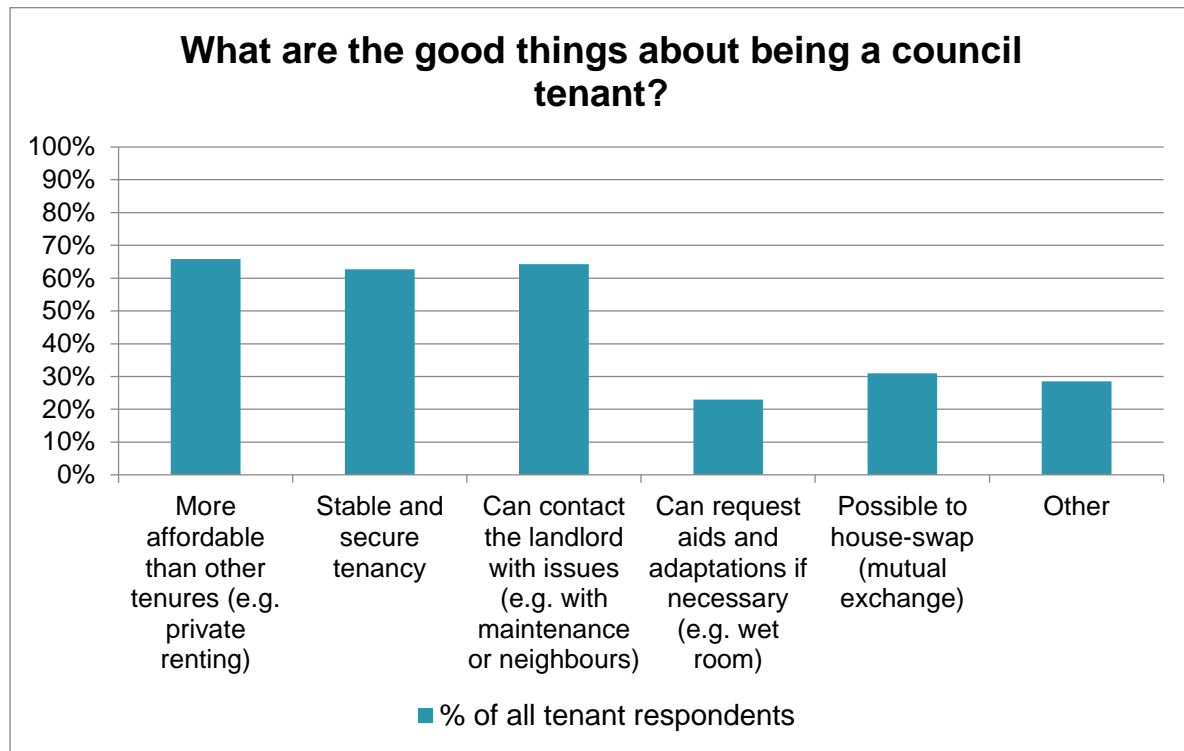


Figure 17

The most common answers from the tenant drop-in sessions formed the basis of the questions for the subsequent tenants online survey. Respondents were allowed to select more than one answer and were able to specify individual answers through the comments section (the ‘other’ column of the graph above represents these comments).

Over half of respondents said affordability, secure tenancy and the ability to contact the landlord with issues were good things about being a council tenant. Several individual comments were made in response to this question, mostly about living in a “*well maintained property*” with “*quick and reliable responses*” from a “*landlord [that] cares about tenants*”. One respondent described Waverley as “*a great council to deal with*” saying that “*some landlords can be difficult – being a council tenant removes the vast majority of these stresses*”, suggesting that renting a council property is simpler compared to renting privately.

One respondent did say there “*isn’t anything good about being a council tenant*” and that they are only a council tenant due to their “*health circumstances*”.

With nearly 5,000 properties it is not surprising that there were a wide variety of opinions provided, however in the main tenants positive comments outweighed the negative.

What are the bad things about being a council tenant?

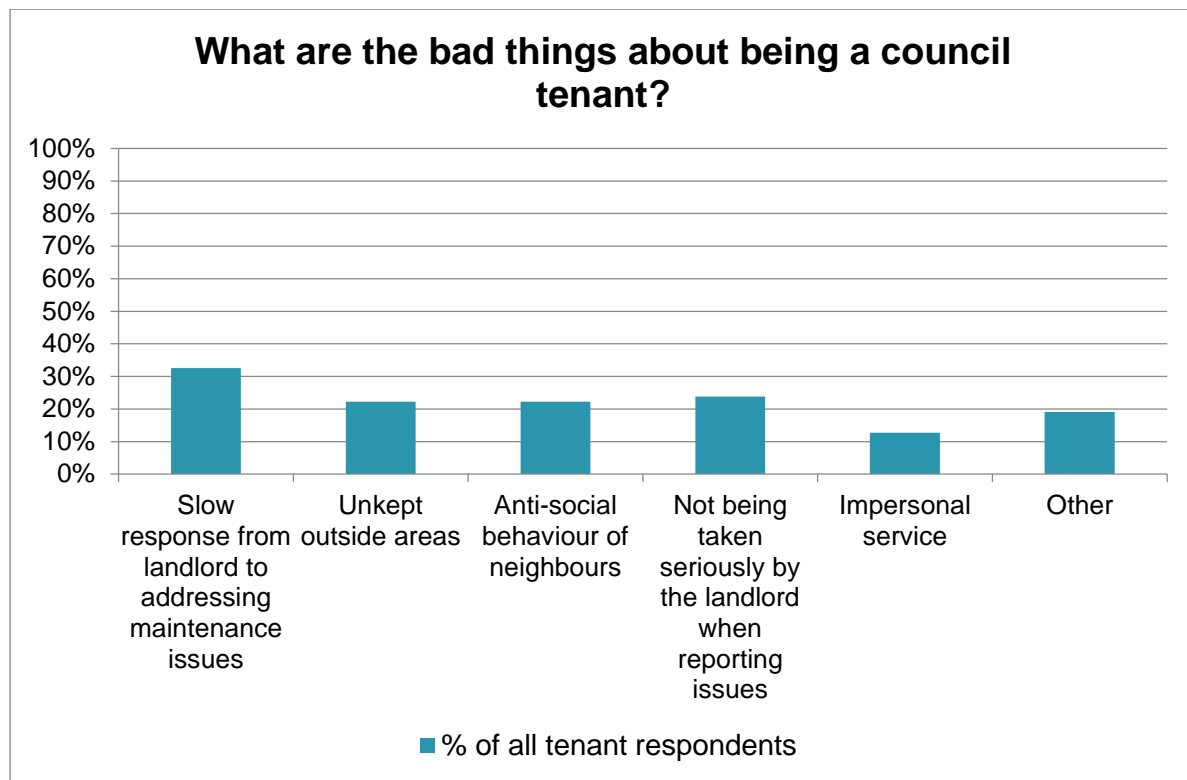


Figure 18

As with the previous question regarding good things about being a council tenant, the most common answers from the tenant drop-in sessions formed the basis for the multiple choice questions in the tenant online survey. Respondents were allowed to select more than one answer and were able to specify different answers through comments (the 'other' column of the graph above represents these comments).

It is notable that out of 514 unique responses, 347 were what respondents thought was good about being a council tenant and 167, less than half, were what is bad about being a council tenant.

There were, however, more comments for the question about bad things, (44 compared to 36 good things) with most of these centred around the responsiveness of the Council, both in terms of answering queries and undertaking work to the property.

Some comments were about the physical characteristics of the property that the respondents lived in with some respondents describing their properties as "*small*", "*old fashioned*" in a "*remote location*" with a "*lack of space and parking*".

Other comments referred to the "*maintenance not always [being] good quality*" and "*poor quality of repairs when they are done*".

Two respondents mentioned difficulty moving and one said that the compensation form after a flood in her property had been too difficult to fill in⁹.

Three comments referred directly to stigma against council tenants with others saying “*private tenants/owners make them feel that they are beneath them*” and referring to the “*attitude towards tenants from Waverley officers*”.

One of the principles of the Paper referred to empowering residents and ensuring voices are heard and landlords are held to account. The fact that over one fifth of respondents said ‘not being taken seriously by landlord when reporting issues’ is one of the bad things about being a council tenant is an area for concern and this report contains a recommendation for the level of customer satisfaction with how enquiries are dealt with to be reviewed.

What are the things that make you feel proud about where you live?

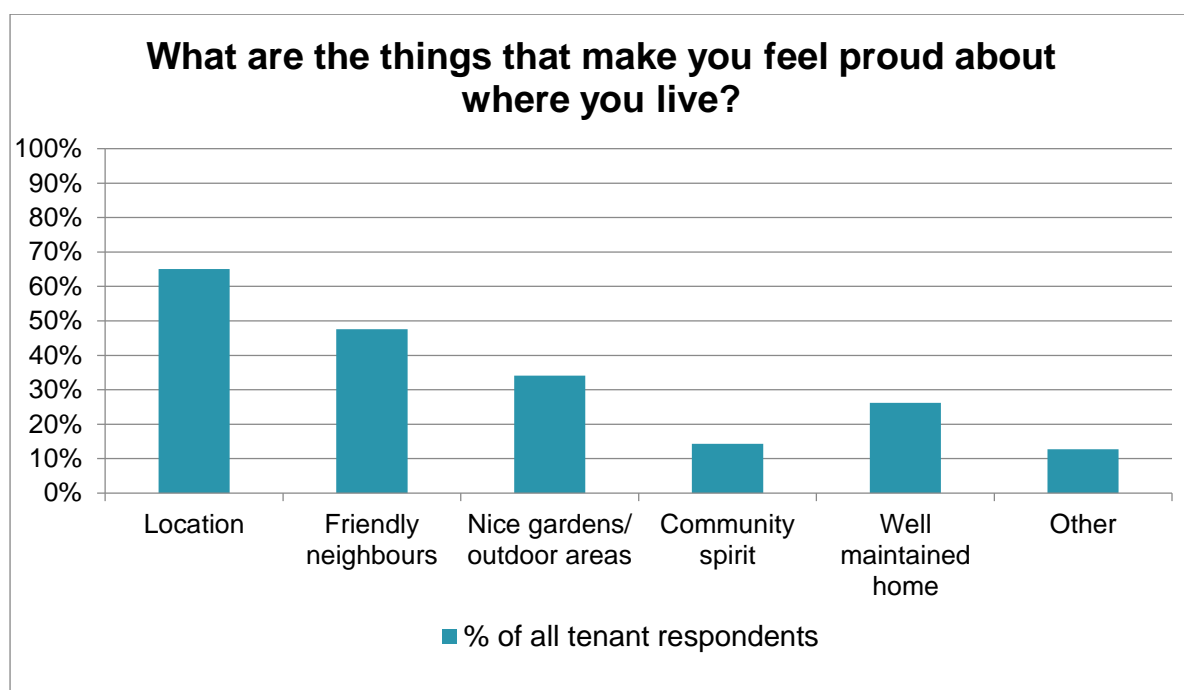


Figure 19

As with the questions regarding good and bad things about being a council tenant, the most common answers from the tenant drop-in sessions formed the basis of the multiple choice answers in the tenant online survey. Respondents were allowed to select more than one answer and were able to specify different answers through comments (the ‘other’ column of the graph above represents these comments).

Some comments referred to how social housing provides a home for people who cannot afford to rent privately or own their own home. One respondent wrote that as they had been in and out of work for a few years and if they “*were private renting [they] would have lost [their] home*”. These comments suggest that tenants recognise the increased security of renting a council home compared to a private property.

⁹ The compensation form has since been simplified.

Three respondents said there was nothing of which they were proud.

The fact that location was the thing that people were most proud of does lend itself to the assumption that the borough is a pleasant place to live.

What are the things that make you feel unhappy about where you live?

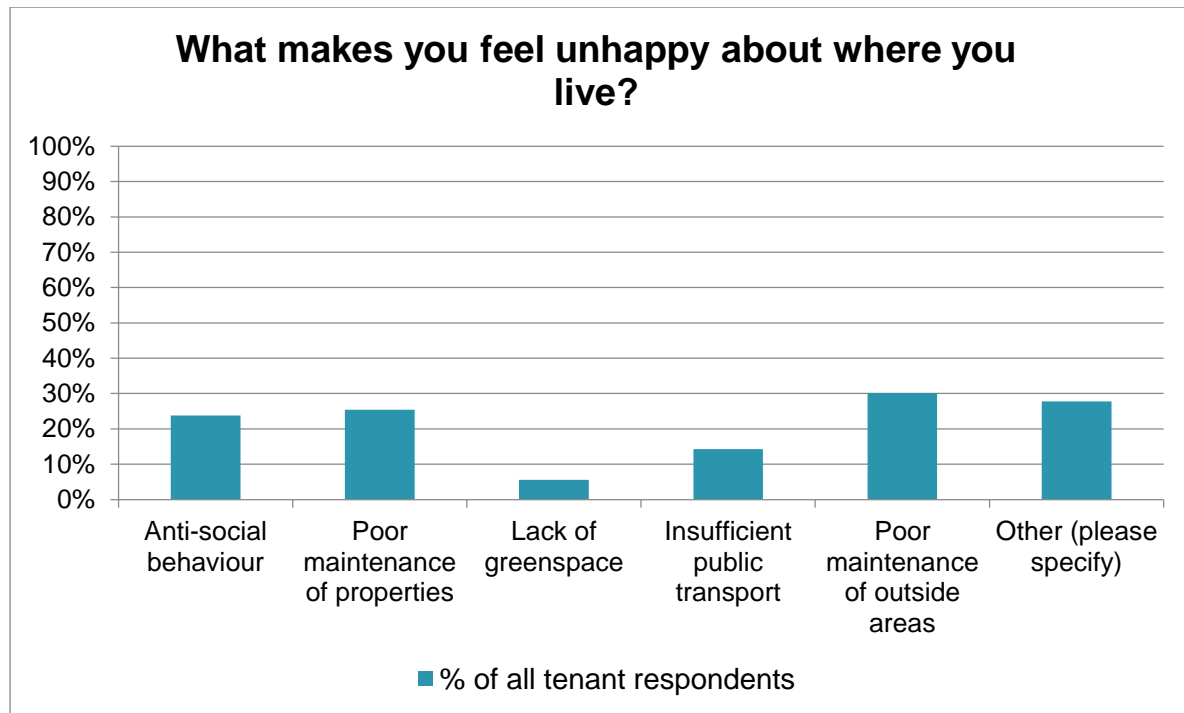


Figure 20

As with the questions regarding good and bad things about being a council tenant, the most common answers from the tenant drop-in sessions formed the basis of the multiple choice answers in the tenant online survey. Respondents were allowed to select more than one answer and were able to specify different answers through comments (the 'other' column of the graph above represents these comments).

Poor maintenance of outside areas and properties were the two most common answers to this question, again contradicting the findings of the 2017 STAR where 76% of tenants stated they were satisfied with repairs and maintenance and 79% were satisfied with the quality of their home.

Parking issues were the most common comment for this question.

Some comments for this question related to the individual properties of respondents and outside areas, such as “*standard of kitchen fittings*”, “*bathroom in need of upgrade*” or “*not enough dropped kerbs*”.

Three respondents referred to stigma or prejudice they had experienced. One respondent said “*poor contractor who comes to do any repairs....they always seems to think that because you live in a council house they can do an awful job... it might be a council house but its our home!*”. Another respondent said “*being a council*

tenant means that when people have an issue with you [such as parking, untidiness] they are able to tell tales to the Council, who are then able to sanction you, something home owners do not experience”.

Tenants’ experiences of stigma

Tenant respondents were asked whether or not they had ever been made to feel uncomfortable about being a council tenant. Online respondents were given a binary choice whilst the nature of the drop-in sessions led to a much more open and unrestricted conversation. This difference in data collection should be considered when drawing conclusions from the results.

Has anyone ever made you or your family feel uncomfortable about being a council tenant?

Yes	23
No	46
Not sure	11
Total	80

Table 1

Out of the 80 tenants who responded to the survey online, over half said they had not been made to feel uncomfortable about being a council tenant. Just over a quarter said they had been made to feel uncomfortable, these respondents were then asked about any examples they may have. As with all of the questions in the surveys, this was not a compulsory question. If drop-in session attendees provided examples these have been captured in the section below.

Who made you feel uncomfortable about being a council tenant?

Colleague	1
Friend	8
WBC officer	5
WBC contractor	3

Table 2

Other answers given were most commonly ‘*neighbours*’ and ‘*school*’. Other comments highlighted the general social stigma they believed is attached to being a council tenant: “*general assumption some estates are bad*” and “*there is a stigma about having a council property. I think we are lucky to be in a council property and make sure I say so*”.

When did they make you feel uncomfortable?

Online tenants were asked this question and the results are shown in table 3:

Less than 12 months ago	3
1 – 5 years ago	13
6 – 10 years ago	4
11 – 20 years ago	0
20 – 30 years ago	0
More than 30 years ago	0

Table 3

How did they make you feel uncomfortable?

Overall nearly 50 comments were submitted in answer to this question.

Most comments highlighted the stigma tenants experienced and the attitudes of people to council housing. The below examples reflect these comments:

<i>"[Neighbours] thought about selling their house knowing new people were moving in (council tenants)"</i>
<i>"There was a heavily intended statement made that I was 'probably in arrears' with my rental payments which has never been the case. Very condescending."</i>
<i>"People think council tenants are lower class, they think they are better."</i>
<i>"[The colleague said] How can you be my boss when you are a council tenant?"</i>
<i>"[They believed that council housing is] for the working class, common as muck."</i>

Some comments referred to the social exclusion they faced because they were council tenants, for example *"parents avoid play dates on council estates"* and *"they don't include you"*.

Other respondents had experienced *"shoddy work"* to their properties from officers who *"didn't treat [their] house with respect"* and who had *"that'll do, it's only a council house"* attitudes. Compared to the October to December 2018 Voluntas report, this type of experience is relatively rare, with 'satisfaction across the repairs journey [being] highest in relation to the operatives themselves, in particular relation to being polite and respectful and keeping dirt and dust to a minimum'¹⁰. The report also showed that 93% of tenants were satisfied with the overall quality of work.

One respondent to the non-tenant survey left the below comment:

<i>"There is still a stigma (not just in this area but within this office) regarding social housing – these comments come from anyone and I have overheard hundreds of comments since I've worked here which may have been derogatory towards tenants. We need a positive change on this as absolutely anyone in any circumstance, job, nationality, etc, can live in or may need social housing in the future. It does not define who you are as a person."</i>
--

And another said: *"I was extremely angry that some councillors dismissed the idea that anyone felt any stigma about social housing. Very pleased the Council is investigating this."*

When asked about their experiences some tenant respondents said that people assume *"council housing is worse than other types"* and that *"people who live in council housing have to live there because they spend all their money on drugs and alcohol"*.

Eight of the comments referred to poor treatment of council tenants and an overall lack of a sense of ownership enabled by the Council. The comments below illustrate how some tenants feel they lack control over their homes or are treated less favourably because they are a council tenant.

¹⁰ Voluntas, Waverley Borough Council: Responsive Repairs Satisfaction October – December 2018.

“The way that we were treated...just because it was a council home we had no say in how they did things”

“WBC stood up for contractors instead of residents, felt like treated differently on some issues.”

“There is a tendency for officers to believe that it is acceptable to tell tenants when repairs are to be carried out and don’t give the tenant opportunity to discuss. The assumption is that not enough tenants look after their properties when in reality it is a small minority.”

“Council didn’t deal with ASB because I was a Council tenant.”

“That we don’t have a right to moan about anything eg parking”.

As highlighted previously, empowering residents and ensuring their voices are heard is one of the five principles of the Paper. A lack of a sense of ownership of tenants suggests they do not feel sufficiently empowered when it comes to their property.

A handful of tenant respondents who were surveyed either tried to avoid telling people that they lived in council housing or knew someone who avoided telling people. Whether this is in anticipation of judgement or a result of embarrassment, it can narrow public understanding of council housing and those who live in it, and contribute to the prejudice against council housing. Tenants who are proud to live in council housing can help to educate the wider public on its strengths and assist in reducing stigma.

Media portrayal

The final part of the tenant survey asked about how social housing tenants are portrayed in the media.

Tenants were asked if they had come across positive and negative stories about social housing.

As with all other questions asked in the tenant survey, some respondents took part online and others were interviewed face to face at the drop-in sessions. The respondents who took part online were likely to answer the question in a focused way (opting for ‘yes’, ‘no’ or ‘not sure’) whereas drop-in session respondents were provided with a less constrained approach and consequently in this group there was a higher percentage of ‘not selected’ corresponding to a blank text box on the interview paper. This discrepancy should be taken into account when viewing the results.

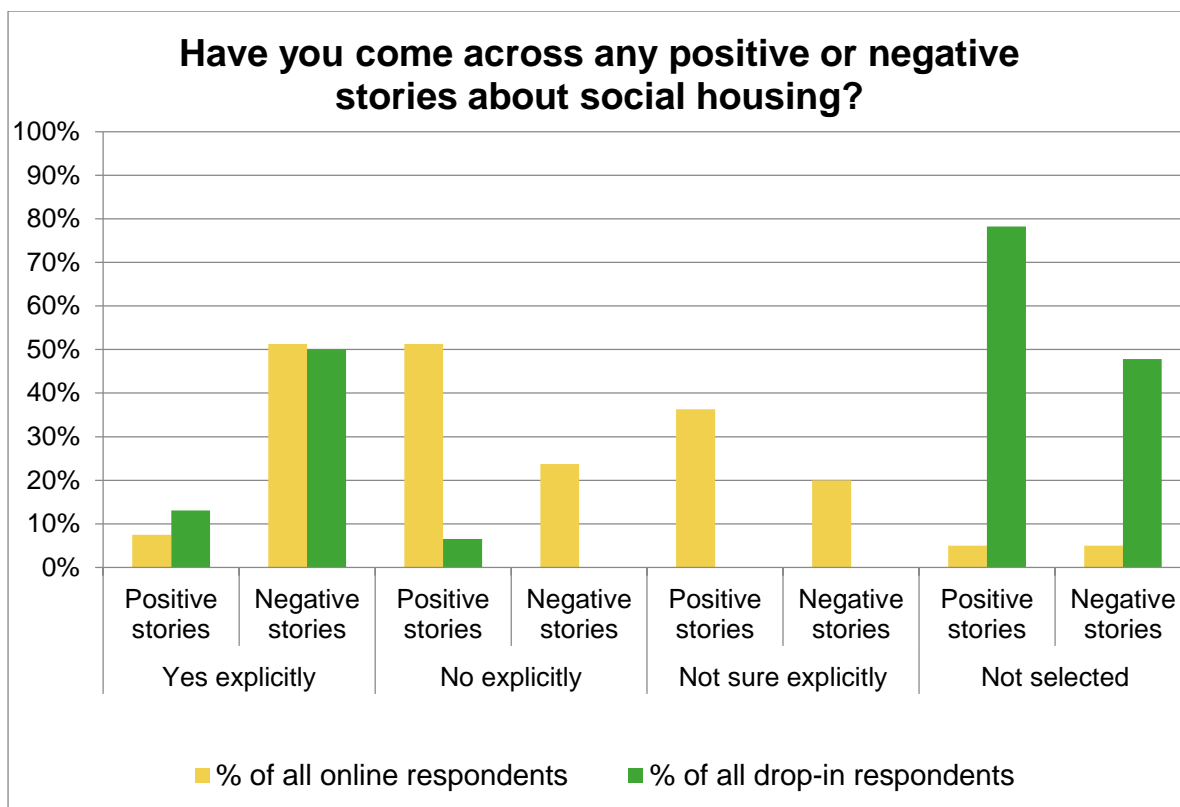


Figure 21

The difference between the proportions of respondents explicitly saying they had come across positive media stories compared to negative media stories is significant. Many more respondents were certain they had seen negative stories about social housing in the media.

Conversely, more residents explicitly said they had not seen any positive news stories compared to those who had not seen negative new stories. There were some respondents, however, who said they had not seen any negative news stories.

Online respondents who explicitly said that they had seen either a positive or negative media story were asked to provide examples. Examples provided by drop-in session respondents are also included in this section.

There were 7 comments provided when asked if the respondents had any examples of positive media stories. Two referred to a sense of community spirit and local activities:

“Council make periodic meeting with tenants...local newspapers report activities involved with council especially old people.”

“Community spirit when people are burgled or there’s a fire.”

One tenant provided the example of how the Grenfell Tower disaster was reported in the news and said they believed tenants had been represented fairly. Another tenant said that they believed TV programmes such as ‘Benefits Street’ were positive as they highlighted the stigma council tenants face. The remaining comments were

about how *“local newsletters show pride in housing delivery”* and that there is a *“sense of need by all members of the community”*.

What examples of negative media stories about council housing are there?

Respondents provided 57 comments in answer to this question. The vast majority referred to stereotypes of council tenants being reinforced in the media:

<i>“That there is a certain ‘type’ of people who live in council housing – those in receipt of benefits that perhaps aren’t warranted, are lazy, uneducated.”</i>
<i>“Assuming we are all benefit cheaters.”</i>
<i>“Stereotyping, papers draw attention to where they live if they are a council tenant – implication.”</i>
<i>“Press suggests council tenants don’t work or are drug dealers.”</i>
<i>“Stereotyping of families, antisocial behaviour.”</i>

Other comments were about the fact the media reports on the lack of social housing, clearly a negative news story but not necessarily one that paints council tenants in a poor light.

How the findings of this report compare to Chartered Institute of Housing – Rethinking Social Housing report

The Chartered Institute of Housing published its 'Rethinking Social Housing' report (the CIH report) in June 2018 after undertaking extensive research, including surveys, interviews, workshops, secondary data analysis and a review of existing literature. The research on which this report (Council Housing: Pride or Prejudice) is based was designed by the Group after taking inspiration from the CIH report. Some of the questions asked in the research of this report were based on those asked by the CIH and therefore allow useful comparison.

Some of the tenant profile information gathered for this study was mirrored in the CIH study. For example, the CIH report stated that 43% of social housing tenants are working, matching the proportion of tenant respondents in employment who took part in this study. Despite the skew in this report's data towards the views of older respondents, these similarities are encouraging indications that the findings are comparable to those of social housing tenants nationally.

The CIH report set out the below 6 headline messages:

- Adopt a common definition and understanding of the role and purpose of social housing.
- Ensure that tenants have a voice.
- Increase the support of genuinely affordable homes.
- Ensure everyone can afford a place to call home.
- Make sure that existing homes and neighbourhoods are of good quality and well managed.
- Challenge the stigma and stereotyping attached to social housing.

Adopt a common definition and understanding of the role and purpose of social housing

Social housing is a broad term that encompasses several different types of housing tenures. Coupled with the legislative changes that social housing and social housing providers have seen over the years, such as large-scale stock transfers, tenancy changes and the development of housing associations, it is not surprising that there is some general confusion about what the term 'social housing' actually means. It could be argued that this general uncertainty around the term has partly contributed to the lack of a commonly understood role/purpose of social housing and eligibility.

One of the main purposes of the Group's research supporting this report was to gauge the attitudes and perceptions of members of the public, covering both tenants and non-tenants, towards social housing. It was for this reason that 'social housing' was not defined to the participants, their responses were based upon whatever their individual perceptions of 'social housing' were. This non-prescriptive approach to terminology was suitable for the purpose of this study but, as the CIH report argues,

'to understand the role and purpose of social housing we need a common definition'¹¹.

Ensure that tenants have a voice

The CIH report refers to the reprioritisation of spending by social housing providers following the national 1% rent reduction from 2016-2020, imposed on social landlords by the Welfare Reform and Work Act 2016, and states that 'anecdotally, this has led to reduced resources for tenant involvement in certain cases'¹². Fortunately Waverley has been able to keep tenant engagement as a priority and maintain a resource to support a range of activities including—two active and independent tenant representative bodies, the Tenants' Panel and the Waverley Scrutiny Group. In addition to these formal groups, tenants must be empowered individually in order to feel that their concerns will be heard and addressed. As figures 18 and 20 of this report show, some tenants do not feel their concerns are being taken seriously by the landlord, and others have experienced a poor level of service, attributing this to the officer's attitude towards council housing. This report has highlighted these areas, drawn comparisons with data already obtained by the Council and made recommendations to help address these issues.

Increase the supply of genuinely affordable homes

One of the strongest messages coming out of the research behind this report was that a large number of respondents think more social housing should be built. One respondent said: "*I think there should be more social housing built than is allowed at the moment – there are too many homeless people in the UK at the moment and I think in this day and age this should not be so.*" Many respondents had opinions on the Right to Buy scheme with lots of comments on how it has negatively impacted upon the supply of social housing.

The current housing crisis in the UK is a problem recognised by all political parties. It is clear that lack of homes, both social and private, has contributed to the disparity between supply and demand. It seems counter intuitive, then, that the Council's housing register has decreased significantly since 2012. The Localism Act 2011 meant that local authorities had more power than previously over the allocation criteria; they could set their own rules such as requiring a local connection, having an income limit or not allowing homeowners on the register. As the criteria were tightened the number of people on the Council's housing register dropped dramatically. The research undertaken for this study shows that there is a lack of awareness amongst members of the public concerning eligibility for social housing and it can be argued, therefore, that the number of people on the register isn't the only reflection of housing need in the borough, and some people who fit the criteria aren't applying. For example, the West Surrey Strategic Housing Market Assessment uses a variety of indicators to estimate the level of local housing need. This gap in applications is problematic as it makes estimating the true levels and nature of

¹¹ Chartered Institute of Housing, 'Rethinking Social Housing: Final report', p6
<http://www.cih.org/resources/PDF/Policy%20free%20download%20pdfs/Final%20Rethinking%20social%20housing%20report.pdf>

¹² Ibid p20

housing need more difficult, meaning the data needed to support the business case for new homes could be flawed. Encouraging more eligible people to apply would allow a more accurate picture of who is in need. However, whilst there is merit in encouraging this approach, there is also an argument that this can create unrealistic expectations given the shortage of housing supply as well as increased administration costs to the Council.

Ensure everyone can afford a place to call home

In its report the CIH states that ‘we need to move towards a policy framework which links rents to local incomes. This would take account of local and regional differences and make sure that no one is priced out of finding a decent place to live’¹³. As the ‘purpose’ and ‘who do you think lives in social housing?’ sections of this report highlight, many people who work in the borough of Waverley cannot afford to live here. The CIH report also makes reference to this issue and claims ‘travel to work figures show there is still huge demand for social housing closer to low paid employment’¹⁴.

Ascertaining an accurate picture of housing need in the borough is vital to delivering enough suitable homes for those who need them.

Make sure that existing homes and neighbourhoods are of good quality and well managed

The quality of council homes (high, low and in between) is a consistent theme of this report and comments from tenants about the management of homes, both positive and negative, have been an important part of the data gathered on which the report is based. Data from the STAR and Voluntas survey show that tenants are generally happy with the quality and management of their homes. However it is clear that this is an area which requires ongoing monitoring to ensure that standards are maintained and where possible improved.

Challenge the stigma and stereotyping attached to social housing

The commitment of councillors and officers to carry out the research and produce this report shows an active desire to tackle any stigma and stereotyping attached to social housing. The study underlying this report found both pride in and stigma against social housing and has produced a number of recommendations in order to ensure the services delivered to the Council’s tenants continue to be improved.

Terms associated with social housing

Much of the findings of the research underlying this report resonate with those contained within the CIH report. When asked about their understanding of social housing, ‘affordability’ came up in 80% of responses to the research the CIH did.

¹³ Chartered Institute of Housing, ‘Rethinking Social Housing: Final report’, p6
<http://www.cih.org/resources/PDF/Policy%20free%20download%20pdfs/Final%20Rethinking%20social%20housing%20report.pdf>

¹⁴ Ibid p11

¹⁴ Ibid

This compares very closely to the over 90% of respondents to the survey undertaken for this report who associated 'affordability' with social housing.

As discussed earlier in this report, the term 'home for life' is one many tenants also associate with social housing. Security of a permanent home came up frequently in the responses to the study carried out by the CIH, showing clear similarities between the findings of the studies and highlighting the importance of this perception.

Who lives in social housing?

The opinion that social housing is for 'anyone' was shared by roughly 50% of respondents to this study and many of the comments in response to the question had the same 'element of pragmatism with recognition that some form of 'rationing' was currently unavoidable'¹⁵ found in the research of the CIH report. Many responses to this study refer to the difference between levels of supply and levels of demand for social housing and some acknowledged the impact this has had on the allocation process and, in turn, the perception of social housing:

"I think the scarcity of social housing has meant that only those most in need can qualify which has meant a change to the make up of social housing areas and caused some of the perceived difficulties."

The fairly low level of respondents who thought 'professionals' lived in social housing also indicates that there is a clear need for an educative process that promotes the Allocation policy.

Stigma surrounding social housing

Negative representations of social housing tenants in the media described by some respondents were also recognised in the CIH report. The CIH report stated that 'social housing tenants are frequently portrayed as choosing to live on social security...committing tenancy and benefit fraud, and perpetuating anti-social behaviour'¹⁶, this is not a true image of social housing tenants and is indicative of a lack of understanding of eligibility criteria, employment status and professions of tenants, as highlighted in the 'See the Person' campaign.

Furthermore, when asked why they wouldn't live in social housing some respondents said they believed that the properties had "*poorly maintained gardens/fencing*", were "*rundown*" and that "*there seems to be less pride taken in how the properties and land around them are looked after*". This image, too, is referenced in the CIH report as it states 'their homes and the surrounding areas are presented as being of poor quality and run-down – yet 30% of privately rented homes fail the decent homes standard (DHS) compared to 13% of social housing'¹⁷. The fact that the tenants have access to a repair and maintenance service does not appear to be widely acknowledged. The commonalities in findings across this report and the CIH report

¹⁵ Chartered Institute of Housing, 'Rethinking Social Housing: Final report', p11
<http://www.cih.org/resources/PDF/Policy%20free%20download%20pdfs/Final%20Rethinking%20social%20housing%20report.pdf>

¹⁶ Ibid p25

¹⁷ Ibid

demonstrate that stigma and prejudice around social housing is prevalent and based on misconceptions which need to be addressed.

Conclusions

It is clear that there is some confusion over the role and purpose of social housing and it would be beneficial for a common definition to be adopted across the Council in order to avoid any misconceptions, to promote eligibility and to assist in addressing stigma.

Although this report is limited to the experience of council housing tenants¹⁸ rather than a broader social housing tenants group, the results are comparable to the findings of the CIH report and can be relied upon, alongside other data sources, to help to develop council services.

Whilst the research reached over 600 respondents, it is acknowledged that the findings have limitations and this subject would benefit from further in-depth study. It is clear that the demographics of respondents do not provide an accurate representation of residents in the borough and additional representations across age groups, particularly in the under 35 cohort, are required. It would also be beneficial to be able to make comparisons across social housing providers in the borough.

The data gathered as a result of the research reflects the national picture in terms of experience of stigma and perceptions of the strengths and weaknesses of social housing. It is, therefore, encouraging that the Green Paper 'A new deal for social housing', published by the government in 2018, focused on five principles for the improvement and development of social housing nationally.

One of the principles is 'Ensuring homes are safe and decent'. Whilst the study did not find any immediate concerns with the safety of properties, the results did show that only 50% of tenants surveyed associate the term 'well maintained' with social housing. It also found that a significant proportion of non-tenants believe social housing can be identified by its external appearance. This is unlikely to be particular to Waverley housing alone but does go some way to explain how stigma against social housing is reinforced by poor design and poor maintenance, including outside spaces. This is an important point and one which the Council has taken some steps to address through its recently published Housing Design Standards and Affordable Housing SPD. In addition to the wider benefits of good design these documents highlight the value of tenure blind developments and its role in tackling stigma. There are also further recommendations regarding measures to address estate appearance made within this report.

One of the principles in the Paper concerned the 'Effective resolution of complaints' and another referred to 'Empowering residents and strengthening the regulator'. In this study, when asked 'what are the bad things about being a council tenant?' over one fifth of tenants said 'not being taken seriously by the landlord', suggesting that some tenants feel their voices go unheard. Again, this criticism is unlikely to be unique to Waverley and the results of the STAR 2017 indicate that rates of satisfaction were in line with other landlords. This does not mean, however, that attempts to empower tenants have no scope for improvement.

¹⁸ Except from 13 housing association tenants taking part in the public survey.

One of the principles of the Paper related to 'Tackling stigma and celebrating thriving communities'. This principle formed a principle part of the background of this study, the aim of which was to learn about the factors influencing tenants' views of their homes, with the goal of tackling the causes of prejudice by developing services which promote pride in tenants' homes and promoting the eligibility criteria for council housing, thereby dispelling common myths.

Some of the misconceptions around social housing and its tenants, including levels of unemployment and eligibility, became evident through the research. For example, over 70% of non-tenant respondents thought a household would need to earn less than £40,000 to be eligible for a council property, when the actual figure is £60,000. This misapprehension has the potential to contribute to stigma through reinforcing barriers to social housing for higher income groups.

A further misunderstanding highlighted by the report is that professionals do not live in social housing. This view could act as a significant deterrent to professional people, who meet the eligibility criteria, from adding their names to the council housing register, thereby reducing their housing choices. Consistent and coordinated efforts to educate the public on eligibility and tenant diversity are vital to dispel myths around social housing.

The subject of preferred housing choice was one that was raised in our non-tenant survey when asking 'would you consider living in social housing?'. Approximately 60% of respondents answered 'no' or 'not sure' to this question. Whilst the supplementary questions asking what informed this response could be reflective of a borough with a high number of owner occupiers, with the predominant answer being 'I don't need to', this may also be indicative of the lack of understanding of eligibility for social housing and a lack of familiarity with modern day council housing

This links with the final principle of the Paper which recognises the need to 'expand supply'. Significant numbers of respondents to the survey agreed with: "*social housing is a valuable option for many members of the community and more should be provided*" and requested: "*build more please*". Whilst the research clearly indicates that stigma and prejudice against social housing exists, it also shows that it is a valued resource, the strengths of which are recognised and valued by residents of all tenures across the borough. We are building high quality new council homes, however numbers are limited, and with a reducing number on our housing register, a campaign to address barriers and promote Waverley Borough Council as a landlord of choice informs this report's recommendations.

This report has succeeded in going some way to answer some of the questions, such as whether stigma exists in the borough, first raised at the Housing O&S Committee meeting of September 2018, however it also highlights the complexity of this subject and the opportunities for additional work to be carried out to create a more comprehensive understanding of the causes of stigma and what can be done to tackle this.

Recommendations

Housing Services

1. A review is undertaken of the Council's Allocation policy, to ensure an easy application process for all eligible residents, including local workers, and more representative demand data is collected.
2. A review is undertaken of the level of customer satisfaction with how enquiries are dealt, comparing existing data with the results of this research, and action taken as necessary.
3. The call for tender and subsequent evaluation of bids for contracts for services that involve entering a tenant's home or engaging with tenants should include focus on the conduct of operatives.

Estate Appearance

4. 'Kerb appeal' and maintenance of outside areas should be included in the 2021 – 2026 Asset Management Strategy.
5. Priority areas for improvement (both by location and type of issue) should be identified with a plan of remedial action created and implemented in order to address areas of external appearance in most need of improvement.
6. Opportunities for the implementation of a maintenance levy applied to right to buy tenants should be investigated in order to secure continued adequate maintenance of outside areas.
7. Tenants' views provided in the responses should be reviewed to see if there is any correlation between them, either positive or negative, and particular areas of Waverley's social housing stock.

Types of tenancies

8. The Council should review whether or not the introduction of flexible tenancies has so far met the original objectives set in 2014.
9. The Council should investigate the development of the range of housing available including shared ownership and other sub-market rent tenures.

Communication and promotion

10. The Council should expand develop its communication on allocation criteria to better educate members of the public on who is eligible for social housing.
11. Following the implementation of recommendations 1, 7 and 8, the Council should undertake a reassessment of housing need to inform the business case for the development of different types of properties and tenures.

Waverley Borough Council Housing Overview and Scrutiny Committee

12. The Committee supports the Affordable Housing Supplementary Planning Document on its agenda for 26 February 2019.
13. The outcomes of the reviews in recommendations 1, 2, 5 and 8 should be brought before the Housing O&S Committee for scrutiny.

14. The gaps in demographic responses should be filled by approaching schools and those who live in towns with the survey in order to obtain the views of those demographic groups missing from the data

General

15. This report should be used in the induction of all staff and councillors to educate them on any misconceptions or potential unconscious bias around social housing, with the purpose of ultimately ensuring professionalism in service delivery.
16. The Council should consider signing up to the national 'See the Person' campaign.
17. The composition of regular data sources (for example the Citizens' Panel) should be reviewed in terms of overall representativeness with the intention of identifying and recruiting members in those demographic groups that are currently under-represented, and with an overall aim of more closely matching the established demographic composition of the borough.
18. The data gathered should be offered to universities for use in Master degree studies.

Glossary

Affordable housing: housing for eligible people who are unable to afford housing to rent or buy on the open market, meeting definition in National Planning Policy Framework.

Affordable Housing Supplementary Planning Document (the SPD): a supplementary document that adds to the detail of the Local Plan Part 1.

Citizens' Panel: a panel of over 500 residents who have chosen to respond to surveys sent by the Council in order to inform and enhance service delivery

Flexible tenancies: introduced by Waverley Borough Council as standard in 2014, a tenant will progress onto a flexible tenancy following successful completion of the introductory period (12 months). Flexible tenancies usually are for a period of 5 years, at this point the Council carries out an assessment of whether or not the tenant still meets the allocation criteria (for example household income limits).

Essential local workers: public sector employees who provide frontline services in areas including health, education and community safety – such as NHS staff, teachers, police, firefighters and military personnel, social care and childcare workers.

Housing Design Standards document (HDS): a set of standards for new Council Homes informed by a task and finish group of the Housing O&S and approved in July 2018.

Residualisation: the process by which, due to insufficient supply, only those in most immediate housing need are allocated social housing.

'See the Person' campaign: a national campaign sponsored by social housing providers aimed at tackling misrepresentations and negative stereotyping of social housing tenants.

Secure tenancies: the standard tenure for Waverley Borough Council tenants until 2014, secure tenancies provided a permanent home for tenants, providing all conditions were met.

Social housing: an umbrella term for housing provided at a subsidised rate, allocated by need and provided by the state and non-profit organisations.

Survey of Tenants and Residents (STAR): a survey of the satisfaction levels of tenants and leaseholders of Waverley Borough Council, conducted every three years.

Stigma: mark of shame or discredit due to a person's circumstance (in the case of this report discredit due to a person's housing tenure).

Tenure blind developments: housing developments designed in such a way that it is not possible to distinguish between properties of different tenures.

Voluntas survey: a survey targeted at tenants who have recently had work undertaken to their property, aimed at gauging satisfaction with the service.

Appendices

Appendix 1: Questions asked in non-tenant survey

- 1. Do you associate the following terms with social housing?**
(Please tick either yes or no for each)

	Yes	No
Affordability		
Safe place to live		
Well maintained		
Home for life		
Sense of community		

- 2. Can you spot social housing by its external appearance?**
(Please tick only 1 option)

- Always
- Sometimes
- Rarely
- Never
- Not sure

- 3. Would you consider living in social housing?**

- Yes, go to question 4
- No, go to question 5
- Not sure, go to question 6

- 4. Why would you consider living in social housing?**

(Please select all that apply. After completing this question please skip to question 6)

- It's more affordable
- It's a home for life
- It's good quality
- It has a good sense of community
- It can provide living support
- Other

If you chose other, please give the reason:

- 5. Why wouldn't you consider living in social housing?**

(Please select all that apply)

- I don't need to
- It's for those with less money
- I would have less choice of location

- It's of poor quality
- I think it has more crime
- Other

If you chose other, please give the reason:

6. Who do you think lives in council housing?

(Please select all that apply)

- | | |
|--|---|
| <input type="checkbox"/> Pensioners/retired people | <input type="checkbox"/> Young adults |
| <input type="checkbox"/> Families with young children | <input type="checkbox"/> Families with older children |
| <input type="checkbox"/> Single people | <input type="checkbox"/> Couples |
| <input type="checkbox"/> Professionals | <input type="checkbox"/> Unemployed people |
| <input type="checkbox"/> Immigrants | <input type="checkbox"/> Single parents |
| <input type="checkbox"/> People in receipt of benefits | <input type="checkbox"/> Anyone |
| <input type="checkbox"/> Other | |

Other, please specify:

7. What percentage of social housing tenants nationally, do you think, were unemployed in 2016-17 (not including pensioners)? (Please tick only one option).

- | | |
|---|---|
| <input type="radio"/> Less than 10% | <input type="radio"/> Between 51% and 60% |
| <input type="radio"/> Between 11% and 20% | <input type="radio"/> Between 61% and 70% |
| <input type="radio"/> Between 21% and 30% | <input type="radio"/> Between 71% and 80% |
| <input type="radio"/> Between 31% and 40% | <input type="radio"/> Between 81% and 90% |
| <input type="radio"/> Between 41% and 50% | <input type="radio"/> Between 91% 100% |

8. What percentage of social housing tenants nationally, do you think, are immigrants? (Please tick only one option).

- | | |
|---|---|
| <input type="radio"/> Less than 10% | <input type="radio"/> Between 51% and 60% |
| <input type="radio"/> Between 11% and 20% | <input type="radio"/> Between 61% and 70% |
| <input type="radio"/> Between 21% and 30% | <input type="radio"/> Between 71% and 80% |
| <input type="radio"/> Between 31% and 40% | <input type="radio"/> Between 81% and 90% |
| <input type="radio"/> Between 41% and 50% | <input type="radio"/> Between 91% 100% |

9. What percentage of social housing tenants nationally, do you think, received housing benefit in 2015-16? (Please tick only one option).

- | | |
|---|---|
| <input type="radio"/> Less than 10% | <input type="radio"/> Between 21% and 30% |
| <input type="radio"/> Between 11% and 20% | <input type="radio"/> Between 31% and 40% |

- Between 41% and 50%
- Between 51% and 60%
- Between 61% and 70%
- Between 71% and 80%
- Between 81% and 90%
- Between 91% 100%

10. How much income do you think a household has to have to be eligible for a council house in Waverley? (Please tick only one option).

- Less than £30,000 per year
- Less than £40,000 per year
- Less than £60,000 per year
- Less than £80,000 per year

11. Do you have any further comments about social housing?

12. How old are you?

- Under 35
- 35 – 50
- 51 – 64
- 65+
- 85+
- Prefer not to say

13. Do you live in a:

- Town
- Village
- Other

14. What is your postcode?

15. In which type of property do you live?

- House
- Flat
- Senior living scheme
- Other

Other, please specify:

16. What is your housing tenure?

- Owner occupier
- Private rent
- Council rent
- Living with family and friends
- Other

If other please specify:

Appendix 2: Questions asked in tenant survey

1. How old are you?

- | | |
|-----------------------------------|--|
| <input type="checkbox"/> Under 35 | <input type="checkbox"/> 65+ |
| <input type="checkbox"/> 35 – 50 | <input type="checkbox"/> 85+ |
| <input type="checkbox"/> 51 – 64 | <input type="checkbox"/> Prefer not to say |

2. Do you live in a:

- Town Village Other

3. How long have you been a council tenant?

- | | |
|--|---|
| <input type="checkbox"/> Less than 12 months | <input type="checkbox"/> 11 – 20 years |
| <input type="checkbox"/> 1 – 5 years | <input type="checkbox"/> 21 – 30 years |
| <input type="checkbox"/> 6 – 10 years | <input type="checkbox"/> More than 30 years |

4. Are you (please select all that apply):

- Working
 In receipt of benefits (including state pension)
 In receipt of private pension

Other, please specify:

5. What are the good things about being a council tenant?

- More affordable than other tenures (e.g. private renting)
 Stable and secure tenancy
 Can contact the landlord with issues (e.g. with maintenance or neighbours)
 Can request aids and adaptations if necessary (e.g. wet room)
 Possible to house-swap (mutual exchange)

Other, please specify:

6. What are the bad things about being a council tenant?

- Slow response from landlord to addressing maintenance issues
 Unkept outside areas
 Anti-social behaviour of neighbours
 Not being taken seriously by the landlord when reporting issues
 Impersonal service

Other, please specify:

7. What are the things that make you feel proud about where you live (please select all that apply)?

- Location
- Friendly neighbours
- Nice gardens/outdoor areas
- Community spirit
- Well maintained home

Other, please specify:

8. What are the things that make you feel unhappy about where you live (please select all that apply)?

- Anti-social behaviour
- Poor maintenance of properties
- Insufficient public transport
- Poor maintenance of outside areas
- Lack of green space

Other, please specify:

9. Has anyone ever made you feel uncomfortable about being a council tenant?

- Yes
- No
- Not sure

10. Who made you feel uncomfortable about being a council tenant)? (Only asked in online survey).

- Colleague
- Friend
- Waverley Borough Council officer
- Waverley Borough Council contractor

Other, please specify:

**11. When did they make you feel uncomfortable about being a council tenant?
(Only asked in online survey).**

- Less than 12 months ago
- 1 – 5 years ago
- 6 – 10 years ago
- 11 – 20 years ago
- 20 – 30 years ago
- More than 30 years ago

12. How did they make you feel about being a council tenant (e.g. what did they say)? (Only asked in online survey).

13. Have you come across any positive media stories (newspaper, TV, social media) about council housing?

- Yes
- No
- Not sure

14. What examples of positive media stories about council housing are there?

15. Have you come across any negative media stories (newspaper, TV, social media) about council housing?

- Yes
- No
- Not sure

16. What examples of positive media stories about council housing are there?

17. What is your postcode?

18. In which type of property do you live?

- House
- Flat
- Senior living scheme
- Other

If other please specify:

19. Do you associate the following terms with social housing?
(Please tick either yes or no for each)

	Yes	No
Affordability		
Safe place to live		
Well maintained		
Home for life		
Sense of community		

20. Who do you think lives in council housing?
(Please select all that apply)

- Pensioners/retired people
- Families with young children
- Single people
- Professionals
- Immigrants
- People in receipt of benefits
- Other
- Young adults
- Families with older children
- Couples
- Unemployed people
- Single parents
- Anyone

If you chose other, please specify:

Appendix 3: Housing stock and live applications information

Age of Waverley housing stock (as at 2019)

Age of property	Number of properties
Pre 1945	792
1945-1964	1988
1965-1974	846
1975-1999	1047
Post 1999	134
1964-1974	1
Total	4808

Live applications at 09/01/2019

Age of applicant	Number of applications
1 to 35	550
36 to 50	353
51 to 64	213
65 to 83	148
84 plus	29
Total	1293

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WAVERLEY BOROUGH COUNCIL

HOUSING OVERVIEW AND SCRUTINY COMMITTEE

26 FEBRUARY 2019

Title:

SERVICE PLANS 2019-2022

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

Summary and purpose:

This report presents the three-year Service Plans for April 2019 to March 2022 for the service areas under the remit of this Committee, which are:

- Housing Operations
- Housing Strategy and Delivery

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

Waverley's performance management framework helps ensure that Waverley delivers against all of its Corporate Priorities. Service Plans form an important part of this, setting out the business priorities for each service for the coming three years, and how they help to deliver the Council's priorities.

Financial Implications:

Draft Service Plans were prepared as part of the budget process and any financial implications are included in the draft budget.

Legal Implications:

There are no specific legal implications arising from this report.

Background

1. The Service Plans have been prepared by Heads of Services in cooperation with their teams and Portfolio Holders to set out the service objectives for the coming three years in line with the Corporate Strategy 2018-2023 and the Medium Term Financial Plan 2019-2022.
2. In the past, Service Plans have focused on the current financial year only. In order to more closely align them with the Council's Medium Term Financial Plan (MTFP), each Service Plan now covers the period up to 2022. As an important management tool they include business as usual outcomes and actions as well as service-wide projects and cross cutting projects. The Plans are 'living' documents and will be subject to continuous improvement to reflect the needs of the organisation. Progress on Service Plans will be monitored on a quarterly basis through the Corporate Performance Report.

3. Set out at Annexe 1 are the Service Plans for Housing Operations and Housing Strategy and Delivery.

Recommendation

It is recommended that the Housing Overview & Scrutiny Committee:

Considers the Service Plans for 2019-2022 as set out at Annexe 1 and makes any observations to the Management Team and any policy recommendations 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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Service Plan 2019-2022

Head of Service:	Hugh Wagstaff
Strategic Director:	Annie Righton
Portfolio Holders:	Cllr Carole King

Service:	Housing Operations
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Business as usual / Service description

Housing Operations is made up of five teams who manage and maintain Council homes and tenancies:

- **Property Service Team** - responsible for the management of the council's housing portfolio and ensuring homes are kept in good repair through the delivery of planned and reactive works and health and safety compliance. (Monitored through the Corporate Performance indicators: H2, H6, H7, H8, H9)
- **Tenancy and Estates Team** - ensure tenancy conditions are met, supporting tenants and delivering community development opportunities.
- **Rent Accounts Team** - responsible for charging and collecting rent and service charges. (Monitored through the Corporate Performance indicator H5)
- **Senior Living Team** - support older and/or vulnerable tenants to live independently at designated schemes.
- **Family Support Team** - provide practical support to help families.

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Service Projects

Outcome 1. The service is financially robust with at least £2m reserve						
Corporate Priority: <i>People</i>						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action*
1.1	Complete an annual review of Housing Revenue Account (HRA) Business Plan to ensure the service is able to deliver objectives and is financially sound.	none	01/09/19	01/11/19	Housing Finance Manager (LK)	F, LR, S, SD and R
1.4	Develop new asset management strategy to ensure a prudent, planned approach to repairs and maintenance of homes and communal areas	none	01/01/19	01/09/20	Strategic Asset Manager (PT)	F, LR, S, SD and R
1.5	Develop value for money strategy to ensure optimal benefit is derived from resources and assets.	none	01/04/19	01/10/19	Housing Finance (LK)	F, LR, S, SD and R

1.7	Develop processes to minimise the risks of Universal Credit to the HRA Business Plan.	none	01/04/19	01/01/00	Rent Accounts Manager (DH)	F and SD
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Outcome 2. The service meets the needs of residents by meeting satisfaction targets annually

Corporate Priority: <i>People</i>						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
2.2	Implement the "understanding residents needs" project recommendations to ensure the service provides choice, information and communication that is appropriate for the diverse needs of tenants.	none	01/01/20	31/04/2021	Tenancy and Estate Manger (RI)	SD and R
2.6	Review future of Family Support Service to ensure support services meet the diverse needs of our residents	none	01/04/19	31/03/20	Family Support Team Manager (JS)	SD and R

Outcome 3. Our people will be skilled and professional to put residents at the heart of everything we do (50% with professional qualification by 2023)

Corporate Priority: <i>People</i>						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
3.1	Be active partner with Chartered Institute of Housing as a Gold Standard Corporate Partner to ensure access and information for staff development	£20k training	01/04/19	31/03/20	Housing Strategy and Enabling Manager (EL)	LR, S, SD and R
3.2	Develop Housing Human Resources action plan to support Corporate Human Resources Strategy to recruit, retain and develop high quality staff to deliver high quality, value for money frontline services.	none	01/04/19	31/10/19	Service Improvement Manager (AH)	LR, S, SD and R
3.3	Implement actions from Housing Overview & Scrutiny Reviews (subject to Executive approval) to deliver improved professional services	none	01/04/19	31/03/20	Service Improvement Manager (AH)	SD and R

3.4	Develop and retain qualified staff to deliver the service objectives and ensure the safety of tenants	£20k training	01/04/19	31/03/22	Operations Manager (HR)	LR, S and SD
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Outcome 4. We will be recognised as an effective partner within the community by attaining nominations, case studies to O&S and joint events						
Corporate Priority: People and Place						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
4.2	To develop and maintain effective partnerships to support Community Safety, good neighbourhoods and communities	none	01/04/19	31/03/20	Tenancy and Estate Manger (RI)	S, SD and R
4.5	Work with Partners to seek opportunities to promote health and wellbeing	none	01/04/19	31/03/20	Service Improvement Manager (AH)	S, SD and R

Outcome 5. The customer experience will be improved by meeting and exceeding satisfaction targets annually						
Corporate Priority: People and Place						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
5.1	Effective mobilisation of new property services contracts to meet key service performance indicators	£50k	01/09/18	30/04/19	Operations Manager (HR)	F, S, SD and R
5.2	Implement the digital transformation strategy to increase range of means to access services	£50k	01/04/19	31/03/20	Service Improvement Manager (AH)	F, SD and R
5.3	Develop programme to review service standards to ensure continuous improvement and set expectations	none	01/04/19	31/03/20	Service Improvement Manager (AH)	LR, S, SD and R

5.4	Develop review programme for policies to reflect good practice and legislative changes	none	01/04/19	31/03/20	Service Improvement Manager (AH)	LR, S, SD and R
5.5	Deliver stage three of Housing Customer Service development programme	none	01/04/19	31/03/20	Customer Services (TM)	F and SD

* assessed against Corporate risk themes F Financial, LR Legal/Regulatory, S Safety, SD Service Delivery and R Reputation

Joint Housing Service actions

Service Plan 2019-2022

Head of Service:	Andrew Smith
Strategic Director:	Annie Righton
Portfolio Holders:	Cllr Carole King

Service: **Housing Strategy and Delivery**

Business as usual / Service description

Strategic Housing and Delivery fulfil the Council's statutory obligations regarding housing and homelessness, build new Council homes and develop service improvements. The service is made up of four teams:

- **Housing Development Team** - identifies opportunities for increasing the supply of council homes and manages the new-build programme. (Monitored through the Corporate performance indicators: P6, P7, H10)
- **Housing Options Team** - provides advice and assistance to prevent homelessness, manages the Housing Register and allocates social rented homes in the Borough. (Monitored through the Corporate performance indicators: H3, H4a, H4b, H4c)
- **Private Sector Housing Team** - provides advice and information on a range of issues affecting the living conditions of people in private sector housing and administers home improvement and disabled facilities grants
- **Service Improvement Team** - develops policy and procedures, manages performance data, implements service improvements and delivers specialist projects including tenant involvement activities and the housing management database.

Service Projects

Outcome 1. The service is financially robust with at least £2m reserve						
Corporate Priority: <i>People</i>						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action*
H1.2	To support review of Housing Revenue Account (HRA) Business Plan to achieve 10 year new homes delivery plan.	none	01/04/19	31/03/22	Housing Development Manager (LB)	SD and R
H1.3	To complete Ockford Ridge development sites A, B and C and refurbishment phase two and three.	none	01/04/19	31/03/22	Housing Development Manager (LB)	LR, SD and R
H1.5	Develop value for money strategy to ensure optimal benefit is derived from resources and assets.	none	01/04/19	01/10/19	Housing Finance Manager (LK)	F, LR, S, SD and R

H1.6	Deliver new homes programme to meet objectives of the HRA Business Plan including acquisition of land.	£100k	01/04/14	31/03/24	Housing Development Manager (LB)	LR, SD and R
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Outcome 2. The service meets the needs of residents by meeting satisfaction targets annually

Corporate Priority: People

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action*
H2.1	To develop an "understanding residents needs" project to collate information, identify actions and set targets to ensure the service provides choice, information and communication that is appropriate for the diverse needs of tenants.	none	01/04/19	31/12/19	Service Improvement Manager (AH)	SD
H2.3	Review the Home Improvement Policy to meet needs of residents and reflect legislative changes.	none	01/04/19	31/03/20	Private Sector Housing Manager (SB)	LR, S and SD
H2.4	Implement the Housing Strategy action plan to increase supply of affordable housing in the borough with annual review (also outcome 4)	none	01/04/18	31/03/23	Housing Strategy & Enabling Manager (AL/EL)	SD and R
H2.5	Develop and implement Shared Ownership product to maximise homes and options for those in housing need.	£50k	01/04/19	31/03/20	Housing Development Manager (LB)	SD and R
H2.7	Review the new council homes handover process and internal communications for improved future management and maintenance services.	none	01/04/19	31/12/19	Service Improvement Manager (AH)	S and SD

Outcome 3. Our people will be skilled and professional to put residents at the heart of everything we do (50% with professional qualification by 2023)

Corporate Priority: People

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action*
H3.1	Be an active partner with the Chartered Institute of Housing as a Gold Standard Corporate Partner to ensure access and information for staff development	£20k	01/04/19	31/03/20	Housing Strategy & Enabling Manager (EL)	LR, S, SD and R

H3.2	Develop Housing Human Resources action plan to support Corporate Human Resources Strategy to recruit, retain and develop high quality staff to deliver high quality, value for money frontline services.	none	01/04/19	31/10/19	Service Improvement Manager (AH)	LR, S, SD and R
H3.3	Implement actions from Housing Overview & Scrutiny Reviews (subject to Executive approval) to deliver improved professional services	none	01/04/19	31/03/20	Service Improvement Manager (AH)	SD and R

Outcome 4. We will be recognised as an effective partner within the community by attaining nominations, case studies to O&S and joint events

Corporate Priority: People and Place

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action*
H4.1	Implement the Homelessness Strategy to prevent and tackle homelessness with annual review	none	01/04/18	31/03/23	Housing Needs Manager (MR)	F, LR, SD and S
H4.3	To develop options for Landlord Forum to promote and support local landlords	none	01/04/19	31/03/20	Private Sector Housing Manager (SB)	SD and R
H4.4	Implement Housing Strategy action plan to increase supply of affordable housing in the borough with annual review (also outcome 2)	none	01/06/19	30/09/19	Housing Strategy & Enabling Manager (AL/EL)	SD and R
H4.5	Work with Partners to seek opportunities to promote health and wellbeing	none	01/04/19	31/03/20	Service Improvement Manager (AH)	S, SD and R

Outcome 5. The customer experience will be improved by meeting and exceeding satisfaction targets annually

Corporate Priority: People

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action*
H5.2	Implement the digital transformation strategy to increase range of means to access services	£50k	01/04/19	31/03/20	Service Improvement Manager (AH)	F, SD and R
H5.3	Develop programme to review service standards to ensure continuous improvement and set expectations	none	01/04/19	31/03/20	Service Improvement Manager (AH)	F, SD and R

H5.4	Develop review programme for policies to reflect good practice and legislative changes	none	01/04/19	31/03/20	Service Improvement Manager (AH)	LR, S, SD and R
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Outcome 6 Ensure Waverley Borough Council complies with all Safeguarding obligations

Corporate Priority: People

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action*
H6.1	Establish Safety Net as single point for storing all safeguarding referrals	none	01/01/19	30/04/19	Head of Strategic Housing & Delivery (AS)	LR, S and R
H6.2	Establish Internal Safeguarding Board	none	01/01/19	30/04/19	Head of Strategic Housing & Delivery (AS)	LR, S, SD and R
H6.3	Ensure all staff engage in relevant Safeguarding training	£1k	01/04/19	31/12/19	Head of Strategic Housing & Delivery (AS)	LR, S, SD and R
H6.4	Review Safeguarding Policy	none	01/07/19	31/10/19	Head of Strategic Housing & Delivery (AS)	LR, S, SD and R

* assessed against Corporate risk themes F Financial, LR Legal/Regulatory, S Safety, SD Service delivery and R Reputation

Joint Housing Service actions

WAVERLEY BOROUGH COUNCIL

HOUSING OVERVIEW & SCRUTINY COMMITTEE

26 February 2019

Title:

HOUSING DEVELOPMENT UPDATE

**[Portfolio Holder: Cllr Carole King]
[Wards Affected: Borough wide]**

Background and purpose

Provision of affordable housing is central to community well being. It is consistent with the council's corporate strategy *people* goals for 2018-2023 by investing in our homes to ensure that they are pleasant and safe, maximising the supply of affordable housing by developing new council homes and implementing Housing Strategy 2018-2023.

Members are asked to note this report which provides an update on the progress since January 2018 on delivery of well designed, sustainable and energy efficient homes for the council to meet the housing need of Waverley residents.

Completed schemes

Sherrydon, Cranleigh

Two new 2 bed homes were handed over in February 2018.

Nursery Hill, Shamley Green

Five new homes consisting of 3 x 2 bed and 2 x 3 bed houses were handed over in April 2018.

Wey Court, Godalming

Twenty four new homes consisting of 2 x 2 bed houses and 22 x 1 and 2 bed flats were handed over in June 2018.

Site D, Godalming

Sixteen new homes consisting of 6 houses and 10 flats were handed over in July 2018.

On Site

Community Rooms: conversion to 1 bed flats: Stonepit Close, Godalming, Griggs Meadow, Dunsfold and Woodyers Close, Wonersh

3 x 1 bed flats

Niblock builders were appointed as the contractor with the final completion date of all three units forecast for April 2019.

Site A – 37 new homes

The site is cleared and hoarded. Thakeham Client has been appointed as the contractor. Start on site is now agreed for April 2019.

A 3-phase delivery programme has been proposed and agreed by the contractor, with the first handover of up to 15 units by the end of May 2020. This will require the council to bring forward partial demolition of site B in order to avoid the expiry of the planning consent.

Pre-development

Ockford Ridge

Site B: 17 new homes

Site C: 30 new homes (planning application submitted)

Site E: 14 new homes (concept designs)

Site F: 22 new homes (concept designs)

Site B

Agreement is being sought with planning services to allow for the activation of the current consent through partial demolition (21-24 Ockford Ridge) of the site, programmed for summer 2020, subject to successful tendering, decanting and appointment of disconnection and demolition works.

The appointment of relevant consultancies to support this accelerated programme will commence in the next two months. Early notification of the council's programme to affected tenants and residents is also in preparation.

Site C

Formal public consultation was extended following the late request for further information from Surrey CC, Thames Water and Surrey Wildlife Trust. The Planning Committee will now consider the application at its March 2019 meeting.

Sites E & F

Site E: 89 – 94 Ockford Ridge: three pairs of small, semi-detached houses whose rear gardens fall away steeply down to Cliffe Road.

Site F: 119 - 134 Ockford Ridge (excluding 125,126): a mixture of small semi-detached and terraced houses.

Following Management Board approval of the business case to deliver new build housing on this site rather than undertake refurbishment works, the communications and housing development teams prepared an information pack for tenants impacted by the proposals.

Appointments were made so each tenant could talk to officers. A Drop In Surgery was also arranged and well attended. The Tenant Liaison Officer will continue to liaise with tenants living on this site.

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 has been agreed and signed off by Head of Service, with a retention held for a further twelve months.

Phase 2 & 3

All survey works are now completed. It is expected the successful contractor will commence works in March 2019 with a completion date no later than December 2019.

It is expected that the contractor will start on the external works first on Phase 2 with Phase 3 programmed as full refurbishment. All properties included in Phase 3 are now void.

One property will provide adapted ground floor accommodation for an existing tenant at Ockford Ridge (Site C) with a long term health condition.

Land Adjacent to 13 Ryle Road, Farnham

2x 1-bed flats

A Planning application was submitted and subsequently refused at the Planning Committee in January 2019, with reasons for refusal including parking, scheme design and the adverse effect on Thames Basin Heaths SPA.

Following the refusal, officers have been advised by planners to resubmit a pre-application, while actively engaging with Ward Councillors.

A decision will be made on the way forward for this site after the elections in May 2019.

Land adjacent to 85 Aarons Hill, Godalming

4x 1-bed flats

The original plans for the application attracted an objection from the Ramblers Association, regarding the location of the footpath that in turn, had an impact on the view expressed by Surrey County Council.

Therefore, the plans were redrawn and the footpath was relocated to the other side of the site. Surrey County Council has had sight of the amended plans and we do not anticipate any objections regarding the new location of the footpath.

The application is expected to be considered by the planning committee in March 2019.

Chiddingfold

Queens Mead: 1x1 bed flat, 1x2 bed flat, 6x2 bed house
Hartsgrove: 2x1 bed flats, 2x2 bed houses, 2x3 bed houses
Pathfields: 2x1 bed flats, 9x2 bed houses
Turners Mead: 2x2 bed houses

Pre-application advice has been obtained for the sites and a number of surveys have already been completed. The remaining surveys required to support the planning applications will be undertaken after all the tenants who are impacted by the proposals have been consulted. Meetings with tenants are taking place as this report is prepared. Further pre-application advice will be sought following further survey results.

Ward Members have been briefed by officers on the proposals for the sites.

The initial tenant engagement takes place in mid February ahead of the Neighbourhood Plan Group public event on 22 – 24 February. The Housing Development Team will arrange a separate drop in consultation event for the tenants and residents living in the community near the sites. Further consultation events will be held before planning applications are submitted.

Business cases and Project Initiation Documents have been prepared for all 4 sites.

Financial appraisals have been undertaken for each scheme based on current cost estimates. All show a positive result based on charging an affordable rent (80% market rent).

Churt – Parkhurst Fields

5x2 bed houses

Initial pre-application advice has been received from planners and comments taken on board.

A financial appraisal has been prepared based on estimated costs at this stage and charging affordable rent (80% market rent).

The Lunch Club has moved to a new venue.

A consultation event will be arranged to seek local residents' feedback ahead of submission of a planning application.

The Ward Member and Parish Council are aware and supportive of the proposal to develop this site.

Cranleigh – Amlets Place, Amlets Way

2x 2 bed houses
3 x 3 bed houses

Amlets Place is the winner of the 'Surrey Property Awards Best Large New Homes Development 2018.' The site is fully owned by CALA Management Limited (CALA) and

has full planning permission. Officers are working with CALA to acquire five new homes on their site off Amlets Lane, Cranleigh. The homes consist of two 2 bed houses for affordable rent and three 3 bed houses for shared ownership.

Pipeline Schemes

(Not yet in the public domain)

Elstead: up to 30 units

Milford: 8-10 units

Churt: up to 12 units

Officers are currently working on other identified sites which are expected to deliver a further 40 units.

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WAVERLEY BOROUGH COUNCIL

HOUSING OVERVIEW AND SCRUTINY COMMITTEE

26 FEBRUARY 2018

Title:

**AFFORDABLE HOUSING SUPPLEMENTARY PLANNING DOCUMENT-
CONSULTATION**

[Portfolio Holder: Cllr King]

[Wards Affected: All]

Summary and purpose:

The purpose of this report is to seek the Committee's consideration of the draft Affordable Housing Supplementary Planning Document (SPD). This document sets out the Council's proposed approach for securing planning obligations in connection with policies contained in Local Plan Part 1 and makes a recommendation to committee to approve for consultation between 06.05.19 - 17.06.19.

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

This report supports the Council's People / Place / Prosperity priorities by enabling the provision of affordable housing for households in need and the wider social, economic and community benefits of new affordable homes. The provision of affordable housing provides secure, safe and affordable homes for people to thrive and supports the economy.

Equality and Diversity Implications:

The draft Affordable Housing SPD supports policy AHN1 of Local Plan Part 1 and seeks to maximise the delivery of affordable housing in Waverley. Affordable housing actively promotes equality by offering security and opportunity to households in housing need, who often experience inequalities associated with living on a low income. Women, people with

disabilities and BME groups are more likely than other groups to access social housing. The development of new affordable housing therefore benefits these groups.

Financial Implications:

The consultation for the SPD will be carried out by existing staff in the Housing Strategy and Enabling team using the Planning Policy consultation system without incurring any extra costs. Therefore, no additional financial resource is sought at this stage.

Legal Implications:

The main legislation on which the SPD is based is the Planning and Compulsory Purchase Act 2004 (as amended), Town and Country Planning (Local Planning) (England) Regulations 2012 and the Community Infrastructure Levy Regulations 2010. There are no legal implications arising out of this report in addition to the normal activities undertaken by the Council's Legal Services team in relation to securing Section 106 Agreements.

Background

1. A working group of officers from the Housing and Planning Services has drafted the attached draft Affordable Housing SPD.
2. The draft Affordable Housing SPD will be a significant material consideration in the determination of planning applications and appeals. It will support a transparent and efficient planning process and will ensure consistent and fair decision making.

Local Plan Context

3. The Waverley Borough Council [Local Plan Part 1](#); Strategic Policies and Sites (LPP1) was adopted by the Council on 20 February 2018. LPP1 sets out the strategy for development and growth in the Borough to 2032 and includes policies to secure affordable housing. Chapter 9 ('Affordable Housing and Other Housing Needs') includes Policy AHN1; Affordable Housing on Development Sites and Policy AHN2: Rural Exception Sites.
4. Paragraph 9.27 states that 'more detail on the application of Policy AHN1 and Policy AHN2 will be developed through supplementary planning documents which will include details on the approach to calculating financial contributions; up to date information on the type and size of affordable housing required; the cascade

mechanism to be applied to cases where viability is an issue; other matters of detail interpretation/ application of the policies.’

Scope and Themes

5. The draft Affordable Housing SPD has been developed to provide clarity to developers, affordable housing providers, Development Management officers, stakeholders and local residents regarding the basis on which affordable housing will be sought, the forms it will take and the specifications for it.
6. It includes guidance about pre-application discussions, information about affordable tenures and detail about commuted sums and Vacant Buildings Credit. The document provides an overview of the Council’s affordable housing requirements, more specifically:
 - a. Supporting information for the implementation of policies AHN1 and AHN2, including the application of a lower threshold for affordable housing in designated rural areas and rural exception sites
 - b. Guidance on the scope and requirements of legal agreements
 - c. Criteria for affordable housing providers
 - d. An overview of local housing need, as reflected in the West Surrey Strategic Housing Market Assessment
 - e. An outline of affordable housing tenures
 - f. Viability requirements and guidance including viability assessments, commuted sums and the vacant buildings credit
 - g. Template Section 106 Agreement and Nomination Agreement

Consultation

7. The proposed consultation draft of the document is attached for approval. Public consultation on the draft is due to take place from midday on 06.05.19-17.06.19. The consultation will run using the Council’s consultation portal, Inovem. Copies of the document will be available for inspection on the Council website and hard copies at the Burys, Godalming. Interested parties would be able to download the document for free. However, it is proposed that a copying charge be made to anyone, other than statutory consultees, who wishes the Council to provide a hard copy. Letters would be sent to a range of statutory consultees inviting comment.
8. Responses will be passed to the Housing Strategy and Enabling Team for processing, although hard copy and email responses will also be accepted. Officers

will review each response June-August 2019 and provide an amended document for the Executive for recommendation to the Council to adopt in September 2019.

Conclusion

9. The Affordable Housing SPD will be a significant material consideration in the determination of planning applications and appeals. It will support a transparent and efficient planning process and will ensure consistent and fair decision making.
10. Consultation is proposed for May- June 2019 with adoption anticipated for October 2019.

Recommendation

It is recommended that the members of the Housing Overview and Scrutiny Committee:

1. Note the scope and themes of the draft affordable housing SPD
2. Provide feedback on the draft affordable housing SPD
3. Approve the draft affordable housing SPD for consultation

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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**Affordable
Housing
Supplementary
Planning
Document**

**DRAFT
Feb 2019**

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ACTIVE DRAFT

CONSULTATION

This is a draft Affordable Housing Supplementary Planning Document for consultation.

Following public consultation, a final version of this document will be prepared to take account of any consultation responses received and any other relevant changes.

Once the final version of this Affordable Housing Supplementary Planning Document has been formally adopted, the Council will use it in the determination of planning applications as a material consideration.

The Council is committed to protecting your privacy when you use the Council's services. Please read our privacy notice before commenting.

The consultation period on this draft Affordable Housing Supplementary Planning Document runs from midday on 06.05-19- midday on 17.06.19.

Please return any comments or suggested changes to this draft Affordable Housing Supplementary Planning Document online:

Email: planningpolicy@waverley.gov.uk

Post: Affordable Housing Supplementary Planning Document Consultation,
Planning Policy, Planning Services, Waverley Borough Council,
The Burys, Godalming, Surrey, GU7 1HR

EXECUTIVE SUMMARY

1. **Our vision** is that Waverley borough will continue to be an attractive and prosperous place to live, work and visit. A place where our residents can take pride in their communities and where there are opportunities for all to thrive and lead healthy lives. A place that is valued by its community and supported by quality public services.

(WBC Corporate Strategy 2018-23)

2. House prices in the borough are nearly 13 times average incomes, well beyond the reach of the average family. As at 1 October 2017, there were 1500 households waiting on Waverley's Housing Register for affordable or social rented housing.

(Waverley Housing Strategy 2018-2023)

3. This Affordable Housing Supplementary Planning Document (SPD) sets out the Council's guidance on the securing of planning obligations and affordable housing from new development within the Borough.

4. It has been prepared to support the new Waverley Borough Local Plan Part 1; Strategic Policies and Sites (LPP1) which was adopted by the Council on 20 February 2018.

5. LPP1 is supported by the National Planning Policy Framework (NPPF), which was published in March 2012 and revised in July 2018. The NPPF sets out the Government's planning policies and how these are expected to be applied. This SPD is subject to change, in light of any consultation responses or changes to Government legislation and policy.

6. This SPD sets out the Council's approach to securing planning obligations in respect of affordable housing from new development across the Borough.

7. Its purpose is to provide all parties with clarity and guidance on when, how and what affordable housing the Council expect on new developments and assist the Council in achieving the goals set out in our [Housing Strategy](#).

8. An important role of the Council is to enable and coordinate the provision of housing to meet local need. This includes affordable housing, which is provided for eligible households, whose needs are not met by the market

9. The Council, through the targets set out in LPP1 will seek to match the supply of new homes with the needs of local people, ensuring that all new residential development contributes appropriate new homes in terms of size, type and tenure.

ACTIVE DRAFT

PART ONE: BACKGROUND

Policy Context

10. The Waverley Borough Council [Local Plan Part 1](#); Strategic Policies and Sites (LPP1) was adopted by the Council on 20 February 2018.
11. LPP1 sets out the strategy for development and growth in the Borough to 2032 and includes policies to secure affordable housing.
12. Chapter 9 ('Affordable Housing and Other Housing Needs') includes Policy AHN1; Affordable Housing on Development Sites and Policy AHN2: Rural Exception Sites.
13. Paragraph 9.27 states that 'more detail on the application of Policy AHN1 and Policy AHN2 will be developed through supplementary planning documents which will include details on:
 - ✓ The approach to calculating financial contributions
 - ✓ Up to date information on the type and size of affordable housing required
 - ✓ The cascade mechanism to be applied to cases where viability is an issue
 - ✓ Other matters of detailed interpretation/ application of the policies

The Council's affordable housing policies

AHN1- Affordable Housing on Development Sites

Policy AHN1: Affordable Housing on Development Sites

The Council will require 30% affordable housing on all housing developments where at least one of the following applies:

- In designated rural areas¹ developments providing a net increase of 6 dwellings or more
- In non designated rural areas developments providing a net increase of 11 dwellings or more
- Developments that have a maximum gross internal floor area² of more than 1,000 sqm m.

14. Policy AHN1; Affordable Housing on Development Sites 'will apply to single use or mixed use schemes, and to all types of residential development including private retirement homes, sheltered accommodation, extra care schemes and other housing for older people where these fall within Use Class C3³' (paragraph 9.16). Residential care homes and nursing homes (Use Class C2) are not required to provide affordable housing.
15. 'The policy will apply to development sites that exceed the thresholds set out. Where such sites are sub-divided, each sub-division or smaller development must contribute proportionally towards achieving the amount of affordable housing which would have been appropriate on the whole or larger site' (paragraph 9.17)
16. Policy AHN1 applies to all types of residential development sites including change of use, conversions and mixed use sites that incorporate an element of residential development and result in a net increase in the number of units on the site.
17. The thresholds in Policy AHN1 of Local Plan Part 1 were set in accordance with and to reflect previous national planning practice guidance. Since the adoption of Policy AHN1 in February 2018, the Government has revised the

¹ Rural Areas described under [Section 157 of the Housing Act 1985](#). In the Waverley context, this applies to Areas of Outstanding Natural Beauty (AONB).

² Gross Internal Area (GIA) is defined in the [RICS: Code of Measuring Practice 6th Edition \(2007\)](#) as the internal area of a building measured to the inside face of perimeter walls at each floor level

³ Town and Country Planning (Use Classes) Order 1987 (as amended)

National Planning Policy Framework, whereby affordable housing is required on major developments, which are defined as developments of 10 or more new homes or where the site has an area of 0.5 hectares or more. Therefore, the Council will be applying the thresholds set out in the revised National Planning Policy Framework.

18. In calculating the number of units to be provided on any qualifying site, the Council will normally round up to the nearest number of whole units. However, where this is not practical, a commuted sum can be offered in lieu of a proportion of a dwelling instead. The final decision as to whether to round up or provide a commuted sum for part of a unit will be dependent on the local housing need, nature of the scheme and the impact of rounding up or down on the design, layout and viability of the affordable units.
19. In all cases where on-site provision is being made, the mix of dwelling types, sizes and tenure split should reflect the type of housing identified as being required in the most up to date evidence of housing needs and the Strategic Housing Market Assessment (SHMA), having regard also to the form and type of development appropriate for the site. Any proposed departure from the mix recommended in the SHMA will require justification and supporting evidence to be provided by the applicant.
20. Contributions towards the provision of affordable housing will be either through the on-site provision of affordable homes or by financial contribution or commuted sum⁴. The provision of affordable housing or financial contributions will be secured through an appropriate legal agreement or undertaking.
21. On developments in designated rural areas with a site area under 0.5 hectares but with a net gain of 6-9 dwellings, the contribution may be in the form of a cash payment equivalent to the cost of providing 30% on-site provision in line with the Council's Commuted Sum Formula. This is paid after the completion of all of the units within the development.
22. In all other cases, on-site provision of affordable housing will be required and only in exceptional circumstances will an alternative to on-site provision be considered.

⁴ See Part 3

AHN2-Rural Exception Sites

AHN2: Rural Exception Sites

Where there is a genuine local need for affordable housing which cannot be met in some other way, small scale developments of affordable housing may be permitted on land that is within, adjoins or is closely related to the existing rural settlement, provided that:

- The development is small in scale, taking account of the size of the village and respects the setting, form and character of the village and surrounding landscape and
- Management arrangements exist to ensure that all of the affordable dwellings remain available on this basis to local people in perpetuity

Where it can be clearly demonstrated that it is required to ensure the viability of the scheme, the Council will consider a limited element of open market housing, provided that;

- The requirements set out under (i) and (ii) or of this policy and be satisfactorily met
- The new development physically integrates the open market and affordable housing and makes the best use of the land; and
- The number of open market dwellings included in the scheme is the minimum required to provide the necessary number of affordable dwellings

23. 'The NPPF states that in rural areas, local planning authorities should be responsive to local circumstances and plan housing development to reflect local requirements, particularly for affordable housing, including through rural exception sites where appropriate. Local Planning Authorities are also expected to consider whether allowing some market housing would facilitate the provision of significant additional affordable housing' (Paragraph 9.21).
24. 'In the past, the Council has successfully applied a rural exception site policy, which allows for small scale developments of affordable housing within or adjoining rural settlements where there is a clear need. This policy has helped to facilitate the development of a number of such schemes in Waverley' (Paragraph 9.22).
25. 'The identification and development of these sites is usually driven by evidence of local need and potential sites, following the carrying out of a local housing needs survey. Recommendations from the survey will propose the number, type, tenure and mix of affordable homes in line with community need' (Paragraph 9.23).

26. 'Proposals for rural exception sites will need to be accompanied by evidence that clearly identifies and quantifies the need for affordable housing in that settlement. Any development proposals must be small in scale, having regard to the size of the settlement itself. The Council will need to be satisfied that:
- There is local support for the scheme, including adequate consultation with the appropriate Parish Council;
 - The scheme meets a demonstrated housing need identified in a Parish Council Needs survey' (Paragraph 9.24).
27. 'Depending on the circumstances and the proposed site, it will be necessary to demonstrate why the site has been selected and why other sites have been discounted. Any planning permission that is granted must be subject to an appropriate legal agreement to ensure that new dwellings remain affordable housing in perpetuity' (Paragraph 9.25).
28. 'It is expected that the land provided for affordable housing will be provided at low or nil cost. However, if it can be demonstrated that it is necessary to create additional funds over and above those available from free and low-cost land, to overcome specific constraints, or that the provision of low cost dwellings for local needs is not realistic or practicable without extra subsidy, an element of open market housing may be permitted within an overall scheme. This will be in the form of carefully prescribed cross-subsidy schemes, in order to meet the objective of developing rural affordable housing to meet local needs. The Council will need to be satisfied that the number of open market dwellings is the minimum necessary to ensure delivery of the scheme' (Paragraph 9.26).

Legal Agreements

29. Planning obligations are used to make a development acceptable in planning terms. Legal agreements are the tool to secure planning obligations and are negotiated between local planning authorities and those with an interest in a piece of land (e.g. developers). Planning obligations can be secured either through a bilateral Section 106 Agreement or through a 'Unilateral Undertaking' from a developer. Unilateral Undertakings are only signed by the land owner(s) and any other parties with an interest in the land, and not by the Council. These unilateral obligations are most frequently used in planning appeal situations, but can also be used in other circumstances.
30. The statutory basis for allowing anyone interested in land in the area of a local planning authority to enter into planning obligations is Section 106 of The Town and Country Planning Act (TCPA) 1990 (as amended).
31. The Council will expect developers to enter into an appropriate Section 106 Agreement covering all aspects of the delivery of affordable housing on the application site. An estimate of the fee payable for this can be obtained from the Council's Policy and Governance Team. The fee will depend on the complexity of the agreement.
32. The Section 106 agreement will include requirements relating to:
 - Definition of affordable housing and affordable tenures
 - The bed size, tenure mix and location of affordable housing
 - Any local connection criteria (if appropriate)
 - Agreement with the Council on the Affordable Housing Plan
 - Safeguarding use of homes as affordable dwellings for future eligible households⁵
 - The retention of obligations relating to the affordable dwellings
 - Expectation to recycle any receipts or grant arising from the disposal of all or part of an affordable dwelling⁶
 - Mortgagee in Possession clauses and limitations on the occupation of the affordable housing.

A Template Section 106 Agreement is attached as Appendix 3 to this document.
33. The Section 106 Agreement should be finalised and ready for completion prior to the determination of the application. There may be circumstances, particularly with Outline applications, where the details of affordable housing provision have not been finalised. The Section 106 Agreement will contain a

⁵ Subject to exclusions, such as Right to Buy/ Right to Acquire

⁶ Subject to current Homes England policies or requirements, and amended as appropriate to reflect any changes arising from Homes England

requirement for the submission and approval of an Affordable Housing Plan. The Affordable Housing Plan would need to be submitted and approved prior to the commencement of the development. In the case of Outline applications, we recommend this should be submitted as part of, the Reserved Matters application.

34. The details to be provided in the Affordable Housing Plan are⁷:
 - a. Total number and % of affordable homes
 - b. Anticipated tenure/ bed size/ type/ gross internal floor areas
 - c. Site layout showing location of affordable homes
 - d. Affordable housing provider
 - e. Nomination and management arrangements
 - f. Affordability
35. Planning obligations secured by way of a Section 106 agreement or Unilateral Undertaking are binding on the land and are therefore enforceable against all successors in title. They are registered as a local land charge and will remain on the register. They will therefore be revealed on local searches until the planning obligation has been fully complied with or the planning permission to which the Section 106 agreement or Unilateral Undertaking relates has expired.
36. If the Council has evidence that that a planning obligation is not being complied with, the Council will consider the need to investigate this further and whether enforcement action should be taken if other measures fail to rectify the situation.

Scheduling affordable housing delivery

37. The Council will normally include triggers in the legal agreement to ensure that the affordable housing is not delivered significantly in advance or later than the market housing. These may vary from site to site, but a guide would be:
 - Not to allow the commencement of development until a contract has been entered into with an Affordable Housing Provider to deliver the affordable housing in accordance with an approved Affordable Housing Plan.
 - Not to permit nor enable more than 50% of the Open Market Units (or as otherwise agreed in writing between the Borough Council and the Parties) to be in occupation until the date upon which the Parties or their successors in title have transferred the freehold interest in the Affordable Housing Land to the agreed Affordable Housing Provider .

⁷ See Appendix 1

- Not to permit nor enable more than 75% of the Open Market Units to be in occupation until the date upon which the Parties or their successors in title have completed the affordable housing units
- Unless otherwise agreed in writing with the Borough Council, the Affordable Housing Units shall be occupied pursuant to the provisions of the Nomination Agreement.

Maintaining accommodation as affordable housing

38. In order to ensure that the need for affordable housing in Waverley Borough continues to be met in the future, it is considered that there should be provisions that either preserve the status of the affordable housing, replace it, or, if it is no longer used for affordable housing, that resources derived from it are recycled to replace the dwelling(s) that have been lost
39. The Council will therefore require provisions in the Section 106 agreement that:
- Keep the units within the definition of affordable housing, and
 - Require any purchaser (other than an occupier) to preserve the accommodation as affordable housing, or replace it within the Borough, like for like, and
 - Require any purchaser to take on the obligations in the Nomination Agreement or enter into a replacement Nomination Agreement

Recycling of receipts

40. There are a number of reasons why affordable housing dwellings may be lost, for example: a tenant's statutory acquisition of a rented dwelling, shared ownership staircasing to 100%, discharge of the charge on a shared-equity dwelling. In all cases the Council expects the dwelling to be replaced within the Borough, or any receipts arising from the disposal of the dwelling to be recycled to provide further affordable housing in the Borough.

Nomination Agreements

41. Providers of affordable housing will be required to enter into a Nomination Agreement with the Council. The Council will normally require 100% of nomination rights on all initial lettings/ shared ownership sales and 75% of nomination rights thereafter.

42. Policy AHN1 is intended to meet identified local housing need. It is therefore important that households with an established local connection with the Borough as defined in [the Council's Housing Allocation Scheme](#) are nominated to social and affordable rented housing provided through the Waverley Borough Council Local Plan. Rented vacancies will be advertised through the Council's [Choice Based Lettings](#) system.
43. The Government appointed Help to Buy Agent (currently Bedfordshire Pilgrims Housing Association) is responsible for managing shared ownership applications on the Council's behalf. Priority will be given to nominations from households with a local connection on shared ownership schemes, except where units are funded by Homes England grant.
44. A template nomination agreement is attached at Appendix 4.

ACTIVE DRAFT

PART TWO: DELIVERY

Planning application process

45. All applicants are strongly encouraged to make use of the Council's pre-application advice service before making a planning application.
46. Pre-application dialogue is particularly important where the proposed development may give rise to an affordable housing requirement. This will allow issues such as local housing need and demand to be considered in addition to the form of any affordable housing contribution.
47. The discussions will need to include the following, as appropriate:
 - Clarify the amount, type, size, and tenure of affordable housing to be provided.
 - Identify the affordable housing provider and contact to discuss the delivery of the affordable housing element of the development.
 - Reach agreement with the chosen affordable housing provider in respect of the design and specification of the affordable housing units.
 - Agree the arrangements for the provision of affordable housing with the affordable housing provider prior to the submission of a planning application.
 - Whether specialist providers (such as Adult Social Care) will need to be engaged in relation to the proposed development, in order to gain a better understanding of any requirements they might make in relation to the proposed development.
 - Agree with Council Officers the Terms of the Section 106 Agreement that will be required to ensure the delivery of the affordable housing.
48. The applicant should outline the proposed methods of meeting the affordable housing requirements of the scheme which need to be submitted as part of any subsequent planning application. If an application (for 6 units or more or site size over 0.5 hectares) does not set out how the affordable housing requirement will be provided, the application may not be validated and will be returned to the applicant. Once the affordable housing provision has been agreed, the Council will draft an appropriate Section 106 agreement.

Negotiations

49. Where a Section 106 Agreement is required, planning permission cannot be issued until affordable housing Heads of Terms have been agreed. It is the Council's aim to carry out negotiations on planning obligations and to agree Section 106 agreements prior to issuing of the planning permission to which

the agreement is linked. The aim is to ensure that developers and landowners are informed of the likely works or contributions required for a proposed development at the earliest opportunity. Ideally, this should be through pre-application discussions, which developers are encouraged to undertake as soon as possible.

Affordable housing providers

50. The Council's preference is for affordable housing to be provided and managed by established affordable housing providers or by the Council. The Council works with a number of affordable housing providers that meet the following criteria:

- Own and manage stock in the Borough
- Commitment to developing in the Borough
- Commitment to Council housing policies
- Ability to fund and deliver affordable housing

A list of [affordable housing providers](#) and their specialisms is available on the Council's website.

51. The Council expects that affordable housing will usually be provided by housing providers registered with Homes England. However, in exceptional circumstances, the Council may use its discretion to allow other affordable housing providers approved by the Council to deliver affordable housing units, subject to affordability and satisfactory management and allocations arrangements being in place. This will, at all times, be strictly in line with the Homes England guidance and the Council's Allocations Scheme.

52. The Council will encourage developers to work in partnership with preferred affordable housing providers. However, if a developer proposes to provide affordable housing other than through a preferred provider, the Council will consider this, taking account of the following:

- Whether the organisation has any other affordable housing in the Borough or in neighbouring local authority areas
- Past commitment and performance in the Borough
- Local management base and arrangements for interaction with tenants
- Management arrangements for external amenity space
- Affordable Rent levels set within Local Housing Allowance levels
- Nomination arrangements
- Track record in delivering and funding affordable housing
- Participation in community initiatives
- Genuine community led development, via a Community Land Trust.

53. In all cases the provider of on-site affordable housing will need to meet the requirements of this document.

Funding of affordable housing

54. In formulating proposals for affordable housing, applicants and developers should be aware of the limitations on funding of affordable housing and the price that providers can typically pay for affordable housing dwellings. This is a direct consequence of ensuring affordability to the occupants. It will need to be explored with reference to the location and scheme proposals.
55. The [Council's latest assessment](#) indicates that providers should pay developers in the range of approximately 30 to 70% market value for affordable homes. The level is dependent on the type(s) and mix of tenure appropriate as affordable housing on a particular site. Very broadly, in the case of a mixed tenure scheme (i.e. including both rented and affordable homeownership tenures) a developer may expect to receive around 50 to 60% market value for the affordable element overall. This point needs to be taken into account in the very early consideration of development proposals.

Size, mix and tenure split

56. The affordable housing mix shown in the table below reflects the affordable housing size requirements and waiting list demands from local households. Overall, there is an increasing need for smaller homes, particularly 1 and 2 bed properties.

	1 bed	2 bed	3 bed	4 bed	Total
HMA Mix	40%	30%	25%	5%	100%

[Recommended bed size mix for affordable homes, from West Surrey Strategic Housing Market Assessment \(SHMA\) 2015](#)

57. The overall housing target is to provide 70% of the total as social/affordable rented properties and 30% as intermediate/ shared ownership properties⁸. The revised National Planning Policy Framework expects at least 10% of the homes to be available for home ownership. However, it is recognised that the tenure split on each site may vary, having regard to the specific circumstances of the site. All affordable tenures must meet the definitions set out in [Annex 2 of the revised National Planning Policy Framework](#).

⁸ West Surrey Housing Market Assessment Summary December 2015, Figure 10

58. The bed size and tenure split for the affordable homes will need to be determined in the light of up-to-date information. This will include the SHMA and local need and supply, having regard also to the form and type of development appropriate for the site. Any proposed departure from the mix recommended in the SHMA will require justification and supporting evidence from the applicant.

Homes for Social or Affordable Rents

59. Affordable housing is provided for eligible households whose needs are not met by the market. Affordable housing providers should consider the impact of different rent levels on different household types, and ensure that all household types in need of affordable housing can be catered for, including larger families requiring three or four bedroom accommodation.
60. Rented units can be provided at social rents or affordable rents by prior agreement with the Council; this will also need to be agreed with the affordable housing provider taking on the units. Both rented tenures will need to be defined in the Section 106 Agreement to allow flexibility. Affordable rents (including service charges) should be no higher than the current Local Housing Allowance rate for the area, or 80% of the local market rent, whichever is lower.
61. Local market rent should be calculated using the Royal Institute of Chartered Surveyors approved valuation methods. Affordable rents must be affordable for local households in housing need.
62. The Council will not support providers seeking upfront payments from tenants in the form of deposits, rent in advance or administration costs in relation to social or affordable rented properties.
63. The Council will need to ensure rents will be affordable to potential occupiers. The Welfare Reform Act imposed an [upper cap](#) on the total amount of benefit an individual household can receive. Where total benefit entitlement is higher than the cap, entitlement will be reduced to the cap. This is likely to present particular challenges for setting rent levels for family sized homes of three or more bedrooms. In these cases, a high Affordable Rent level would cause the total benefit needed by the household to exceed the cap.

Affordable Home Ownership

64. Affordable home ownership includes starter homes, discounted market sale housing, and other affordable routes to home ownership (including shared ownership and shared equity), as set out in Annex 2 of the NPPF.
65. Affordable home ownership in Waverley must be:
- For eligible households whose needs are not met by the market. Eligibility for grant funded schemes is set out in the [Homes England Capital Funding Guide](#).
 - Significantly more affordable than existing similar second-hand market properties in the same area of the Borough.
 - Affordable to the majority of applicants on the Help to Buy Register⁹ living or working in the Borough.
 - Secured at a discount for future eligible households.
 - Provided in accordance with the definitions set out in Annex 2 of the NPPF.
66. Traditionally, affordable home ownership in Waverley has been delivered as shared ownership (or “part-rent part-buy”). To be eligible for shared ownership, applicants must be over 18, have a household income of less than £80,000, and be unable to purchase a property suitable to meet their needs on the open market. The applicant purchases a share in the equity of a property. A mortgage and savings are required for the equity share purchased and rent is paid on the remaining share. After the initial purchase, the owner can usually buy extra shares in the property (known as “staircasing”) until eventually the property is 100% owned. However, staircasing may be capped in certain areas, such as rural exception sites or within [Designated Protected Areas](#). In order to retain affordable housing in these rural areas, the maximum equity share that can be purchased is typically 80%.
67. The Council will work with affordable housing providers to ensure that shared ownership on new schemes remains affordable for local households on low incomes. In order to achieve this, the Council will discuss and agree with the provider the equity share which can be purchased, the rent level on the remainder, and ways in which service charges can be kept to a minimum.
68. Due to the very high open market values in the Borough, affordable housing providers generally offer initial shares in the 25%-40% range. The Council’s expectation is for initial shares to be offered at 25% and rents at 2.5% of the value of the unsold share. These shared ownership terms must be agreed in

⁹ Shared ownership housing is allocated through BPHA as the Help to Buy Agent for Waverley.

writing with the Council. Service and management charges must be kept to a minimum, without additional enhancements for non housing related services, and should be agreed with the Council in writing. No ground rent will be payable whilst the accommodation remains as affordable housing.

- 69. Demand for shared ownership homes in Waverley exceeds supply. The Council will seek to work in partnership with affordable housing providers to market shared ownership to households living or working in Waverley. Where possible, the Council will seek to prioritise Waverley households for new build and resale shared ownership properties.

Quality and Design Standards

- 70. The Council’s expectation for new developments is that the affordable homes should be indistinguishable from and well integrated within the market housing on the site. In other words, the design quality of the affordable housing should be as good, if not better, than the private market housing. The Council has developed Design Standards and Specifications¹⁰ for its own new build developments which set out best practice for design and quality of affordable housing.
- 71. The Council expects the affordable homes to be distributed throughout the site in small clusters of approximately 10 units, dependent on the scale and design of the development. Locating affordable housing at the end of a cul-de-sac should be avoided where possible. Affordable homes should face private market units as neighbours, in order to promote an inclusive, sustainable community.
- 72. Existing design policies need to be taken into account when considering affordable housing. Affordable homes in Waverley should comply with the [Building regulations M4 \(2\) Category 2 Standard: “Accessible and Adaptable Dwellings”](#) to meet the needs of older people and people with disabilities.
- 73. To make best use of affordable housing stock in the context of recent welfare reforms, the Council’s expectation is that 2-bed homes should accommodate 4 people, and 3-bed homes should accommodate 6 people (where these are proposed as rented accommodation). For affordable home ownership, , 3-bed 5-person units may be acceptable. Affordable homes should meet the [Nationally Described Space Standards](#) set out below,

Unit type proposed	Minimum floor	Minimum bedroom
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¹⁰ Insert link to WBC Design Standards and Specifications, when published

	area to meet NDSS	size requirement
1-bed flat	50sqm (1b2p)	11.5sqm (double or twin room)
2 bed flat	70sqm (2b4p)	11.5sqm (double or twin room)
2-bed house	79sqm (2b4p)	11.5sqm (double or twin room)
3-bed house	102sqm (3b6p) if rented 93sqm (3b5p) is acceptable if shared ownership	11.5sqm (double or twin room) Single bedspace must be at least 7.5sqm and at least 2.15m wide

74. The Affordable Housing Units shall be constructed in accordance with the requirements imposed by Homes England's Design and Quality Standards (mandatory items) current at the time of construction.
75. The majority of residents of affordable housing are car users. Parking for affordable housing should meet the Council's existing Residential Parking Guidelines. New council homes will also need to meet the parking standards set out in the WBC Design Standards and Specifications. The Council expects the same parking provision to be made available for affordable and market housing of the same size, including a preference for in-curtilage parking. Tenure neutrality is also required in the design of car parking for affordable housing. Parking courts are discouraged for design reasons and in line with 'Secured by Design¹¹' guidance.

¹¹ www.securedbydesign.com

PART THREE: VIABILITY

Development Viability

76. On sites in designated rural areas providing a net increase of 6 dwellings or more, or in non-designated rural areas development providing 10 or more (net) new dwellings or having a site area of 0.5 hectares, the presumption is that 30% affordable housing will be provided on-site, in line with the NPPF and Policy AHN1. However, the Council recognises that there may be exceptional situations where the specific circumstances of the site, or other matters, could mean that achieving the required level of affordable housing would compromise development viability. This must be demonstrated through a viability submission, which should adopt an ‘open book’ approach in line with [Government guidance](#)¹².
77. Where a prospective developer considers viability to be an issue, the onus will be on the developer to provide appropriate financial evidence with any planning application in line with national guidance. The Council’s strong preference is for the required delivery of affordable homes on the development site. If the Council is satisfied that the financial appraisal confirms that affordable housing cannot be provided in accordance with the policy, then negotiations will take place to secure the highest level of affordable housing that is viable.
78. When assessing the overall viability of a scheme, developers should take full account of the scale of planning obligations that are likely to be required, in addition to any Community Infrastructure Levy¹³ liability that may arise. Where a developer raises viability concerns in relation to contributions for an application, the Council will expect a full “open-book” viability assessment for the scheme to be submitted to support the viability case being made¹⁴.
79. Affordable housing is a corporate priority for the Council. Therefore, if a viability issue arises, consideration is expected to be given to a range of alternative options before a reduction or removal of affordable housing will be considered. This will include prioritising the provision of affordable housing over other less critical infrastructure contributions to ensure viability.
80. The Council reserves the right to have all viability assessments checked by an independent RICS-qualified surveyor/ valuer to ensure the robustness and validity of the assumptions and methods used. In these circumstances, the

¹² www.gov.uk/guidance/viability

¹³ The Community Infrastructure Levy Regulations 2010 (as amended)
http://www.legislation.gov.uk/ukxi/2010/948/pdfs/ukxi_20100948_en.pdf

¹⁴As per Appendix 2

Council will appoint the surveyor/ valuer, but the viability assessment costs incurred by the Council will need to be paid by the applicant. The applicant will also be required to provide a written undertaking to cover the costs before the surveyor/valuer is appointed. Viability reports resulting from this process will be shared and discussed with the applicant.

81. Where, following the above process, conflicts of opinion about scheme viability remain, additional viability work may be necessary. If this is the case, the applicant must first undertake to reimburse the Council in respect of additional costs incurred. Any remaining disputes between the Council and the applicant will be referred to an independent arbitrator (in accordance with RICS guidance).
82. To ensure open and transparent decision making, the Council expects all viability assessments to be publicly available unless the applicant can clearly demonstrate why parts must be redacted, in line with Government guidance on viability. The applicant must highlight the scope of this prior to submission in order for the Council to make a judgment as to what information is released for public view. The weight to be given to a viability assessment will take into account the transparency of the applicant's approach.
83. Affordable housing may be funded by a combination of private subsidy (in the form of nil cost land) and public subsidy (grant funding). The Homes England funding prospectus states that, "If grant is requested for affordable homes provided under a Section 106 agreement, on a larger site developed as market housing, these homes will need to be additional to those that would be delivered under the Section 106 agreement alone, without grant." Negotiations with landowners should therefore start on the assumption that grant funding from Homes England for affordable homes will not be available.
84. In brief, the viability submission should include as the key elements:
 - A summary clearly stating the request to vary the usual affordable housing requirements and setting out (with explanation) the reasons why, in the applicant's view, the development is unviable when policy compliant affordable housing provision is included;
 - Detailed Financial Viability Appraisal(s) with supporting information, and all sources stated, demonstrating how the applicant's assumptions come together to inform the submitted viability view. Part 2 and Appendix 2 refer to the Council's specific expectations in these respects.
85. If an applicant wishes to make a viability submission, this should be included as part of the planning application, alongside the Affordable Housing Statement. A draft Unilateral Undertaking may also be included at the

applicant's discretion. It should be noted that planning applications without the required information or documentation are unlikely to be validated.

86. A Financial Viability Appraisal, including an explanation, conclusion, information and sources is only current at the time it is prepared. Financial viability will vary over time with the changing economic and property markets. On large sites that are expected to build or sell over a number of years, and particularly where the planning application is in Outline, viability may need to be assessed at multiple / varying points. It will likely need to be considered at pre-application / initial application stage, then subsequently for each phase, and updated when the Reserved Matters application is made or prior to the commencement of each phase.

Basis of the Financial Viability Appraisal

87. The minimum requirements to be provided by the applicant are outlined in Appendix 2. Each assumption relating to the proposed scheme revenue (values), costs, land value and profit must be supported with component figures, including sources made clear. The submitted approach, assumptions and reasoning will need to be clearly explained in detail.
88. The Council will assume that: the cost of meeting the affordable housing requirements in Policy AHN1 should be reflected in the price paid, or price to be paid, for the land, and should be based on:
- No public subsidy or grant;
 - Payment by the provider of the affordable housing should be based on the provision meeting current Homes England Guidance;
 - Any site constraints and the development scope (including as influenced by planning policies) including abnormalities should be reflected in the price paid, or to be paid, for the land; and
 - In accordance with the relevant viability guidance, the land value to be used in the calculation or as a land value benchmark should be the current existing use land value, not necessarily the amount paid for the land.
89. As set out in Paragraph 81 above, in order to assess the applicant's financial viability appraisal, the Council may need to seek advice. It is reasonable for the applicant to bear the costs in these circumstances, as per Paragraph 9.20 in the Local Plan Part 1.

Outcome of the assessment of scheme viability

90. Where the Council is satisfied that the usual policy requirements for affordable housing cannot be met in full due to viability issues, the Council will decide on the appropriate level of reduction or other revision to the affordable housing requirement to enable the scheme to remain financially viable.
91. Where the level of affordable housing provision is reduced, due to an accepted viability submission position, clawback or top-up by way of an affordable housing financial contribution may be pursued by the Council. If the development of the site proves to be significantly more financially viable as it progresses than the initial position suggested would be the case, subject to further viability assessment, clawback or top-ups may be considered by the Council.
92. If the Council decides that a clawback or similar arrangement is required this will be incorporated into a Section 106 Agreement or Deed of Variation. This will usually be based on the actual costs, values, revenues etc. of the completed development compared with the viability submission made with the application or agreed subsequently.

Indexation of Financial Contributions

93. Financial contributions will be subject to indexation by the Council in order to ensure that their value does not decline in the period between the signing of the agreement and the date on which the contributions are paid.
94. The method of indexation will be negotiated with the applicant and once agreed, will be specified within the Section 106 agreement. The method will generally be based on the published Retail Price Index (RPI) or an appropriate index published by the Build Cost Information Service (BCIS), which is the responsibility of the RICS. In the event that there is a decrease in the relevant agreed index, the financial contribution payable shall not fall below the figure originally set out within the Section 106 agreement.

Commuted sums or payments in lieu of affordable housing on site

What is a commuted sum?

95. A commuted sum (or payment in lieu) is an amount of money, paid by a developer to the Council. These are only applied:
- a. in designated rural areas on developments with a net gain of 6-9 dwellings but where the site area is below 0.5 hectares
 - b. in exceptional circumstances where the size or scale of a development triggers a requirement for affordable housing, but it is not possible to achieve appropriate affordable housing on site . This route will be followed only where more direct provision of affordable homes has been explored and the Council is satisfied that is not workable given the particular circumstances, subject to the provision of robust and evidenced reasons.
96. The money will be used to provide affordable housing on an alternative site. It is therefore appropriate that the level of the payment in lieu should relate to how much it will cost an affordable housing provider to buy land on the open market.
97. The principles applied in the collection and use of these payments are very similar to those for other planning obligations. They will generally be dealt with through a legal agreement (under Section 106) related to the land, which triggers obligations once the specific planning permission is implemented.

What is the Council's approach to the use of 'commuted sums'?

98. The revised National Planning Policy Framework¹⁵ states that where a need for affordable housing is identified, planning policies should... expect it to be met on-site.¹⁶
99. However, where off-site provision or a financial contribution of broadly equivalent value can be robustly justified (for example to improve or make more effective use of the existing housing stock) and the agreed approach contributes to the objective of creating mixed and balanced communities and meeting local housing need, a commuted sum may be considered¹⁷.
100. Off-site delivery via the provision of land may apply where the Council considers that such a contribution, either on the proposed development site or on an alternative site, would meet the identified housing needs of the Borough

¹⁵ NPPF 2018 [Paragraph 62](#)

¹⁶ Unless the site meets criteria set out in Paragraph 96.a.above

¹⁷ Unless the site meets criteria set out in Paragraph 96.a.above

more effectively. Land should be serviced to its boundaries and be of sufficient area to provide the equivalent on-site provision. An appropriate timescale will be applied. Financial contributions may also be sought in addition to land where the site area is insufficient to provide the equivalent on-site provision.

101. Paragraph 62 of the revised National Planning Policy Framework enables the Council to accept a commuted sum, towards the provision of affordable housing on an alternative site where it is not possible to incorporate affordable housing within a scheme. Policy AHN1 also enables the Council to require commuted sums in designated rural areas¹⁸ where the development provides a net increase of 6-10 dwellings.
102. Where a commuted sum is proposed, the onus will be placed on the applicant to demonstrate why it will not be possible to provide the affordable housing on site. The applicant will also need to show that other options – for example cross-subsidy between rented and shared ownership units / other affordable tenures, or providing the affordable housing on another site – have been considered, and why they were not viable.
103. It must be stressed that commuted sum payments are exceptions, and in all cases the decision on whether to accept a financial contribution rather than on-site provision will be the Council's. This is consistent with Policy AHN1 which states “On-site provision of affordable housing will be required and only in exception circumstances will an alternative to on-site provision be considered.”

How will the money be used?

104. The Council will use financial commuted sums in a number of ways and will require the flexibility to do so to be reflected in the Section 106 Agreement or Unilateral Undertaking.
105. Affordable housing providers can apply to the Council for commuted sum funding for their schemes; these funds can also be spent on Council new build developments.
106. Commuted sums will be earmarked to enable the provision of affordable housing through a variety of means, for example:
 - a. To support the new build development of affordable housing or create additional, larger or a different tenure mix within the existing stock.

¹⁸ Rural areas described under Section 157 of the Housing Act 1985, which applied to AONB in Waverley.

- b. To provide 'top up' subsidy on schemes in order to make it possible for a higher proportion of affordable homes or to make those homes more affordable.
 - c. To fund extra units of affordable housing on alternative sites.
 - d. To contribute to forward-funding / kick-starting of schemes or to reduce funding gaps within pipeline / current affordable housing schemes or other similar initiatives according to scheme circumstances and the funding climate.
 - e. To convert, refurbish, redevelop or make improvements to existing affordable housing where the accommodation no longer meets an identified need.
 - f. To aggregate financial contributions from different sites and spend contributions in the way that best achieves the Council's and the local community's priorities for affordable housing. The number of units resulting from expenditure may be greater or fewer than the number of units used to calculate the contribution, because dwelling types, tenure, specifications and other aspects will vary from scheme to scheme. Financial contributions may be used to fully fund a project or to top up funding from other sources.
 - g. To spend on alternatives sites in Waverley before consideration is given to schemes in the wider area (beyond Waverley), to which the Council receives nomination rights or which benefit Waverley residents.
 - h. Other innovative methods of providing affordable housing.
107. Decisions on the expenditure of financial contributions will be made in accordance with the [Council's Scheme of Delegation to Officers](#), details of which are available on the Council's website.

How is a commuted sum calculated?

108. On sites where a financial contribution is being made, the Council will calculate the payment which seeks to equate to the land value of the relevant dwelling plots (those that would have been made available for on-site affordable housing). In essence the thinking involves calculating how much it would cost to go elsewhere and replace the land on which the affordable housing would have been provided on-site.
109. This approach assumes a straightforward payment made by the landowner (who may also be the developer) under the terms of a Section 106 agreement

in much the same way as occurs with planning obligations for aspects such as highways/transport, open space, education etc.

110. The methodology assumes an additional planning obligations payment being made by the developer, albeit from the increased Gross Development Value sales receipts which results from having no affordable housing on-site.
111. The final sum agreed will be at the Council's discretion.

What are the steps in calculating the payment?

- i. Applicant to provide an independent valuation of the Open Market Value of all units on the site, along with the Gross Internal Floor Area¹⁹ in order to calculate the sales rate (£ per sqm). The Open Market Values and Gross Internal Floor Areas must be signed off by a RICS Chartered Surveyor or RIBA member architect.
- ii. Council to agree the type and floor area of a suitable relevant affordable housing dwelling which would otherwise have been provided on site for use in the calculation.
- iii. Multiply by the Residual land value percentage (38.1%) to provide a base land value²⁰.
- iv. Add 15% of the result to reflect site acquisition and servicing costs.
- v. This gives the sum(s) equivalent to the land cost per whole affordable dwelling type(s) or may be more than one level of sum if there are multiple dwelling types being factored into the affordable housing calculation).
- vi. Apply that (or those) to the relevant total scheme numbers and the Council's 30% affordable housing requirement. In this way, the calculation can deal with part dwelling equivalents. The outcome need not be affected where this end stage does not produce round (whole) dwelling number dwellings.

Table 1 below provides a worked example. The Council will calculate Commuted Sums using the following steps, on receipt of the required valuations.

Table 1: Worked example of commuted sum	e.g.
Scenario= Development of 10 x three bed houses	
Average open market sales value, for a comparable size and type of dwelling in the local area which would otherwise	Open market value of £344,000 for a 3 bed house with a Gross Internal Floor Area of 110m2

¹⁹ Gross Internal Area (GIA) is defined in the RICS: [Code of Measuring Practice 6th Edition \(2007\)](#) as the internal area of a building measured to the inside face of perimeter walls at each floor level, as defined on page 12

²⁰ [Affordable Housing Viability Study, Para 3.9.22](#)

have been provided on site	
Work out Open Market Value per M2	£3,127 per m2 (3,127.273)
Multiply cost per m2 by 102 for floor area of affordable home with 3 bedrooms	X102=£318,982
Multiplied by residual land value (38.1%)	X 38.1%= £121,532
Plus 15% of the result (of affordable market value x 38.1%)	+18,230
= payment in lieu per three bed house	=£139,762
Multiplied by 3 (to represent the units which would otherwise have been provided on site) =TOTAL PAYMENT IN LIEU OF £419,286	

How will this be monitored?

112. The Council will keep and monitor a record of all sums agreed and received and how they have been spent.
113. Generally, the Council will expect the following to be incorporated in the S.106 agreement or Unilateral Undertaking:
 - a. The agreed sum to be index linked on an annual basis from the date of the Committee resolution on the planning permission until the date of actual payment. S.106 agreements can take time to complete so it will be important for applicants to consider the requirements at an early stage, working closely with the Council. Indexation will be on an annual basis in accordance with the Retail Price Index. This will be by an amount equal to the proportionate upward only change in the All in Tender Price Index of the Building Costs Information Service (BCIS) of the Royal Institution of Chartered Surveyors
 - b. A milestone that triggers the payment of the contribution will need to be agreed between the Council and the Applicant. Usually this will be the carrying out of any Material Operation or on the commencement of development. Alternatively, it may be 50% on commencement and 50% when 50% of those units have been sold / occupied.
 - c. Applicant to notify the Council when payment trigger is reached.
 - d. On receipt of the notification, the Council will issue an invoice for the amount payable including any indexation
 - e. Penalty interest will be payable on late payments.

- f. The Council will specify in the Section 106 agreement the time period in which to spend the contribution.

114. All commuted sums received are added to the available resources in the Council's Housing Grant Budget. The 1988 Local Government Act s.25 allows Local Authorities to use grant to fund the provision of affordable housing on new development sites, subject to the appropriate Homes England guidelines in respect of maximum public subsidy.

How will this be managed?

- 115. The Council will use commuted sums to develop affordable housing within 10 years from the date a sum was received. The Council will return un-spent commuted sums, with accrued interest, to the developer, if they are not spent for the purposes for which they were sought within a ten-year period from the date the money is paid to the Council.
- 116. The approach and assumptions will be monitored and reviewed if necessary, depending on delivery experiences. In any event, the approach is intended to cope with an element of flexibility in its application .

Vacant Building Credit

- 117. A 'Vacant Building Credit' is available to developers to incentivise them to bring vacant dwellings back into use. Where a vacant building is reused or redeveloped, the affordable housing contribution will be reduced by a proportionate amount²¹.
- 118. Affordable housing contributions may be required for any increase in floor space.' The Vacant Building Credit applies to on-site affordable housing as well as financial contributions to off-site provision.

What is a Vacant Building?

- 119. A vacant building must be physically empty (i.e. not used for storage, excluding rubbish left after vacation of the buildings such as broken furniture/ papers etc.)
- 120. In coming to a view about whether the building is empty, Officers will need to:

²¹ Equivalent to the existing gross floorspace of the existing buildings.

- Consider whether the building is covered by an extant or recently expired planning permission for the same or substantially the same development
 - Consider the reason why the building became vacant and the last known use of the building
 - Consider whether there is an extant planning permission for the development of the building
 - Establish current uses and extent of vacant areas through a site visit, speaking to Revenues Team and requesting a Statutory Declaration
121. Vacant Building Credit does not apply where the building has been abandoned. 'Abandonment' in this context follows the interpretation in general planning law. The test is objective and is applied by consideration of the known circumstances. Factors such as the condition of the building, length of non-use, whether there has been an intervening use, and evidence of the owner's intentions, may determine whether a building has been abandoned. The Council may consider that the Vacant Building Credit is not appropriate for buildings which have become vacant solely to enable development to proceed.

How is the Vacant Building Credit calculated?

122. Applicants need to provide an independent valuation including the Gross Internal Floor Area²² and Open Market Value of any vacant building for which they wish to claim Vacant Building Credit, and also for the proposed buildings. The Gross Internal Floor Areas and Open Market Values must be signed off by a RICS Chartered Surveyor or RIBA member architect. Please note that the onus will be on the Applicant to demonstrate to the satisfaction of the Local Planning Authority a building's vacancy and to provide accurate Gross Internal Floor Area measurements.
123. The following example shows how the methodology for calculating affordable housing contributions would be applied to a proposed development. This is for illustrative purposes only and should not to be relied upon for calculation purposes.
124. The existing vacant Gross Internal Area of any buildings proposed to be brought back into lawful use or to be demolished and redeveloped will be calculated as a percentage of the proposed Gross Internal Area, leaving the net increase in floor space. The required percentage of affordable housing will then be applied only to the net increase in floor space.

²² Gross Internal Area (GIA) is defined in the [RICS: Code of Measuring Practice 6th Edition \(2007\)](#) as the internal area of a building measured to the inside face of perimeter walls at each floor level

Element	Represented by/ units	Worked Example
Existing vacant floor space	A sq m	300 sq m
Proposed total floor space of new development	B sq m	Mixed use development providing 40 units 2,400sq m
Net increase in floor space (B-A)	C sq m	2,400sq m- 300 sq m= 2,100sq m
30% affordable housing required under Policy AHN1	D affordable homes usually required under planning policy	30% of 40 units is 12 affordable homes usually required
Calculation for affordable housing after vacant Building Credit	$\frac{C}{B} \times D = E$	$\frac{2,100}{2,400} \times 12 = 10.5$ affordable homes Required after VBC
Resulting Affordable Housing Requirement	E	10.5 affordable homes required ²³

²³ E.g. 10 affordable homes on site and 0.5 via commuted sum

Glossary

Affordable Housing: For the purposes of this Supplementary Planning Document and in accordance with the Waverley Borough Council Local Plan Part 1, the Council's definitions of 'affordable housing, affordable housing for rent, starter homes, discounted market sales housing and other affordable routes to home ownership' are defined in Annex 2 of the revised National Planning Policy Framework (NPPF) or any future guidance that replaces it.

Amenity: A positive element or elements that contribute to the overall character or enjoyment of an area. For example, open land, trees, historic buildings and the inter-relationship between them, or less tangible factors such as tranquillity.

Area of Outstanding Natural Beauty (AONB): A statutory landscape designation, which recognises that a particular landscape is of national importance. The primary purpose of the designation is to conserve and enhance natural beauty of the landscape.

Development Plan: The adopted suite of documents, which set out the parameters for all development in the Borough.

Enabling Development: A development that would normally be rejected as contrary to established policy, but which may be permitted because the public benefits would demonstrably outweigh the harm to other material interests.

Homes England: Homes England is the Government's national housing and regeneration agency for England. It provides investment for new affordable housing and to improve existing social housing, as well as for regenerating land. It is also the regulator for social housing providers in England.

Waverley Borough Council Local Plan Part 1: The new Local Plan is the overarching planning document for Waverley Borough and replaces the previous Local Plan and relevant Development Control Policies documents which were adopted in 2002. The new Local Plan sets out the planning strategy for the years up to 2032 to deliver the social, economic and environmental needs of the whole Borough, as well as looking beyond the Borough's boundaries.

Local Plan: A plan for the future development of a local area, drawn up by the local planning authority in consultation with the community. In law, this is described as the development plan document adopted under the Planning and Compulsory Purchase Act 2004. A local plan can consist of either strategic or non-strategic policies or a combination of the two.

Material consideration: A matter that should be taken into account in deciding a planning application or on an appeal against a planning decision.

National Planning Policy Framework (NPPF): The key document, introduced in March 2012, and revised in July 2018, setting out Government policy in relation to planning in England. The NPPF is part of the Government's reforms to make the planning system less complex, more accessible and to promote sustainable growth.

Open market value: The value a property might reasonably fetch if sold on the open market where there is a willing buyer and a willing seller.

Planning Obligation: A legal agreement entered into under section 106 of the town and Country Planning Act 1990 to mitigate the impacts of a development proposal.

Section 106 Agreement: See '*Planning Obligation*'

Shared Equity: The purchaser acquires the whole of the property but effectively only pays a proportion of the value; the remaining value is secured by an equity loan. There have been, and are a variety of schemes available, some with Government support.

Shared Ownership: Shared ownership is a mechanism for purchasing a property for those who cannot afford full home ownership. A percentage of the equity is purchased by means of deposit and mortgage. The retained equity is held by an Affordable Housing Provider (or similar). The owner takes out a lease, and pays rent on the retained equity. Generally initial purchases are 25-40% of the equity. Owners can usually purchase further shares of the property over time – this is known as “staircasing”.

Supplementary Planning Documents (SPD): Documents which add further detail to the policies in the development plan. They can be used to provide further guidance for development on specific sites, or on particular issues, such as design. Supplementary planning documents are capable of being a material consideration in planning decisions but are not part of the development plan.

Viability: In planning terms relates to the assessment of a development scheme to establish that favourable conditions regarding the financial aspects will enable development to proceed.

Appendix 1- Affordable Housing Plan

The Affordable Housing Plan should generally meet the requirements outlined below. It is anticipated that the Developer and Affordable Housing Provider will submit the Affordable Housing Plan jointly. It is agreed by the parties that where any of the information required below is not available at the time of submitting the Affordable Housing Plan, such information shall be submitted or re-submitted (where an amendment is required) for approval prior to commencement of construction of any affordable housing unit within the relevant phase:

1.	The total number of affordable units in the phase as a percentage of the total units in the phase	
2.	The anticipated tenure, bed size, gross internal floor area and type of each of the affordable units	
3.	A site layout plan showing the location, tenure and bed size of the units	
4.	Plans showing the indicative internal layout of each type of unit	
5.	Confirmation that Affordable Housing Units shall be constructed in accordance with building regulations applicable at the time of registration of the Development with the relevant body	
6.	Name of Affordable Housing Provider that will deliver the affordable units with contact person	
7.	Confirmation that all of the units will be allocated either according to the draft Nomination Agreement set out in the Section 106 Agreement, or through the Home Buy Agent	
8.	Details of proposed shared ownership share % and service charge for each type of unit	
9.	Confirmation that Affordable rents set no higher than current Local Housing Allowance rates in the Borough or 80% of market rent (including service charges), whichever is the lower	
10.	Details of management arrangements.	

Appendix 2- Financial Viability Appraisals

Any Development Viability Appraisal submitted in support of a developer's case for reviewing or reducing planning obligations identified as necessary by the Council, should contain the following information and data as a minimum.

All information and data should be evidenced from an independent RICS-qualified expert or a reliable and reputable source in relation to secondary data.

Figures included within the appraisal should be benchmarked.

1. Methodology used for the appraisal and details of any appraisal software or toolkits used.	
2. Land values, both current and at the time of purchase (if different)	
3. Price paid for the land; & costs taken into account when arriving at the price paid for the land (if the land is not owned by the applicant – details of any option agreements or agreements to purchase)	
4. Gross and net area of development	
5. Number size and type of units	
6. Build costs (per square metre)(and comparison with appropriate published RICS data)	
7. Abnormal or exceptional costs not reflected in the land value/price (Note: All abnormal and exceptional development costs should be supported by robust and costed specialist reports, including full technical data to support the stated costs)	
8. Costs associated with bringing a heritage asset back into beneficial use or enabling development and/or costs of repairs (Note: all such costs should be supported by robust and costed specialist reports, including full technical data to support the stated	

costs)	
9. Other costs (design, legal, consultants, planning etc.)	
10. Cost of any other planning obligations including infrastructure requirements and financial contributions	
11. Build programme and phasing	
12. Interest rates, cap rates, loan costs, cash flows	
13. Developer's profit and an explanation of its make up, and any company or financiers requirements	
14. Anticipated phasing	
15. Marketing and legal costs (and as a % of GDV)	
16. Anticipated sales price for each unit type, and current assumed value of each unit type	
17. Anticipated phasing of sales	
18. Ground rents and services changes payable	
19. Proposals for on-site affordable housing meeting the requirements of the Supplementary Planning Document, modelling a range of scenarios i.e. <ul style="list-style-type: none"> a. 20% and 30% affordable housing, b. 70% affordable rent/ 30% intermediate, c. 50% affordable rent/ 50% intermediate d. 100% intermediate, including shared equity products. 	
20. Attach evidence of engagement with affordable housing providers	
21. Anticipated price to be paid by the affordable housing provider, and the	

assumption on which this is based.	
22. Substitution values and revenues for less or no affordable housing on site	

Depending on individual site circumstances, further information may be required, including:

23. Developer's Market Analysis Report	
24. Details of company overheads	
25. Copy of financing offer/letter	
26. Copy of cost plan	
27. Board Report on scheme	
28. Letter from Auditors re: land values and write offs	
29. Sensitivity analysis showing different assumption options (e.g. low, medium & high)	
30. For mixed use schemes similar information and data will be required on the non-residential uses.	

Appendix 3- Template Section 106 Agreement (TO FOLLOW)

ACTIVE DRAFT

Appendix 4- Template Nomination Agreement (TO FOLLOW)

ACTIVE DRAFT

WAVERLEY BOROUGH COUNCIL

HOUSING OVERVIEW & SCRUTINY COMMITTEE

26 FEBRUARY 2019

Title:

**PERFORMANCE MANAGEMENT REPORT
QUARTER 3, 2018/19
(OCTOBER – DECEMBER 2018)**

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

Summary and purpose:

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

The Committee has the opportunity to comment and scrutinise the presented performance data. In addition the Committee may identify future committee reporting requirements regarding performance management 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 additional context and information regarding the housing service performance to support the Corporate Performance Management Report Item 11b.

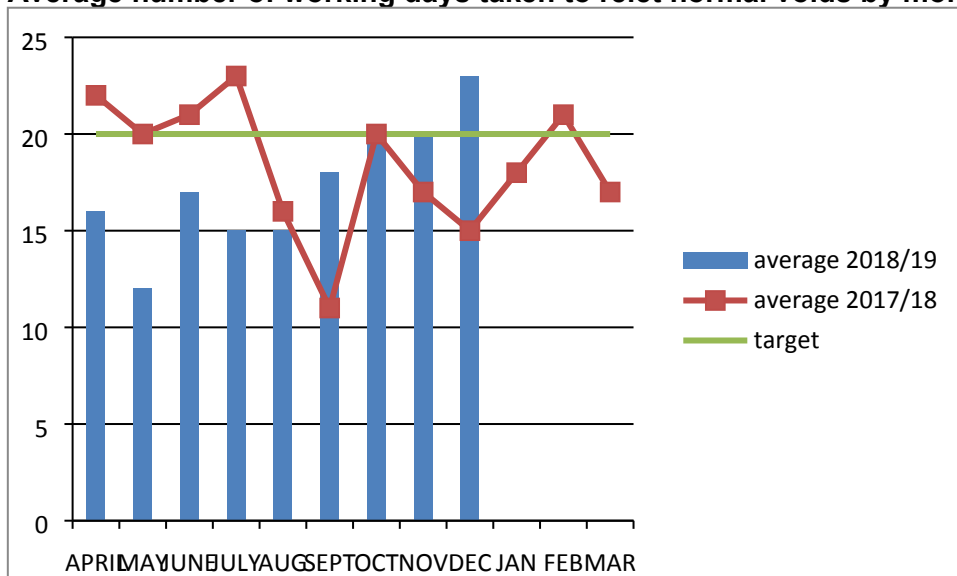
Performance of Key Indicators in Q3 2018/19

2. The Corporate Performance Report provides an overview of the 12 Performance Indicators for the Housing Service. Please refer to Item 11b, pages 33 and page 37 for the full suite of Housing Performance Indicators.
3. The Housing Service generally performed well during Quarter Three. Only two indicators did not meet the target. The average relet time for normal voids and the overall satisfaction with responsive repairs performance.
4. Commentary on overall team performance can be found for Housing Operations at page 32 of the report and at page 36 for Housing Strategy and Delivery. Providing details on the range of work completed by the housing service including updating the repossession of home following a closure order, mobilising the new repairs and maintenance contractors, monitoring legionella, supporting the Housing Overview and Scrutiny Task and Finish Group and holding a Home Swap event.
5. Additional information and commentary of performance indicators that didn't achieve target and indicators of particular interest to the Committee follows:

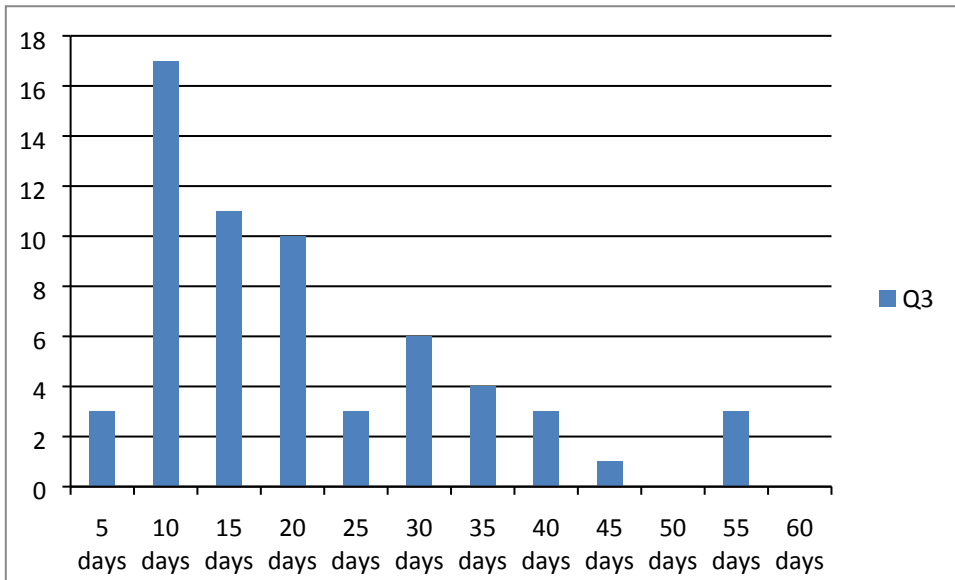
Relet Performance

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 since August 2017/18; however there was a small dip in performance in Quarter Three.
7. 61 homes were relet during Quarter Three with an overall average of 21 working days, just failing to reach target. The breakdown by month demonstrates that performance has been on target throughout the financial year to until December 2018.

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

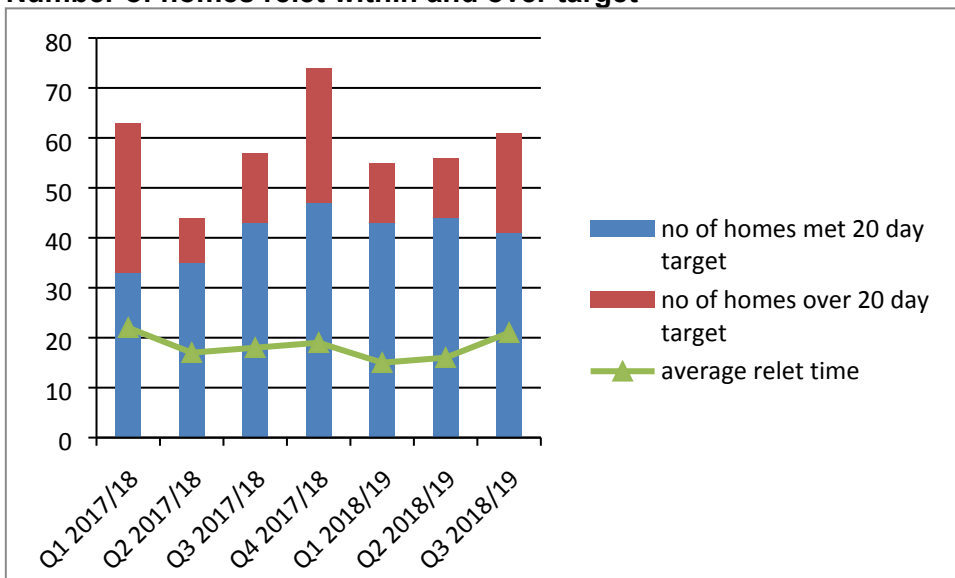


8. The mode average data for Quarter Three shows an average of ten working days.



9. 41 homes were let within target and nine between 21 and 30 working days. A further 11 took over 35 days.
10. The team experienced a range of issues which increased letting time for individual homes. Two homes took 55 days due to the need for specialist and environmental cleaning before works could start. One home required a needle sweep, had delays with a new front door and was verbally refused six times before letting. During the quarter there were also some operative capacity issues following the uncertainty regarding future work.
11. 67% of homes (41) were let within target. The team aim to increase this percentage whilst maintaining the average target performance.

Number of homes relet within and over target



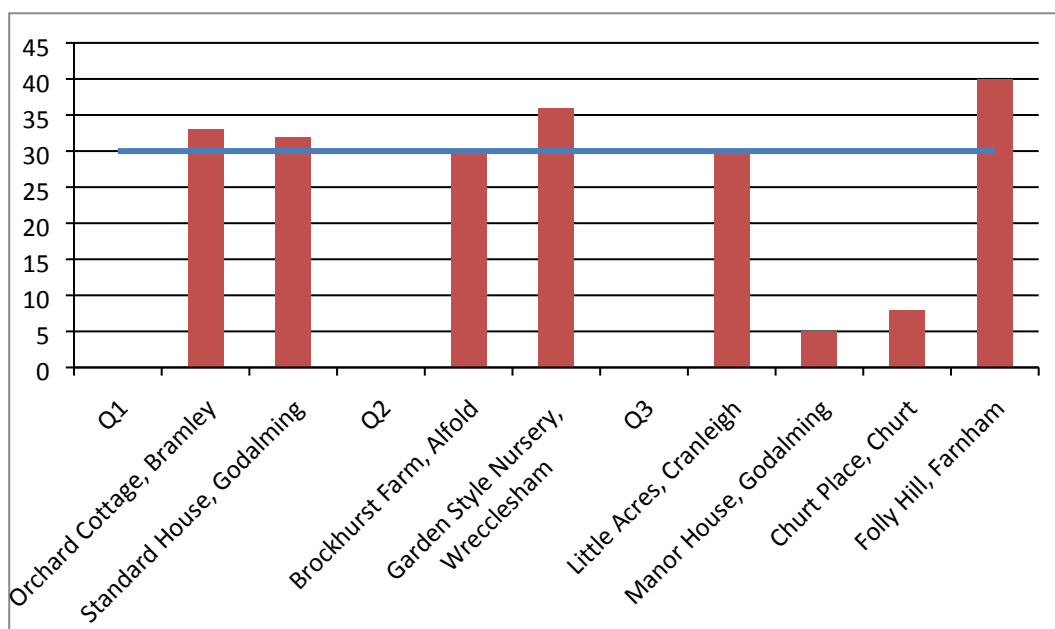
12. The cross service teams were disappointed to miss the target in Quarter Three and continue to seek ways to improve performance and learn from delays and issues.

Affordable Homes

13. There are now three indicators to show the progress and number of affordable homes in the pipeline. 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.

	Q1	Q2	Q3	Q4
Number of Affordable homes granted planning permission 2017/18	0	27	53	588 Note: planned homes included large scale development at Dunsfold Park.
Number of Affordable homes granted planning permission 2018/19	6	33	69	
Number of affordable homes started on site during 2017/18	46	2	0	47
Number of affordable homes started on site during 2018/19	0	17	0	
Number of affordable homes delivered 2017/18	0	0	12	52
Number of affordable homes delivered 2018/19	51	40	8	

14. The Committee requested additional details to monitor the percentage of affordable homes agreed on planning applications. The below graph demonstrates that six of the eight housing planning applications achieved 30% or above affordable housing.



15. The two schemes with a lower percentage of affordable were agreed due to specific circumstances:

Manor House, Godalming [WA/2018/0379](#) is subject to Vacant Building Credit (a nationally set formula, reducing affordable housing requirement because there is a vacant building on the development site) reduced the affordable housing requirement to 1.16. This will be provided as one shared equity unit on site plus a commuted sum of £25,354 in lieu of 0.16 affordable units.

Churt Place, Churt [WA/2017/1962](#) an independent assessment of the applicant's viability appraisal confirmed that the only viable option for delivery of affordable housing would be 2 x shared equity homes to be delivered on the application site. Planners accepted the outcome of the independent assessment.

Homelessness

16. 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.
17. 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.
18. The national rough sleepers count was completed in October/November. Waverley's count was held on the 14 November with two rough sleepers identified in the borough. Housing advice and assistance was provided to the individuals who are reported not to be interested in the accommodation options Waverley can offer.
19. The team arranged for emergency accommodation at a bed and breakfast in Slough for any housing emergencies over the Christmas break. This accommodation was not required.

Rent Collection

20. The team exceeded the target for rent collection and continue to maintain low arrears and encourage payments in advance.
21. As at 6 January 3,700 accounts were in credit with a value of £620,000. There were 1,100 accounts in arrears with a value of £247,000.
22. On 24 October 2018 UC was 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.
23. The Rent Account team are working with tenants as soon as a change in benefit is identified often before the job centre appointment to confirm the difference in benefits and their responsibility to pay the rent in full.
24. There are currently 96 tenants in receipt of UC, an increase of 85 from the 11 tenants in Quarter Two. The Rent Account Officers are working the 56 UC tenants in arrears.

Responsive Repairs: Overall satisfaction

25. There was a dip in tenant satisfaction during Quarter Three to below 90% for the first time since Quarter Three 2016/17.
26. The 93% target was set in 2017/18 following the introduction of independent telephone satisfaction survey and successful work to improve key elements including

the ease of contact, operative arriving on time and reduction on time taken to complete repair work.

27. The target is challenging and has only been achieved once in Quarter Two 2018/19. During the demobilisation and mobilisation of new contract the target should remain an aspiration but acknowledgement be made that it may not be realistic for the next six months.
28. Despite the dip in overall satisfaction performance the team achieved target for right first time and keeping appointment.
29. The team closely monitor satisfaction results and investigate any expressions of dissatisfaction. Working closely with our contractors to manage the issues arising.

Conclusion

30. The additional affordable housing information provides the Committee with assurance of the percentage of affordable housing for each planning application and forecasts future delivery.
31. The preparations and arrangements for the Christmas closure proved successful with no incidents or emergencies.
32. The housing service has generally performed well meeting targets on rent collection, gas safety and homelessness. The team continue to strive to meet key performance targets on relets and the overall satisfaction with responsive repairs.

Recommendation

It is recommended that the Housing Overview and Scrutiny Committee considers the report and performance data, as set out in Item 11b (page 32 to 39) 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.

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WAVERLEY BOROUGH COUNCIL

VALUE FOR MONEY AND CUSTOMER SERVICE O&S – 18 FEBRUARY 2019

COMMUNITY WELLBEING O&S – 19 FEBRUARY 2019

ENVIRONMENT O&S – 25 FEBRUARY 2019

HOUSING O&S – 26 FEBRUARY 2019

Title:

**CORPORATE PERFORMANCE REPORT
Q3 2018/2019
(OCTOBER – DECEMBER 2018)**

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

Summary and purpose:

The Corporate Performance Report provides an analysis of the Council's performance for the third 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's 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 Committee considers the performance of the service areas under their remit 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.

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Corporate
Performance Report
Q3 2018/19
(October – December 2018)

Final version



Report Publication Date: 8 February 2019

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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 3 2018-19 - Performance Summary from the Management Board on Key Successes, Lessons Learnt, Areas of Concern

Chief Executive's quarterly report:

Performance in Quarter 3 was very good overall, with most performance indicators and service 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.

Particular headlines from Quarter 3 are:

- The Council's financial position continues to be positive, with a favourable variance to the budget currently being forecast.
- Opening 24 new council-owned homes in Farncombe.
- Full Council adoption of the Economic Development and HR Strategies and the Community Infrastructure Levy schedule, which will drive progress and improvement in those areas in support of the Corporate Strategy.
- Agreeing the new waste and recycling contractor, Biffa.
- The opening of the refurbished Memorial Hall in Farnham.
- The successful defence of the Council's Local Plan in the High Court, and revising the timeline for the Local Plan Part 2.
- Planning approval for a new visitors' centre at Frensham Great Pond and Common.
- Unsuccessfully defending our planning refusal for the application at Folly Hill and lobbying the Government on its implications.
- Approving a Public Space Protection Order to combat dog fouling.
- Responding to Surrey County Council's consultation on service changes.

In the coming months, we are focusing on:

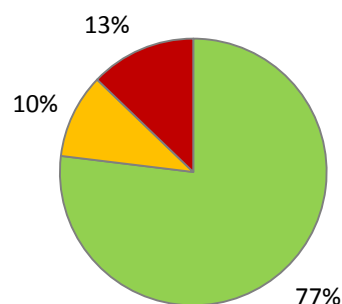
- The May 2019 borough, parish and town elections and other polling contingencies.
- Finalising the Council's Budget and Medium Term Financial Plan, in the context of an exceptionally challenging financial position and the implications of any decisions on services by Surrey County Council.
- Implementing the Community Infrastructure Levy.
- Preparing for the new waste contract to go live in November and procuring a ground maintenance contractor.
- Tackling the incidence of non-pneumophila legionella in one of our properties.
- Continuing to support the Police investigation into air quality data.
- Brexit-related contingency planning.

Tom Horwood, Chief Executive

Performance Indicators Status

Q3 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

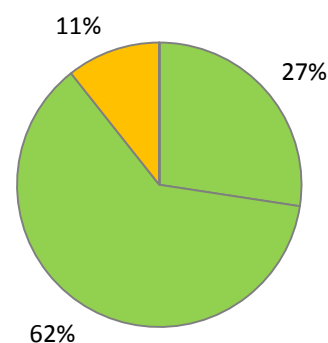


Comment: The services performed well in the third quarter with 77% of indicators performing on target, remaining at the same level as the preceding quarter. The service specific dashboards contain further details on underperforming indicators and what actions are being taken.

Service Plans - Actions Status

Q3 Corporate Service Plans

Total	100%	197
Completed	27%	54
On track	62%	122
Off track - action taken / in hand	11%	21
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: At the end of the third quarter there was 1 outstanding Internal Audit action. Further details can be found under service specific dashboards.

Complaints

Q3 2018-19 (1 October 2018 - 31 December 2018)

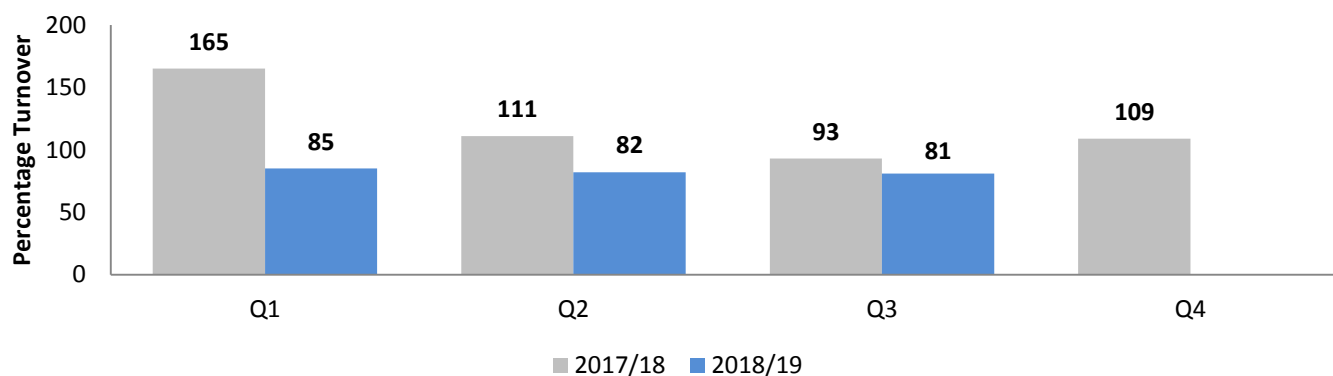
Service Area	Level 1 (10 working days)			Level 2 (15 working days)			Ombudsman	
	Total Number of Complaints	Dealt with on time	Response Rate	Total Number of Complaints	Dealt with on time	Response Rate	Number of Complaints Concluded in the quarter	Status
Communities	1	1	100%	0	0	n/a		
Customer & Corporate	1	0	50%	1	1	100%		
Environment	10	10	100%	3	2	67%		
Finance	5	5	100%	0	0	n/a		
Housing Operations	33	28	85%	8	8	100%	1	Not Upheld by Ombudsman
Housing Strategy & Development	2	2	100%	0	0	n/a		
Planning	11	4	36%	6	5	84%		
Policy & Governance	0	0	n/a	0	0	n/a		
Total	63	51	81%	18	16	89%		

Total Complaints	81
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	Response Rate	Target	Status
Level 1	81.0%	95%	over 5% off target
Level 2	88.9%	95%	over 5% off target
Total	82.7%	95%	over 5% off target

Total Number of Complaints

1 April 2017 - 31 December 2018

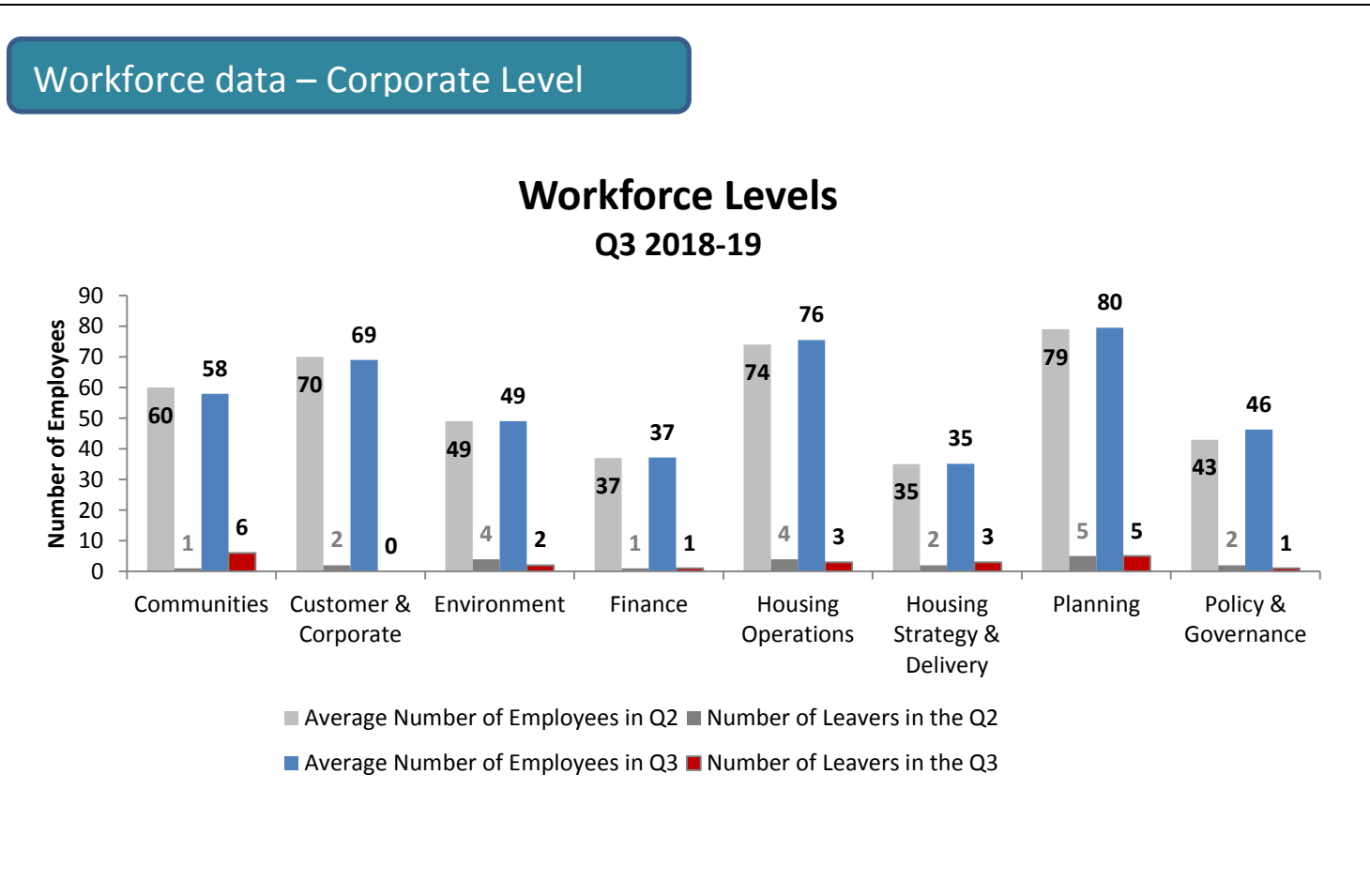


Comment: The overall number of complaints has fallen from the previous quarter and is favourable compared to Q3 last year. The overall response rate was impacted by a longer time taken in resolving Level 1 complaints in Planning and the situation is being closely monitored by the Planning Development Manager and the Head of Planning to ensure that Q4 performance comes back on track. A complaint escalated to the Housing Ombudsman in Q2 was resolved in Q3. The Ombudsman agreed with the Council's remedy in offering the tenant compensation for property damage which occurred during a repair.

The Corporate Complaints Officer advised that as a result of complaints received in Q3 following corrective actions were taken:

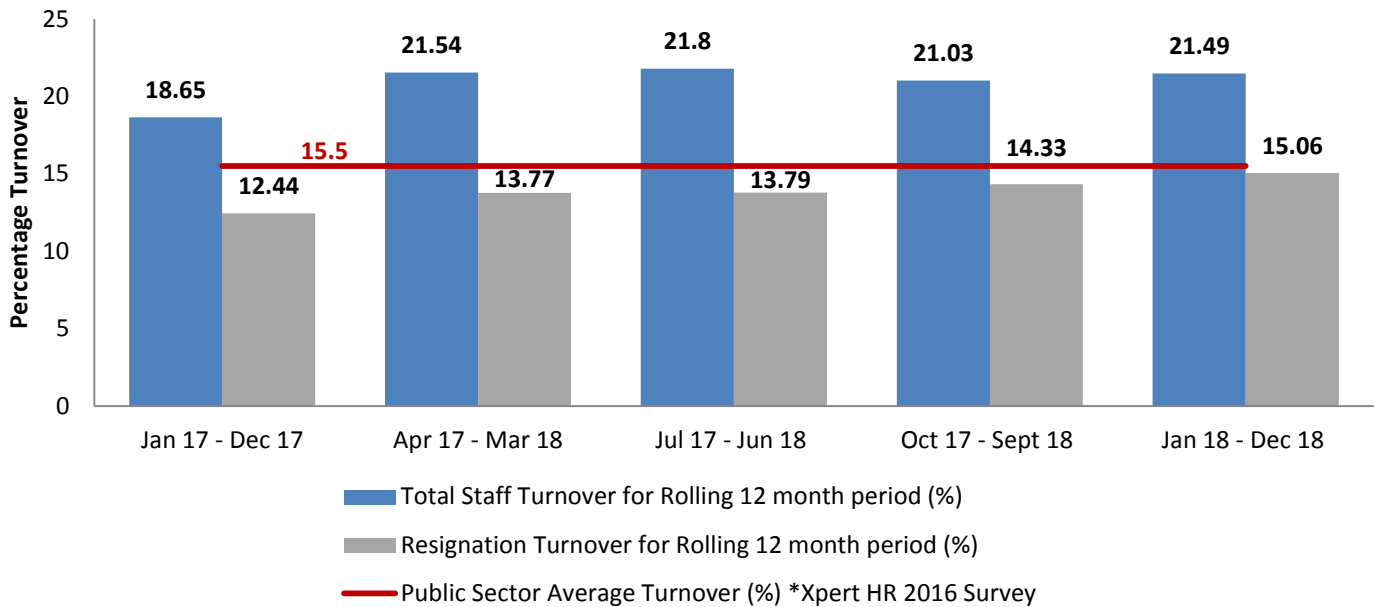
- a review of the Council's procedures for dealing with abandoned vehicles and
- a review of the procedures to be followed by officers when giving advice about entitlement to Universal Credit.

The Senior Management Team has reviewed complaints performance and is reassured that the organisation will be tackling the timeliness shortfall and is learning from issues raised by complainant.



Staff Turnover %

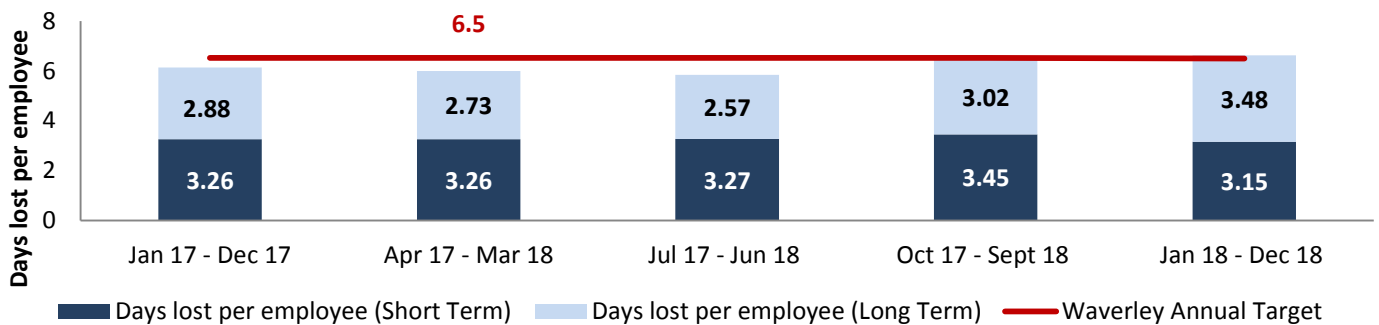
Rolling 12 months - Q3 2017/18 - Q3 2018/19



Comment: The corporate average of employees in the third quarter was 458 people in total, with 21 leavers in that period. HR Team has revised the exit interviews process to allow collection of more meaningful data. The team is also currently conducting more in depth analysis and the findings will be presented to the Overview and Scrutiny Committee at the June 2019 meeting in the Annual Workforce Profile report. Waverley benchmarks its turnover against the Public Sector Average.

Absence Data

Rolling 12 months - Q3 2017-18 to Q3 2018-19



Comment: There are no areas of particular concern regarding staff sickness levels, which over the year are on track and under public sector averages. In the third quarter the short term sickness level has slightly increased, which isn't unusual for this time of the year with seasonal colds and flu over the autumn / winter period.

Section 151 Officer quarterly feedback:

I have reviewed the position against budget at the end of quarter three, with particular focus on staff costs and high value income areas. Currently staff costs are within budget and the vacancy target should be slightly exceeded and most income areas are holding up, with the exception of planning and building control which are explained later in the report. The other material areas of cost including contract spend are currently forecast to be on budget. The table below is a summary of more detailed line-by-line monitoring work done during the quarter by spending officers supported by the finance team. Where material variances are forecast, the comments of the Heads of Service are shown in the tables later in the performance report.

To improve transparency of the figures and assist councillors to understand the monitoring position, an alternative presentation of the spend and budget is given in appendix A. This shows the costs and income items by type rather than summarised by service.

Graeme Clark, Strategic Director (and Section 151 Officer)

Row Labels	Approved Budget '000	Forecast Outturn '000	Forecast Variance '000	Adverse/ Favourable
Community				
Expenditure	11,043	11,020	-23	Favourable
Income	-8,871	-8,877	-6	Favourable
Community Total	2,172	2,143	-29	Favourable
Customer & Corporate				
Expenditure	5,940	5,843	-97	Favourable
Income	-6,586	-6,517	69	Adverse
Customer & Corporate Total	-646	-674	-28	Favourable
Environment				
Expenditure	10,738	10,712	-26	Favourable
Income	-9,327	-9,327	0	N/A
Environment Total	1,411	1,385	-26	Favourable
Finance				
Expenditure	5,761	5,955	194	Adverse
Income	-4,392	-4,763	-371	Favourable
Finance Total	1,369	1,192	-177	Favourable
Planning				
Expenditure	8,777	8,739	-38	Favourable
Income	-6,536	-6,391	145	Adverse
Planning Total	2,241	2,348	107	Adverse
Policy & Governance				
Expenditure	6,782	6,770	-12	Favourable
Income	-3,864	-3,856	8	Adverse
Policy & Governance Total	2,918	2,914	-4	Favourable
Housing Operations				
Expenditure	32,201	32,200	-1	Favourable
Income	-33,025	-32,998	27	Adverse
Housing Operations Total	-824	-798	26	Adverse
Housing Strategy				
Expenditure	3,442	3,676	234	Adverse
Income	0	-167	-167	Favourable
Housing Strategy Total	3,442	3,509	67	Adverse
Grand Total	12,083	12,019	-64	Favourable

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 – Q3

Head of Service quarterly feedback:

This quarter significant issues to note are:

Customer Services - The Project is now well underway with the Programme Board having met twice. Staff briefings are programmed for January/February.

IT - The replacement core Building Control/Planning system is due to go live in February for Building Control, this is clearly a significant milestone and we will be monitoring the implementation closely.

Facilities - As we enter Q4 there are very few members of staff on leave at this time of year which is putting significant pressure on our power parameters, IT systems and parking capacity. We have carried out an initial viability study on our overall office accommodation needs and will be considering our options in Q4.

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 due course. We have looked in detail at a retail investment opportunity in Farnham and decided not to proceed and we will now be bringing forward another opportunity in Godalming for consideration.

Areas of Concern:

- Management of the customer services project is very time intensive, but within existing capacity and prioritisation
- Marketing one of our commercial properties which currently has a vacancy
- Recruitment of a replacement Engineer as this is an area where it has proved difficult to recruit to in the past.

David Allum, Head of Customer and Corporate Services

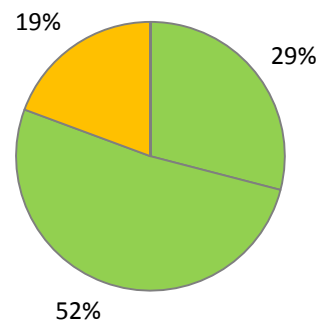
Performance Indicators Status Q3

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 Q3

Q3 Cust & Corporate Service Plans

Total	100%	31
Completed	29%	9
On track	52%	16
Off track - action taken / in hand	19%	6
Off track - requires escalation	0%	0
Cancelled	0%	0



Code	Title	Original Due Date	Revised Due date	Status	Q3 Actions taken
SP18/19CC1.5	Review and propose revised arrangements for service delivery from locality offices.	31/10/18	Integrated into Customer Service project.	Off track - action taken	The Customer Services Review Delivery work-stream is considering this issue. Proposals are expected by Q3 2019/2020
SP18/19CC2.4	If required, establish, advise and service the Council's Property Company to enable the acquisition of at least one property every two years.	31/12/18	31/03/19	Off track - action taken	It is expected that proposals will be put before Overview & Scrutiny in Q4 2018/2019 and to Investment Board shortly thereafter.
SP18/19CC2.5	Agree a future option for the replacement of The Burys	31/12/18	31/03/19	Off track - action taken	The initial feasibility has been carried out. Next step is to commission consultants to carry out a more detailed analysis. This work should be complete by Q4 2019/2020.
SP18/19CC3.5	Increase Member and Staff user satisfaction levels from the current ratings of 8.1 (Staff - Service Desk), 8.3 (Staff - services other than Service Desk) and 9 (Members)	31/10/18	31/03/19	Off track - action taken	Whilst the survey has been carried out staff satisfaction ratings were slightly down from 8.1 to 7.6 and from 8.3 to 8.2 respectively. The Member Survey is still underway.
SP18/19CC6.1	Increase Member and Staff satisfaction levels with the services provided from the performance recorded in 2017. Average rating from Members was 86% and from Staff 85%.	30/11/18	31/03/19	Off track - action taken	Staff satisfaction reduced to 82%. The councillor survey is still underway.
SP18/19CC6.4	Acquire new pool cars to facilitate and improve on existing usage numbers, thereby increasing savings to the Council.	30/11/18	31/03/2019	Off track - action taken	The funding for the pool cars is dependent on expenditure on essential and casual mileage rates falling. So far that has not happened.

Internal Audit - Actions Status at Q3

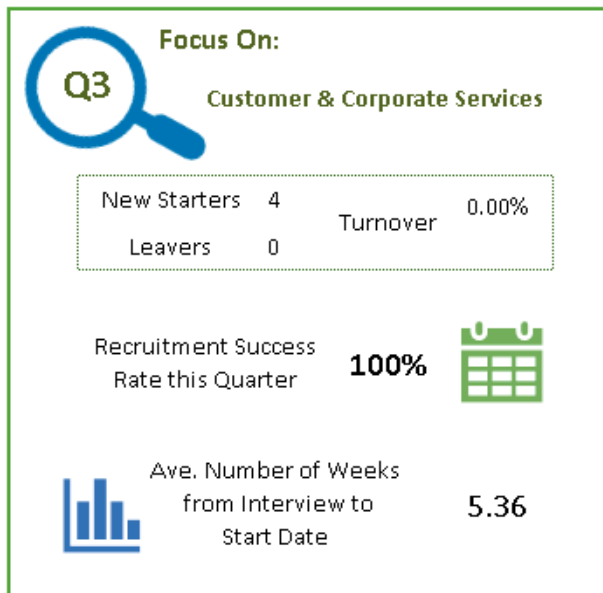
Comment: There were no overdue Internal Audit actions for this service area.

Complaints – Q3 update

Level	Level 1	Level 2	Ombudsman
Quarterly Number	1	1	N/A
Dealt with on time	0	1	N/A
Response Time	10 days	15 days	
Response Rate	50%	100%	N/A

Comment: We had one complaint this year from the neighbour of a person who had applied for an easement. There were no procedural or performance learning arising from the complaint.

Workforce – Q3 update



Comment: Q3 was very positive with a number of vacancies filled.

Finance Update – Q3 update

Row Labels	Approved Budget '000	Forecast Outturn '000	Forecast Variance '000	Adverse/ Favourable
Customer & Corporate				
Expenditure	5,940	5,843	-97	Favourable
Income	-6,586	-6,517	69	Adverse
Customer & Corporate Total	-646	-674	-28	Favourable

Head of Service Comment: The adverse income figure is due to two properties being void and one other which is no longer in our ownership. We have appointed another agent for one and are refurbishing and marketing the second.

3. Service Dashboard – Finance

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

Key Successes & Lessons Learnt, Areas of Concern - Q3

Head of Service quarterly feedback:

Exchequer team: Work on the finance ledger systems has been completed and a significant improvement has been achieved in the payment of invoices as can be seen in the performance indicators below.

Budget setting work has been completed with a balanced draft budget for 2019/20 and clarity on the scale of the financial challenge over the Medium Term Finance Plan. The finance team will work with the Value for Money and Customer Services scrutiny budget Working Group in the coming months to help support the development of plans to resolve this challenge.

Peter Vickers, Head of Finance

Performance Indicators Status

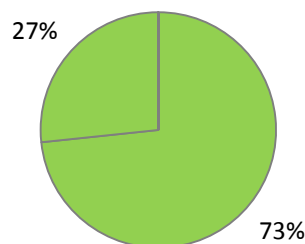
Comment: A significant improvement was planned in the F3 and F4 indicators and this has been delivered through improvements to the Agresso finance system.

KPI	Description		Q3 17-18	Q4 17-18	Q1 18-19	Q2 18-19	Q3 18-19	Q3 Target
F NI181a	Time taken to process Housing Benefit/Council Tax Benefit new claims (lower outturn is better)	Days	12	13	13	13	13	20
F NI181b	Time taken to process Housing Benefit/Council Tax Support change events (lower outturn is better)	Days	6	4	7	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)	%	87.3	99.3	30.2	58.1	86.2	74.3
F2	Percentage of Non-domestic Rates Collected (cumulative target Q1-Q4, 24.8%,49.5%, 74.3%, 99.0%) (higher outturn is better)	%	75.7	99.3	29.4	51.0	74.7	74.3
F3	Percentage of invoices paid within 30 days or within supplier payment terms (higher outturn is better)	%	96.8	95.0	84.6	90.0	95.5	99.0
F4	Percentage of invoices from small/ local businesses paid within 10 days (higher outturn is better)	%	82.1	56.4	67.7	50.0	97.0	90.0

Service Plans - Actions Status Q3

Q3 Finance Service Plan Actions

Total	100%	15
Completed	73%	11
On track	27%	4
Off track - action taken / in hand	0%	0
Off track - requires escalation	0%	0
Cancelled	0%	0



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

Internal Audit - Actions Status Q3

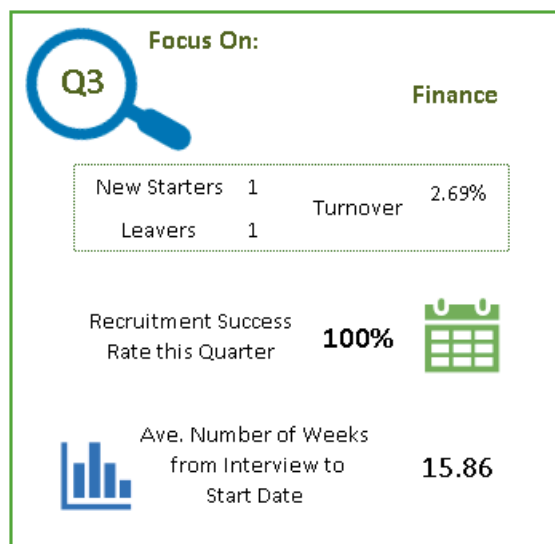
Comment: There are no outstanding actions for this service area at the end of Q3 2018-19.

Complaints Q3

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

Comment: All complaints received in Q3 were successfully resolved at level 1 within the target timescale of 10 working days.

Workforce – Q3 update



Comment: No concerns in this area

Finance Update Q3

Row Labels	Approved Budget '000	Forecast Outturn '000	Forecast Variance '000	Adverse/ Favourable
Finance				
Expenditure	5,761	5,955	194	Adverse
Income	-4,392	-4,763	-371	Favourable
Finance Total	1,369	1,192	-177	Favourable

Head of Service Comment: Budget is under control and services are on track to deliver within budget. 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 (including customer complaints); Communications and Engagement; and Human Resources.

Key Successes & Lessons Learnt, Areas of Concern

Head of Service quarterly feedback:

The Policy and Governance team achieved a number of key milestones and successful outcomes during quarter 3, including:

- The successful defence, in October, of two linked High Court challenges against the Council's Local Plan and a further challenge against the Secretary of State's decision to grant planning permission for an 1,800 home settlement at Dunsfold Aerodrome. Deputy High Court Judge, Ms Nathalie Lieven QC dismissed all claims.
- Successful completion of the Annual Canvass, leading to publication of the revised Electoral Register on 1 December. Household Enquiry Forms were issued to 53,000 residences. The extension of the mobile canvassing pilot was very successful. 17 of the 25 canvassers equipped with a tablet. Using the tablet allowed residents to quickly, easily and securely complete their registration online. By the end of the canvass, 97.2% of the households issued with a Household Enquiry form had responded.
- Successful completion of the Haslemere Town Council By-Election in October.
- Following a period of research, development, consultation and scrutiny, the adoption in December of a new Human Resources Strategy for the Council. The strategy sets out a vision for positive and committed staff culture, developing and retaining talented staff and ensuring that Waverley is able to compete effectively in the employment market and be seen as an attractive employer in the local community. Work streams within the strategy are now being progressed.
- The provision of dedicated project management support from the council's Corporate Policy team to the Council's Customer Services Improvement Programme to kick start progress on the next phase of this important area of work.
- Work by the Council's Democratic Services team to develop a comprehensive and effective induction programme for the new intake of Councillors in May 2019.
- The appointment of a new Communications and Engagement Manager who progressed a number of key work streams including the development of a revised Communications and Engagement Strategy and revised work programme for the Council.

Robin Taylor, Head of Policy & Governance

Performance Indicators Status

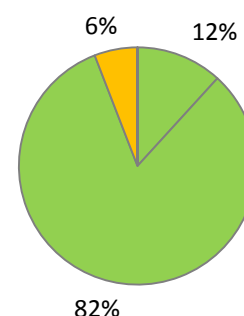
KPI	Description		Q3 17-18	Q4 17-18	Q1 18-19	Q2 18-19	Q3 18-19	Q3 Target	
HR1a	Total Staff Turnover for Rolling 12 month period (%) (data only)	%	18.7	21.5	21.8	21.0	21.5	Data only	
HR2	Short & Long term Sickness Absence - Working Days Lost per Employee - Rolling 12 months (lower outturn is better)	Days	6.1	6.0	5.8	6.5	6.6	6.52	
PG1a	The number of complaints received - Level 1 (data only)	No.	Collection started from Q1 2018-19			63	57	63	Data only
PG1b	The number of complaints received - Level 2 (data only)	No.	Collection started from Q1 2018-19			18	24	18	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%	79.4%	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%	88.9%	95.0%

Comment: The levels of sickness have risen slightly in Q3 which is quite typical for the autumn/winter period. The drop in performance of corporate indicator PG2a (% of level 1 complaints responded to on time) relates to a number of planning complaints and the situation is being closely monitored by the Planning Development Manager and Head of Planning. The response rate at level 2 (PG2b) was impacted by two complex cases which took longer to resolve. Although the complaint response rate indicators performed below the target in Q3 the Complaints Officer has confirmed there are no specific areas of concern at the moment. The Senior Management Team has reviewed this data and will be focused on improving response rates in Q4.

Service Plans - Actions Status Q3

Q3 P&Gov Service Plans

Total	100%	17
Completed	12%	2
On track	82%	14
Off track - action taken / in hand	6%	1
Off track - requires escalation	0%	0
Cancelled	0%	0



Comment: All Service Plan actions are progressing well on target for completion apart from one, further details can be found below.

Code	Title	Original Due Date	Revised Due Date	Status	Actions taken to rectify
SP18/19PG2.1	Increase levels of community engagement, including participatory budgeting:	31/12/18	30/09/19	Off track - action taken	The timetable for this piece of work was revised to inform the Medium Term Financial Plan. The work is now scheduled to begin in early June and complete in September.

Internal Audit - Actions Status Q3

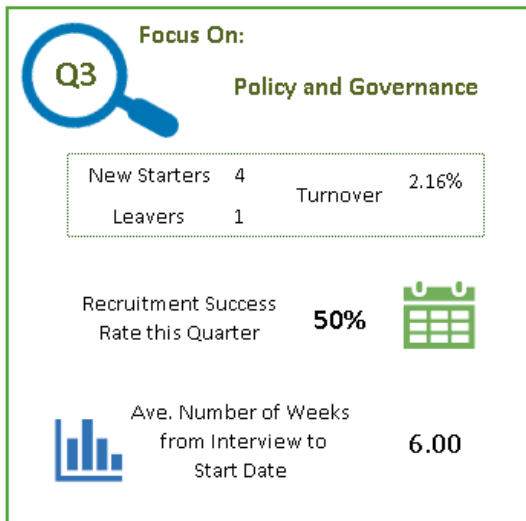
Comment: There were no outstanding Internal Audit actions for this service area at the end of Q3.

Complaints Q3

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 third quarter of 2018/19.

Workforce – Q3 update



Comment: A number of staff vacancies were successfully filled during the quarter within the Legal, Corporate Policy and Communications and Engagement teams. Recruitment was also undertaken in respect of two vacancies that arose in the Elections team with new staff due to commence employment in Q4.

Finance Update Q3

Row Labels	Approved Budget '000	Forecast Outturn '000	Forecast Variance '000	Adverse/ Favourable
Policy & Governance				
Expenditure	6,782	6,770	-12	Favourable
Income	-3,864	-3,856	8	Adverse
Policy & Governance Total	2,918	2,914	-4	Favourable

Head of Service Comment: Spending within the service is projected to remain within budgets, with a small favourable variance projected.

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

Q3 Head of Service quarterly feedback summary:

The Memorial Hall welcomed back its old hirers this quarter creating a vibrant busy Centre throughout the day. We were especially pleased to open our doors on Christmas day for around eighty residents of Farnham who would have been spending their Christmas alone.

The Borough Hall launched its Live Screening offer of the Royal Ballet to a packed house in early December.

The Leisure and Grounds maintenance contracts continue to perform well with complaints remaining low. Work continues on the leisure investment projects for Godalming and Farnham with a project team assembled to take the schemes forward. The Frensham Heathland Hub achieved planning approval and commons consent has now been applied for taking this project to the next stage, we look forward to hearing feedback in the next quarter.

The Communities Team have worked hard supporting our voluntary partners; celebrating the achievement of the Community Meals Service with all the providers as the second year anniversary was reached and all centres feeding back positively; delivering fantastic cultural opportunities for Borough residents with our partnership with The Maltings and Cranleigh Arts Centre to name but two and finally working to support the CAB and HOPPA to deliver their much needed services.

The Economic Development Team are supporting the four Chambers of Commerce to carry out a feasibility study on the introduction of a Business Improvement District (BID). Our team are meeting a host of businesses throughout Waverley gaining valuable feedback. The feasibility study will be completed next quarter.

Kelvin Mills, Head of Communities and Special Projects

Performance Indicators Status Q3

Comment: All areas are performing well with overall success rates at Waverley Training Services and Careline critical fault monitoring demonstrating great success.

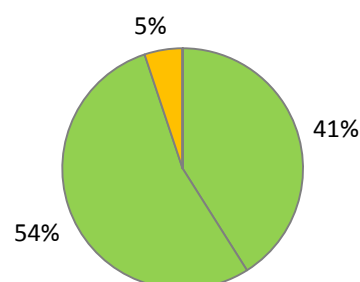
Leisure centre usage has remained high which is pleasing considering the particular challenges being faced in Farnham, around car parking, our largest leisure centre. The Leisure Team in partnership with Places Leisure continue to push our health and wellbeing activities with record participation numbers this quarter, particularly in 60+ sessions and Cranleigh's Friday night youth project, this will continue to be a priority.

KPI	Description		Q3 17-18	Q4 17-18	Q1 18-19	Q2 18-19	Q3 18-19	Q3 Target	
C1	Total number of visits to Waverley leisure centres (higher outturn is better)	Visits	469,669	536,377	501,438	462,103	473,507	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	6,112	Data only
CS9	Total number of Careline clients (data only, no target set - higher outturn is better)	Clients	1,878	1,841	1,826	1,835	1,863	Data only	
CS10	Total number of Careline calls per quarter (data only, no target set)	Calls	6,775	5,966	3,549	6,216	5,444	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%	100.0%	90.0
CS12	Apprentice overall success rate per quarter (higher outturn is better)	%	81.0%	77.2%	78.3%	81.0%	82.1%	75.0%	
CS13	Apprentice timely success rate in gaining qualification in the time expected (higher outturn is better)	%	74.0%	72.0%	77.1%	78.0%	70.0%	70.0%	
CS14	Number of apprentices on study programmes (cumulative year to date with the annual target of 30) (higher outturn is better)	No.	25	24	29	22	19	Data only	

Service Plans - Actions Status Q3

Q3 Communities Service Plans

Total	100%	39
Completed	41%	16
On track	54%	21
Off track - action taken / in hand	5%	2
Off track - requires escalation	0%	0
Cancelled	0%	0



Comment: The update on the off track actions is listed below.

Code	Title	Original Due Date	Revised Due date	Status	Actions taken
SP18/19CS1.2	Renegotiate new leisure management contract thresholds to increase guaranteed return.	31/08/18	30/03/19	Off track - action taken	Negotiations had stalled the issue was escalated and a meeting between the contractor and Strategic Director took place in January. Progress is expected to be made in the next quarter.
SP18/19CS4.3	Investigate potential new services that could benefit our client base and increase usage (Careline)	31/12/18	30/03/19	Off track - action taken	New backroom processes have been explored to improve customer service this will be implemented over the coming weeks. Once in place further 'offerings' can be explored.

Internal Audit - Actions Status Q3

Comment: At the end Q3 there are no outstanding actions for this service area.

Complaints Q3

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

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

Workforce – Q3 update



Comment: The number of leavers in the quarter was negatively impacted by Waverley Training Services team's higher turnover rate as a result new joiners not completing their probation.

Finance Update

Row Labels	Approved Budget '000	Forecast Outturn '000	Forecast Variance '000	Adverse/ Favourable
Community				
Expenditure	11,043	11,020	-23	Favourable
Income	-8,871	-8,877	-6	Favourable
Community Total	2,172	2,143	-29	Favourable

Comment: All on target

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

The new Refuse, Recycling and Street Cleaning contract was awarded to BIFFA after an extensive procurement and evaluation process and will ensure we are able to deliver high quality services to the residents into the future. The current contractor Veolia continues to provide a good service in the interim.

The review of air quality monitoring sites has been implemented and a new contract has been awarded for the management of our air quality analysers to provide enhanced and up to date information on air quality to residents.

The decision of the Planning Inspector is awaited on the application for the de-registration of Weyhill Fairground car park as common land following the site visit. Work continues on exploring options for the improving South Street car park in Farnham.

Work is progressing on plans to install electric vehicle charging points in four of our main car parks (two charging points in a carpark in each of our main centres of population).

Richard Homewood, Head of Environmental Services

Performance Indicators Status

Comment: Our recycling rejection rate at the Materials Recovery Facility remains a concern and work is ongoing with residents to try to ensure they understand what can and can't be recycled. Contamination at our bring sites continues to be a major cause of rejection along with stricter rules on what the MRF can accept driven by international processors stricter specifications. Nationally and internationally the future of recycling is a real concern.

The recycling percentage rate has however continued to improve and residual waste per household has reduced significantly. This may be in part due to the promotion of our food waste service and distribution of several thousand more food caddies to residents.

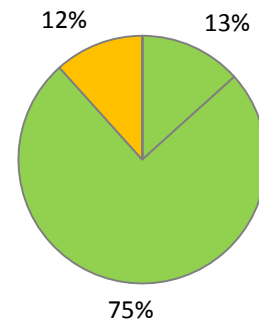
KPI	Description		Q3 17-18	Q4 17-18	Q1 18-19	Q2 18-19	Q3 18-19	Q3 Target
E1	Materials recovery facilities (MRF) Reject Rate (lower outturn is better)	%	5.3%	7.1%	11.6%	10.5%	10.0%	5.0%
E2	Average number of days to remove fly-tips (lower outturn is better)	Days	1.3	2.0	2.5	2.0	2.0	2.0

E3	(NI 195) Improved street and environmental cleanliness - levels of litter, detritus, graffiti and fly posting (higher outturn is better)	%	73.0%	90.2%	94.0%	84.0%	90.0%	90.0%
E4	Number of missed bin collections per 104,000 collections per week (lower outturn is better)	No.	26	20	34	35	22	40
E5	Percentage of higher risk food premises inspections (category A&B) carried out within 28 days of being due (higher outturn is better)	%	94.0%	95.0%	94.0%	100.0%	100.0%	100.0%
E NI182	Satisfaction of business with local authority regulation services (higher outturn is better)	%	93.0%	90.0%	84.0%	85.0%	100.0%	85.0%
E NI191	Residual household waste per household (lower outturn is better)	kg	91.6	91.8	95.5	88.3	70.0	90.00
E NI192	Percentage of household waste sent for reuse, recycling and composting (higher outturn is better)	%	55.9%	57.3%	58.6%	57.1%	59.0%	54.0%

Service Plans - Actions Status

Q3 Environment Service Plan Actions

Total	100%	60
Completed	13%	8
On track	75%	45
Off track - action taken / in hand	12%	7
Off track - requires escalation	0%	0
Cancelled	0%	0



Comment: The Public Space Protection Order in respect of Dog Fouling was made with effect from 1 January. Consultation feedback on PSPOs in relation to dogs on leads and numbers of dogs is still being reviewed and further proposals on these controls will be brought forward in June. We will continue to liaise with Surrey Police through the Safer Waverley Partnership on the need for PSPOs in relation to anti-social behaviour. Training for dealing with unauthorised encampments is planned for the new year. Food and Health and Safety Service Plans are in draft and in progress. We are currently recruiting a new Emergency Planning and Resilience Officer and once in post reviews of the response arrangements, health and safety and business continuity will progress.

Code	Title	Original Due Date	Revised Due date	Status	Actions taken
SP18/19ES3.3	Introduction of Public Space Protection Orders for dog issues and anti-social behaviour in partnership with Surrey Police.	31/12/18	31/08/19	Off track - action taken	81% Completed - Dog Fouling PSPO made with effect from 1 Jan 2019. Further consultation on Dogs on leads etc. in summer 2019
SP18/19ES3.10	Implement a procedure training programme for front line field officers for unauthorised encampments	31/12/18	31/03/19	Off track - action taken	70% completed - Training planned for first quarter of 2019.

Code	Title	Original Due Date	Revised Due date	Status	Actions taken
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	31/03/19	Off track - action taken	75% completed - Work in progress delayed by other priorities
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	31/03/19	Off track - action taken	75% completed - Work in progress delayed by other priorities
SP18/19ES8.1	Review arrangements for supporting the Council's response to civil emergencies	30/11/18	30/06/19	Off track - action taken	80% completed - Emergency Contacts directories and severe weather plan reviewed. Other plans to be reviewed when new EPRO in place
SP18/19ES9.1	Review arrangements for ensuring Business Continuity arrangements are in place and are fit for purpose	30/11/18	30/06/19	Off track - action taken	90% completed - Business Continuity Group meeting regularly and Service BCPs under review.
SP18/19ES10.1	Review arrangements for implementing and monitoring the council's Health and Safety Policies	30/11/18	30/06/19	Off track - action taken	90% completed - Health and Safety Policy, Lone Working Policy, Driving at Work policy and Aggression at Work policies reviewed. Other policy reviews underway

Internal Audit - Actions Status Q3

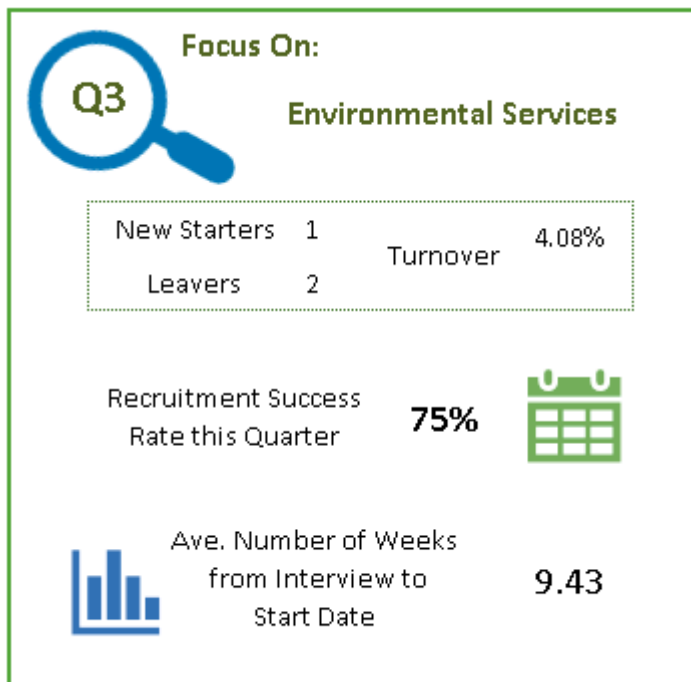
Comment: At the end Q3 there are no outstanding actions for this service area.

Complaints – Q3 update

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

Comment: A complaint regarding the disposal of an abandoned vehicle involved a more detailed investigation which subsequently highlighted a need for a review of procedures. Abandoned vehicle procedures have been revised as a result.

Workforce – Q3 update



Comment: The Service has enjoyed a stable workforce over the last quarter. We are currently recruiting a new Emergency Planning and Resilience Officer following the resignation of the post holder as a result of promotion within another public authority.

Finance Update – Q3 update

Row Labels	Approved Budget '000	Forecast Outturn '000	Forecast Variance '000	Adverse/ Favourable
Environment				
Expenditure	10,738	10,712	-26	Favourable
Income	-9,327	-9,327	0	N/A
Environment Total	1,411	1,385	-26	Favourable

Comment: There has been additional expenditure on garden waste services in quarter 3. Work is underway with the contractor to review this expenditure. The trial car washing franchise in Central Car Park, Farnham has been terminated so anticipated income will not be achieved. Car park income is being closely monitored and it is expected to offset this loss of other income in the next quarter. In spite of some setbacks a favourable variance is expected at the end of the financial year.

7. Service Dashboard – Planning

This Service includes the following Sections: Building Control, Development Management and Planning Policy

Key Successes & Lessons Learnt, Areas of Concern

Q3 Head of Service quarterly feedback:

This has been another quarter characterised by high workloads but of notable success. A number of key actions from the Development Management Improvement Plan were successfully progressed including the new IT development for Building Control and Development Management; increased use of Planning Performance Agreements to support the cost and project management of major developments; the rolling out of electronic consultations to stakeholders and most Parish and Town Councils; progress made on Section 106 Review Project by way of inputting of historic Legal Agreement information into new software database to enable enhanced accessibility to records; continued extension of engagement with stakeholders, Parish and Town Councils via workshops, forums and roadshows.

Management training for middle managers was also completed.

In October, the Council successfully defended all High Court Challenges to the Local Plan Part 1 and to the Dunsfold New Settlement's planning permission. The claimants, CPRE/POW have lodged a challenge on two grounds to the Court of Appeal. The Draft Local Plan Part 2 was not considered by the Council in October but has been deferred until Summer 2019 to allow further discussion on some aspects with the local community. The Council adopted the CIL Charging Schedule on 31 October with a target implementation date of 1 March 2019. Governance arrangements for CIL were approved by the Executive in December 2018.

Project Planning in partnership with Dunsfold Airport Limited has continued, during Q3 in anticipation of implementation of the permission early in 2019.

The Business Plan for Building Control: income position has dipped in Q3 but is still under close scrutiny.

The Review of Street Naming and Numbering processes has been completed and is now fully operational. Income continues to significantly exceed budget expectations.

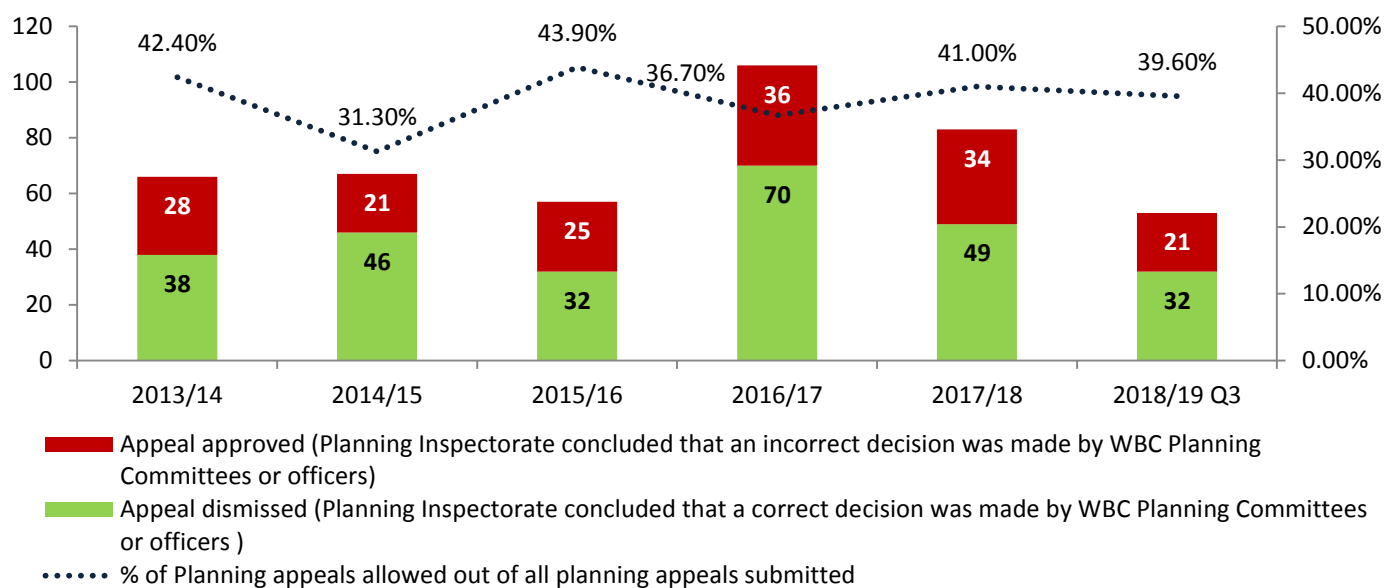
Elizabeth Sims, Head of Planning

Performance Indicators Status

KPI	Description		Q3 17-18	Q4 17-18	Q1 18-19	Q2 18-19	Q3 18-19	Q3 Target
P1	Percentage of all planning applications determined within 26 weeks (higher outturn is better)	%	100.0%	99.6%	99.1%	98.7%	99.3%	100.0%
P151	Processing of planning applications: Major applications - % determined within 13 weeks (NI157a) (higher outturn is better)	%	100.0%	93.8%	87.5%	85.7%	100.0%	80.0%
P153	Processing of planning applications: Non-major applications - % determined within 8 weeks (higher outturn is better)	%	98.3%	97.3%	96.2%	95.8%	93.4%	80.0%
P123	Processing of planning applications: Other applications (higher outturn is better)	%	100.0%	95.0%	100.0%	93.3%	90.3%	90.0%
LP9	Processing of all other residual applications - % determined within its target (Internal) (higher outturn is better)	%	97.0%	89.6%	93.6%	86.2%	93.1%	80.0%
P2	All planning appeals allowed (Internal KPI) (cumulative year to date) (lower outturn is better)	%	40.7%	41.0%	26.9%	30.8%	39.6%	30.0%
P152	Major planning appeals allowed as a % of Major Application decisions made (cumulative) (P3) (lower outturn is better)	%	5.8%	9.0%	11.8%	9.7%	7.4%	10.0%
P154	Non-Major planning appeals allowed as a % of Non-Major Application decisions made (cumulative) (lower outturn is better)	%	1.7%	1.6%	1.3%	1.2%	1.5%	10.0%
P4	Percentage of enforcement cases actioned within 12 weeks of receipt (higher outturn is better)	%	93.7%	94.9%	94.1%	90.9%	81.3%	75.0%
P5	Percentage of tree applications determined within 8 weeks (higher outturn is better)	%	96.1%	97.9%	90.5%	100.0%	100.0%	95.0%
P8	Percentage of complete building control applications checked within 10 days (higher outturn is better)	%	86.0%	95.0%	91.5%	93.5%	98.7%	80.0%

Comment: The performance on planning appeals (P2) has significantly worsened in the last quarter. This has largely reflected a disagreement between the Council and Planning Inspectors on matters of planning judgement. A comparison (below) with previous quarters shows that this level of performance reflects previous levels going back to 2017. This indicator is, however, a local one and not as critical as the nationally monitored indicators which inform the designation (Special Measures) regime. These are all on track for this quarter but will need monitoring carefully in Q4.

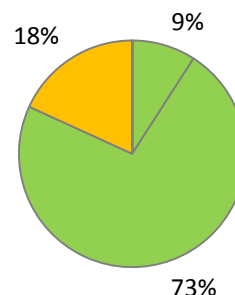
**Planning Inspectorate conclusions
on Waverley planning appeals
(January 2013 and December 2018)
(ref. P2 Local indicator)**



Service Plans - Actions Status

Q3 Planning Service Plans

Total	100%	22
Completed	9%	2
On track	73%	16
Off track - action taken / in hand	18%	4
Off track - requires escalation	0%	0
Cancelled	0%	0



Progress on Service Plan actions continues as planned with the majority of objectives expected to be completed on target. There are four actions which are currently off track, but the corrective steps are being taken as detailed below.

Code	Title	Original Due Date	Revised 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	Agreed at Q2 - 31/03/19	Off track - action taken	Familiarisation of system exercise commencing on 21/1/19. Further necessary modification of system identified through this will be prioritised as appropriate. Go Live date for Building Control is 4th February. Development Management module operates on same software platform and will follow with estimated Go Live date of April 2019.

Code	Title	Original Due Date	Revised Due Date	Status	Actions taken
SP18/19P1.5	Review decision making structures/numbers of Planning Committees/meetings	31/08/18	31/03/19	Off track - action taken	Report to Environment O and S deferred to allow opportunity for an All Member Workshop to inform report recommendations and Action Plan. Report now scheduled for Environment O and S Committee on 25th February 2019.
SP18/19P2.2	Section 106 – negotiation, collection and spending mechanisms reviewed and dedicated officer appointed	31/07/18	31/03/19	Off track - action taken	Additional temporary staff appointed to support the data inputting workload. Data inputting completed. Subject to user testing, public facing module launch intended for February 2019. Town and Parish Councils updated on project progress.
SP18/19P3.1	Design Awards (ref. Local Plan Part 2)	31/10/18	14/03/2019	Off track - action taken	Awards Ceremony deferred to Q4 given other key Service priorities, e.g., Local Plan Part 2 and S 106 Monitoring. Ceremony date set for 14 th March 2019 at the Memorial Hall, Farnham. Judges' tour completed week commencing 14 th January.

Internal Audit - Actions Status Q3

Comment: There were no outstanding Internal Audit actions for Planning at the end of Q3.

Complaints Q3 update

Level	Level 1	Level 2	Ombudsman
Quarterly Number	11	6	0
Dealt with on time	4	5	0
Response Time	10 days	15 days	
Response Rate	36%	84%	N/A

Comment: The response rate on Level 1 and Level 2 complaints has been affected by loss of key personnel in Development Management and high workloads in the quarter. The situation is being closely monitored by the new Development Manager who has developed a more hands-on approach to monitoring of these key targets and an improvement is expected for Q4. The latest data collected at the end of January indicates that the new arrangements are working, as all four level 1 complaints received in that month, were responded to within the 10 working day target.

Workforce – Q3 update



Comment: Turnover remains high. Workloads, committee attendance and extra hours incurred, plus external career advancement, are likely to have contributed to this high level. The Service is continuing to face severe 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, not necessarily successfully. Vacant posts are being covered by temporary and agency staff but within existing budget. Planning Performance Agreements are being used to secure funds from developers to deliver strategic level development by funding additional temporary staff.

Finance Update Q3

Row Labels	Approved Budget '000	Forecast Outturn '000	Forecast Variance '000	Adverse/ Favourable
Planning				
Expenditure	8,777	8,739	-38	Favourable
Income	-6,536	-6,391	145	Adverse
Planning Total	2,241	2,348	107	Adverse

Comment: Development Management income and Building Control income continue to be lower than expected. This is partially offset by S106 monitoring income and staff vacancy savings. Increased income from Street Naming and Numbering is contributing to overall budget gap. The Senior Management Team has reviewed the financial position and the expectation that all will not be balanced within this service this year, while noting that the Council's overall forecast is essentially on track. Further discussions on the commercialisation and income possibilities of services will be taking place in Q4.

8. Service Dashboard – Housing Operations

Key Successes & Lessons Learnt, Areas of Concern Q3

Head of Service quarterly feedback:

The main focus in the last quarter has been preparing for the demobilisation of current and mobilisation of the new repairs and maintenance contracts including the responsive repairs and voids, kitchen and bathroom and the framework contracts. Project groups and plans for key work streams have been developed and are progressing.

The team have worked with colleagues in Legal and Finance following the announcement in late November of the change in parent company of the new responsive repairs and voids contractor. Completing due diligence before making a decision regarding the assignment of the contract.

Following the emergence of legionella in the water systems at one of our senior living schemes in Q2 (reported in previous quarters), the Property Services and Senior Living teams continue to monitor the situation and are managing the risk effectively. Recent results have indicated continuing progress in reducing the levels of bacteria. Our contractor 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 updates to the portfolio holder and the management board, tenants and the ward councillors.

The Tenancy and Estates team's work was recognised in November at the Surrey Police ASB Awards. A Tenancy and Estates officer received a nomination for the "Tackling ASB award" following successful joint working with the police to gain repossession of a home in Bramley. The ongoing anti social behaviour case was successfully resolved with a closure order and a possession order. The tenant had allowed his home to be used for drug dealing leading to a significant impact on the neighbours and community.

The Rent Accounts team met the rent collection target this quarter and continue to work with all tenants to promote rent payments and reduce the risk of and level of arrears. Officers are working intensively with the 96 tenants in receipt of Universal Credit often before they have their job coach appointment

In preparation for the winter weather and Christmas closure, the website Out of Hours information was reviewed and updated to provide clear information for emergencies over the winter period.

Only 24 emergency repair calls were received over the Christmas period. The majority were completed with only two requiring follow up work in January.

The Senior Living residents arrange a number of seasonal events and no call outs requests were received by the on call officers during the Christmas closure period.

Hugh Wagstaff, Head of Housing Operations

Performance Indicators Status

KPI	Description		Q3 17-18	Q4 17-18	Q1 18-19	Q2 18-19	Q3 18-19	Q3 Target
H2	Average number of working days taken to re-let 'normal void' property (lower outturn is better)	Days	18	19	15	16	21	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)	%	73.0%	97.3%	24.9%	49.2%	76.0	74.0%
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)	%	91.0%	91.0%	92.0%	93.0%	89.0%	93.0%
H8	Responsive Repairs: Was repair completed right first time? (Tenants' view of the service) (higher outturn is better)	%	79.0%	74.0%	76.0%	76.0%	78.0	78.0%
H9	Responsive Repairs: Did the tradesperson arrive within the appointment slot? (Tenants' view of the service) (higher outturn is better)	%	98.0%	97.0%	97.0%	98.0%	97.0%	97.0%

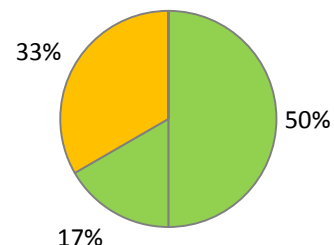
Comment:

The relet performance (H2) was only one day over target due to a number of homes in exceptionally poor condition and Mears' sub contractors performance. The fall in overall satisfaction with the repairs service (H7) is being closely monitored with the introduction of new initiatives to capture and respond early to any dissatisfaction.

Service Plans - Actions Status Q3

Q3 Housing Operations Service Plans

Total	100%	6
Completed	50%	3
On track	17%	1
Off track - action taken / in hand	33%	2
Off track - requires escalation	0%	0
Cancelled	0%	0



Comment: Progress according to timelines with five completed actions.

Delay with Family Support Team review and transformation strategy due to external influences and change in team resources and capacity.

Code	Title	Due Date	Revised Due date	Status	Actions taken to rectify
SP18/19H1.1	Create digital business evolution model	31/10/18	31/03/2019	Off track - action taken	Not met target date due to Social Housing Green Paper consultation and change in team resources. To be complete end March 2019.
SP18/19H2.4	Review future of Family Support Team	30/11/18	31/03/2019	Off track - action taken	A new due date of 31 March 2019 has been requested in order to clarify future with SCC and Waverley budget setting.

Internal Audit - Actions Status Q3

Comment: There were no outstanding Internal Audit actions for this service at the end of Q3 2018-19.

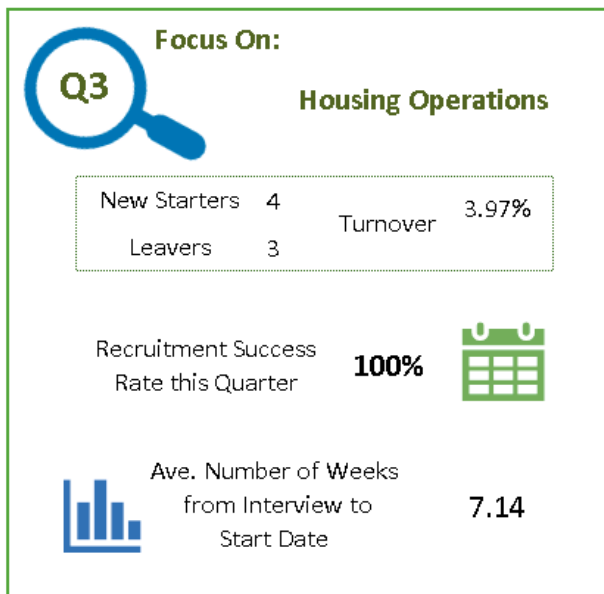
Complaints

Level	Level 1	Level 2	Ombudsman
Quarterly Number	33	8	1 upheld
Dealt with on time	28	8	
Response Time	10 days	15 days	
Response Rate	85%	100%	N/A

Comment: In the third quarter of 2018/19, 28 out of 33 level one complaints were dealt with on time and all eight complaints escalated to level two were responded to within the target. There were no complaints escalated to the Housing Ombudsman in the quarter, however a Q2 complaint has been resolved in that period as upheld.

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 – Q3 update



Comment: No issues to highlight. Turnover of staff as expected and all vacancies are being covered (within budget) while recruitment is being undertaken.

Finance Update

Row Labels	Approved Budget '000	Forecast Outturn '000	Forecast Variance '000	Adverse/ Favourable
Housing Operations				
Expenditure	32,201	32,200	-1	Favourable
Income	-33,025	-32,998	27	Adverse
Housing Operations Total	-824	-798	26	Adverse

Head of Service Comment: Variations for noting - Income £118k under achieved in rents. Interest income £36k over achieved driven by higher base rate. £64K over achieved for lease hold management income due to late billing from prior years. The new Housing Finance Manager reviewing monthly rents reconciliation and leaseholder invoicing processes.

9. Service Dashboard – Housing Strategy & Delivery

Key Successes & Lessons Learnt, Areas of Concern

Head of Service quarterly feedback:

Homelessness prevention: The team keep numbers of households in temporary accommodation very low and at the time of preparing the report, we are accommodating one household. We continue to manage all the implications of the Homelessness Reduction Act, which involves using a complex IT and reporting system required by central government. A report on the first six months since the Act was introduced was presented to the Housing Overview and Scrutiny Committee on 27 November.

Emergency accommodation was arranged for anyone presenting as homeless over the Christmas period but was not needed. The annual Rough Sleeper Count took place on 14 November, with two rough sleepers being identified in Waverley. Both were known to the Housing Options Team.

Housing Development: Work on Site A at Ockford Ridge (37 new homes) will begin in the Spring, with pre-construction work underway from end of January. Preliminary work is underway on the next two phases of refurbishment, as well as two new potential sites for redevelopment on the Ridge. A committee date is awaited for the determination of the application for Site C.

Planning applications have been submitted for sites at Aarons Hill, Godalming (four homes). The scheme at Ryle Road, Farnham (two homes) was recommended for approval but refused by the planning committee. We are now considering what to do next.

A number of other schemes are coming forward and are at various stages of pre application and site assembly. We are also bringing forward our first scheme of five homes in partnership with a private developer under a Section 106 Agreement.

Private Sector Housing Team/Better Care Fund: The team has received over 40 new applications for licenses for Houses in Multiple Occupation and all inspections will be completed by the end of January. The new Home Improvement Policy adopted by Council has resulted in an increase in requests for aids and adaptations. The Council works in partnership with Guildford Borough Council to maintain the Home Improvement Agency and the Handyperson service. It is envisaged that Better Care Funding will continue after March 2020.

Housing Strategy and Enabling: Monitoring and delivering the first year's objectives of the Housing Strategy 2018-2023 continues and an Annual Progress Review of the Strategy will be prepared and presented to the Housing Overview & Scrutiny Committee, Executive and Council after March 2019; the delivery forecast for 2018/19 is 102 new affordable homes.

The Team are working closely with colleagues in the Planning Service to develop a Supplementary Planning Document on affordable housing which will give internal teams, developers and housing associations clear guidance on the delivery of affordable homes through the planning process. A representative from the team has visited parish and town councils to set out the aims of the Housing Strategy and raise awareness of housing need in the Borough. More visits are in the pipeline.

Service Improvement Team: Early stage consultation on Housing Service Plan 2019/2020 has begun.

A home exchange event was held in November with 36 attendees. This was positively received by tenants who fed back that the event was helpful and informative.

The Waverley Homes and People newsletter was issued with annual report data, service advice and

three articles written by tenants.

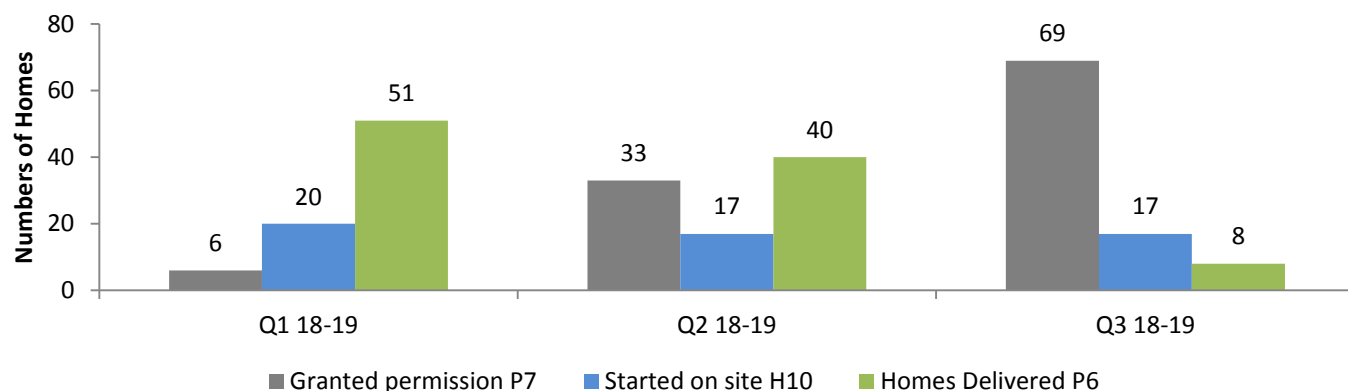
The Service Improvement Manager has supported a Housing Overview and Scrutiny task and finish group on attitudes to Council Housing: 'Pride or Prejudice?' Four tenant drop-in events have been held and surveys have been carried out – the final report will be presented to the full Housing Overview and Scrutiny Committee in February.

Andrew Smith, Head of Strategic Housing & Delivery

Performance Indicators Status

KPI	Description		Q3 17-18	Q4 17-18	Q1 18-19	Q2 18-19	Q3 18- 19	Q3 Target	
H3	Housing advice service: Homelessness cases prevented (data only)	No.	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	1	0	1	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	150	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	28	Data only	
P7	Number of Affordable homes - Granted planning permission (Data only - higher outturn is better)	No.	64	558	6	33	69	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	17	Data only
P6 (H1)	Number of affordable homes delivered (gross) (Data only - higher outturn is better)	No.	12	52	51	40	8	Data only	

Affordable housing delivery January - December 2018

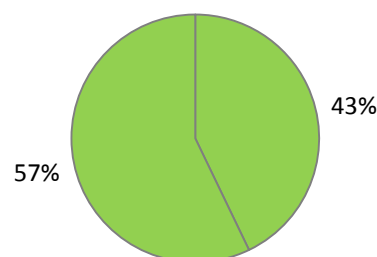


Comment: The teams continue to work well in preventing homelessness and delivering new affordable homes.

Service Plans - Actions Status

Q3 Housing Strategy & Delivery Service Plans

	100%	7
Total		
Completed	43%	3
On track	57%	4
Off track - action taken / in hand	0%	0
Off track - requires escalation	0%	0
Cancelled	0%	0



Comment:

All service plan actions are progressing on target for completion. At the end of Q3 3 out of 7 actions have already been completed.

Internal Audit - Actions Status Q3

The Internal Audit section was included for information only, as the scrutiny function of this service area falls under the remit of Audit Committee, which monitors the Internal Audit recommendations at their quarterly meetings. For further details, please refer to the most recent ["Progress on the Implementation of Internal Audit Recommendations"](#) report from the [Audit Committee meeting 5 November 2018](#).

Code & Title	Start Date	Due Date	Head of Service
IA19/05 Safeguarding	01 Nov 2018	31 Dec 2018	Smith, Andrew +

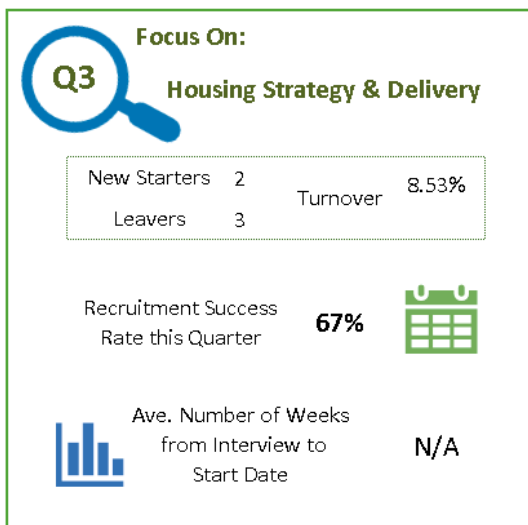
Comment: All recommendations in the Audit report are being progressed satisfactorily and will be uploaded to Pentana (performance management application) by 20 February, in advance of next Audit Committee. It needs to be recognised that the Council's Safeguarding reporting mechanisms and pathways will be determined by new referral procedures to be introduced by Surrey County Council in due course.

Complaints - Q3 update

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

In the third quarter only two complaints were received which were successfully dealt at level one within the 10 working days timescale.

Workforce – Q3 update



Comment:

Housing Options officer post suspended following retirement – to be kept under review.

Finance Update Q3

Row Labels	Approved Budget '000	Forecast Outturn '000	Forecast Variance '000	Adverse/ Favourable
Housing Strategy				
Expenditure	3,442	3,676	234	Adverse
Income	0	-167	-167	Favourable
Housing Strategy Total	3,442	3,509	67	Adverse

Head of Service Comment: Homelessness rent received in advance is high due to landlords requiring larger deposits before households are placed in private rented accommodation. However, there is a lag behind payments made to landlords. Additional 12K income received through HMO licensing receipts. Offset with expenditure 68K deficit

10. Appendix A. Detailed Budget Analysis – Q3 update

	2017/18	2018/19			Adverse/ Favourable Outcome
	Outturn £'000	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000	
Expenditure					
Building Running Costs	1,653	2,099	1,981	-118	Favourable
Compensatory grants	58	49	52	4	Adverse
Contracted Services	7,075	6,771	6,770	0	N/A
Contributions to/from Reserves	4,018	6,810	6,821	11	Adverse
Depreciation	1,000	1,143	1,143	0	N/A
Election Fees	137				N/A
Equipment Costs	905	1,000	991	-9	Favourable
Staff Pay	18,170	19,401	19,368	-34	Favourable
Non Pay Staff Costs	1,023	944	944	0	N/A
Financial Fees	337	331	363	32	Adverse
Grants	920	813	819	5	Adverse
Grounds Maintenance	1,705	1,678	1,639	-39	Favourable
Housing Repairs	3,861	5,232	5,232	0	N/A
Interest Costs	5,795	5,917	5,971	54	Adverse
Legal fees	430	358	355	-3	Favourable
Mayoralty expenses	11	22	22	-1	Favourable
Members allowances	374	398	398	0	N/A
Members Travel	14	18	18	0	N/A
Net Benefit Cost	-623	-587	-478	109	Adverse
Net recharges	22,850	22,222	22,222	0	N/A
Other expenditure	983	6,000	5,985	-15	Favourable
Other travel	15	20	20	0	N/A
Pension Backfunding Costs	153	162	158	-4	Favourable
Professional Fees	269	337	338	1	Adverse
Rent Costs	687	428	662	234	Adverse
Utilities	597	558	563	4	Adverse
Vehicle Costs	32	33	33	0	N/A
Waverley Training Services Sub Contractors	2,733	2,526	2,526	0	N/A
Expenditure Total	75,185	84,684	84,915	230	Adverse
Income					
Building Control Income	-453	-645	-509	136	Adverse
Car Park income	-5,054	-5,036	-5,036	0	N/A
Careline Income	-450	-447	-447	0	N/A
Contributions (e.g. Tenants)	-42	-10	-10	0	N/A
Fees and charges	-868	-1,013	-1,027	-14	Favourable
Grant Income	-1,472	-543	-539	3	Adverse
Green Waste Income	-691	-831	-831	0	N/A
Housing Dwelling Rents	-28,579	-28,397	-28,279	118	Adverse
Interest Income	-838	-640	-1,048	-407	Favourable
Land Charges Income	-438	-405	-405	0	N/A
Leisure Centre Profit Share	-466	-491	-491	0	N/A
Licensing Income	-277	-272	-272	0	N/A
Net recharges	-24,292	-24,093	-24,095	-2	Favourable
Planning Income	-1,503	-1,767	-1,744	23	Adverse
Property Income	-2,878	-2,838	-2,956	-118	Favourable
Reimbursements	-4,406	-3,977	-3,948	29	Adverse
Recycling Credit	-1,020	-884	-884	0	N/A
Service Charges	-299	-313	-377	-64	Favourable
Water Rates Collection	-18				N/A
Income Total	-74,045	-72,601	-72,896	-294	Favourable
Grand Total	1,141	12,083	12,019	-64	Favourable

WAVERLEY BOROUGH COUNCIL

HOUSING OVERVIEW & SCRUTINY COMMITTEE

26 FEBRUARY 2019

Title:

GARAGE PROJECT – FURTHER DETAIL

[Portfolio Holder: Cllr King]

[Wards Affected: All]

Summary and purpose:

Following the garage report presented 27 November 2018, the committee requested further information and detail on the locations of the garages across the borough including hotspots, let rates for each block, upgrade works past and future and details of waiting lists and demand. The committee also requested feedback on both the garage grounds maintenance plan and the solar light pilot study. This report presents the information requested.

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:

A three month temporary officer has been recruited, specifically to let void garages with a clear target to reduce voids, within staffing budget. Target income is achievable provided we successful promotion and uptake of garages.

Legal Implications:

There are no direct legal implications associated with this report.

1. Background

1.1 Annexe 5 highlights the steady decline of garage occupancy over the last few years. Over the last few months, great efforts have been and continue to be made, to maximise revenue by letting the vacant garages. Annexe 5 shows a sharp spike in the last few months reaching 473 occupied garages at 1 January 2019. This is a direct result of the current garage project.

1.2 Annexe 6 shows the current financial situation as well as the maximum potential revenue. If full occupancy is achieved, a revenue potential of >£570k p/a could be reached. Annexe 1 shows the current status of all 682 of Waverley Borough Council garage stock. 473 garages (70%) are occupied and of these, 343 (73%) are licenced

to private residents while just 130 (27%) are licenced to Waverley Borough Council tenants.

- 1.3 Currently, there are 209 vacant garages and 189 applicants on the garage waiting list (Annexe 2), though the majority of these applications are for the same popular areas which have no, or few current vacancies. We call these hotspots.

2. Hotspots – High and Low demand

- 2.1 Waverley has a relatively even distribution of garages across the borough as a whole, however Farncombe, Farnham and Haslemere have the highest density, each having >100 garages (Annexe 3).
- 2.2 Annexe 4 summarises occupancy rates per block and by area. Sites with full occupancy include Bricksbury Hill, Owen Road, Latimer Road, Lion Mead, Sunbrow and Whitfield Close.
- 2.3 High demand hotspots are those that have far more applicants on the waiting list than there are vacancies. Specific garage sites in high demand include; Beaufort Road (one vacancy but 19 applicants waiting), Roman Way (no vacancies but 18 waiting) and in Godalming, both Latimer Road and Peperharow have no vacancies but have 30 and 35 people on the waiting lists respectively.
- 2.4 Alfold is a particular low demand area, with 4 vacancies at Brockhurst Cottages but no one on the waiting list. There are 6 vacancies at Clappers Meadow with just 2 on the waiting list.
- 2.5 Site specific waiting lists may appear misleadingly high, since applicants are able to apply to as many sites as they wish. For example there are 9 people on the Bardsley Drive list though these 9 people could also be 9 of the 19 applicants on the Beaufort Road list. Once all 9 are offered garages at Bardsley Drive, the waiting list at Beaufort Road may drop by 9 (Annexe 4). For this reason, the waiting lists tend to move quickly.

3. Private vs tenant

As can be seen in Annexes 1 and 2, the vast majority of current licensees (73%) and applicants waiting (80%), are non council tenants.

4. Grounds maintenance programme

Site specific information has been compiled to include information on; forecourt condition, drainage, surrounding/overhanging foliage, roof type and suggestions of maintenance frequency such as gutter and drain clearance. This data has been collated and passed to the Housing Asset Team to produce a maintenance programme.

5. Solar Light pilot study

5.1 Last year a pilot study of wall mounted solar lights were fitted to a garage block in Haslemere. No known complaints have been reported, regarding the lights since their installation. A telephone survey was carried out in January 2019 with the garage licensees of the block and we have received the following feedback:

- the lights remain in situ and are in working order
- the lights make licensees feel safer in the dark.
- the lights are only bright enough when they have been able to receive a full charge from the sun. They are not sufficient charged during winter months when sunlight is minimal.

5.2 We have agreement to carry out another pilot study, trialling a more powerful lighting product which will overcome the issue of the dark winter months, since it is during this time of the year that the lights are required most.

Recommendation

It is recommended that the Housing Overview and Scrutiny Committee:

1. notes the progress in garage lettings and revenue maximisation;
2. notes the distribution of garages across the borough including hotspots; and
3. notes that a garage block maintenance programme is to be developed by the Housing Asset Team.

Background Papers

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

CONTACT OFFICER:

Name: Steph Aves

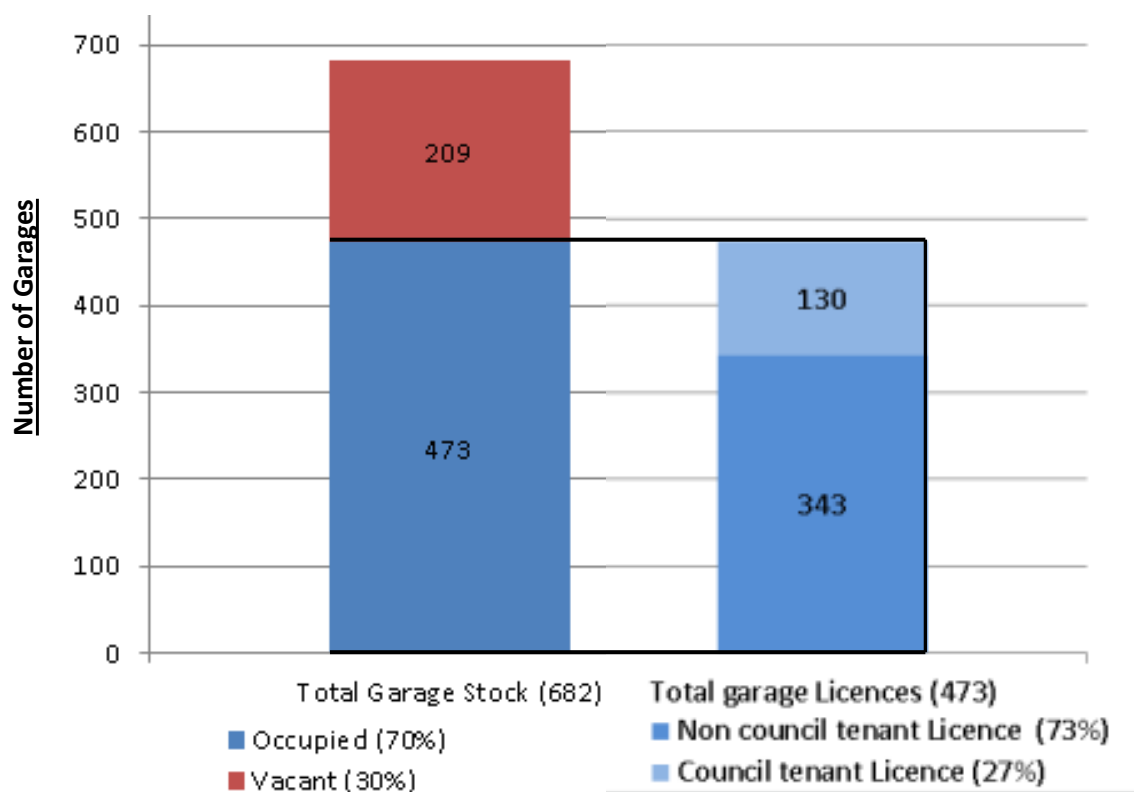
Telephone: 01483 523515

E-mail: steph.aves@waverley.gov.uk

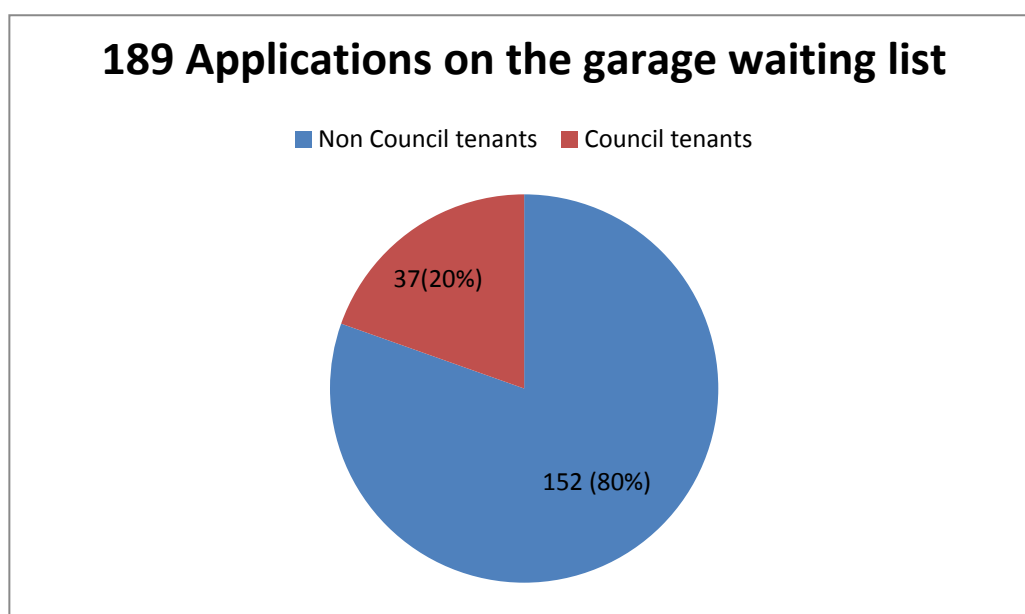
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Overview of garage statistics

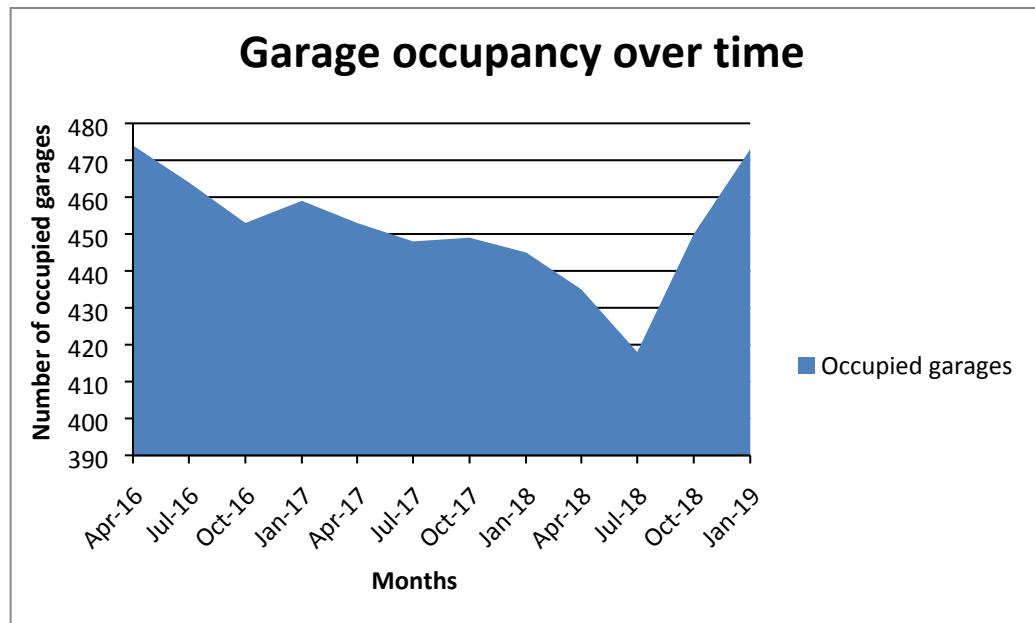
ANNEXE 1



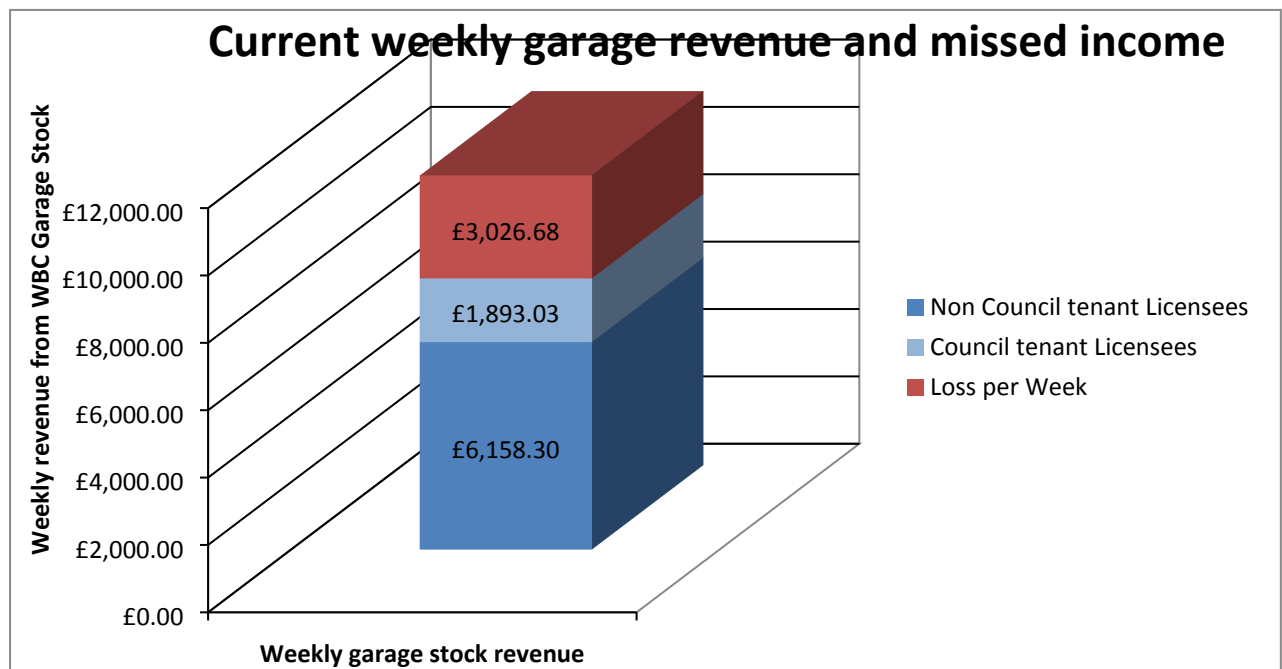
ANNEXE 2



ANNEXE 5



ANNEXE 6



Annexe 6 Shows how the weekly garage revenue is made up and that the potential weekly revenue generated could be £11078.01. Loss here means missed income through garage vacancies.

ANNEXE 3

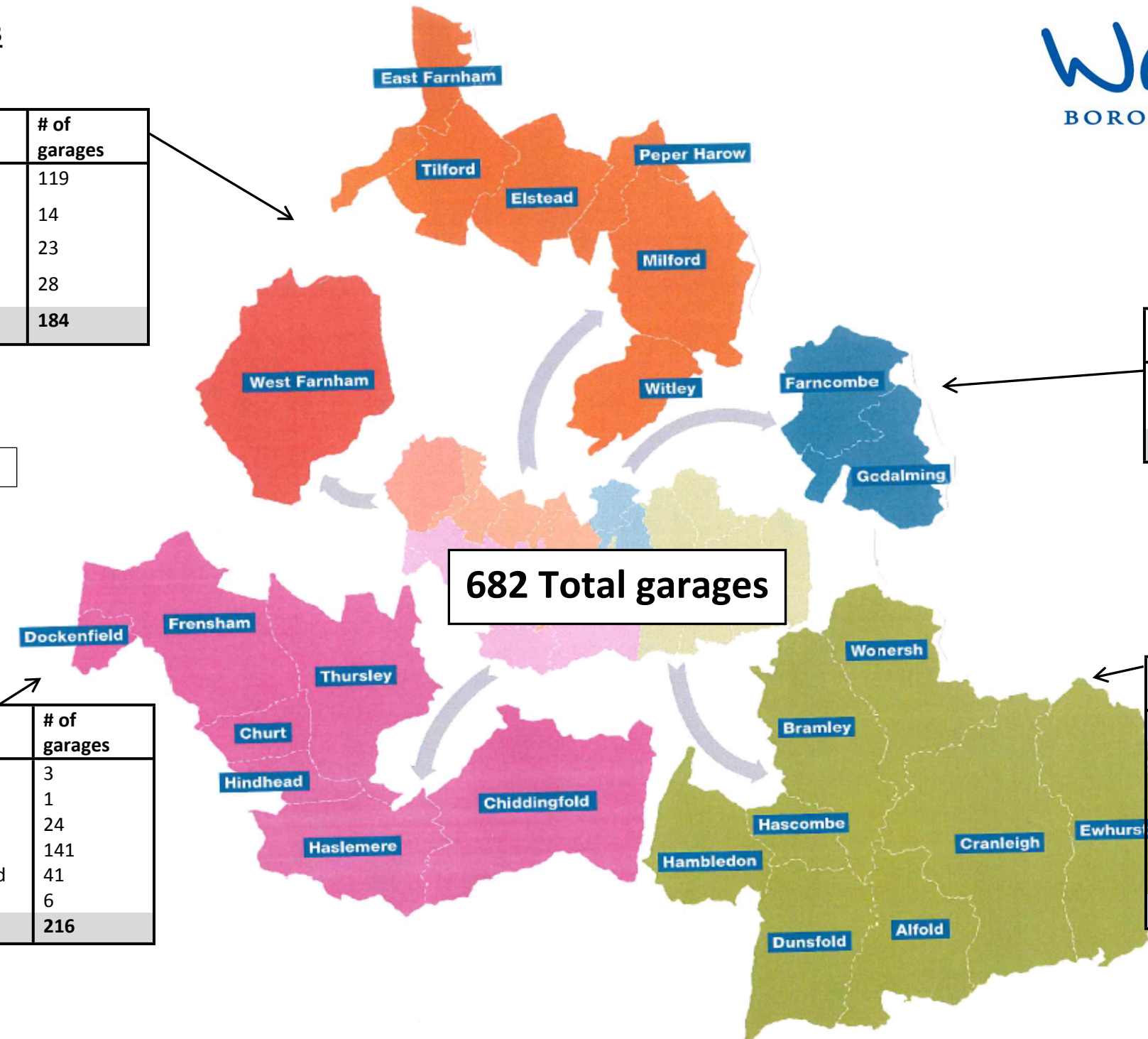
Area	# of garages
Farnham	119
Elstead	14
Milford	23
Witley	28
Total	184

Area	# of garages
Farncombe	136
Godalming	49
Total	185

Area	# of garages
Frensham	3
Churt	1
Hindhead	24
Haslemere	141
Chiddingfold	41
Dockenfield	6
Total	216

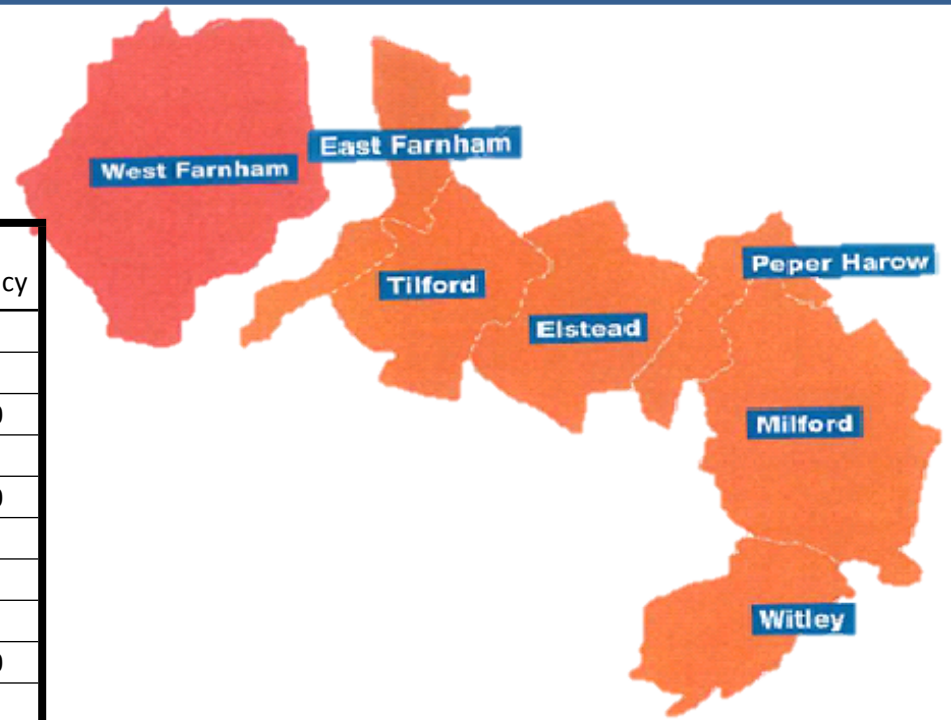
Area	# of garages
Bramley	10
Cranleigh	51
Alfold	16
Shamley Green	8
Wonersh	12
Total	97

682 Total garages



ANNEXE 4

Garage Sites in the North West of Waverley Borough



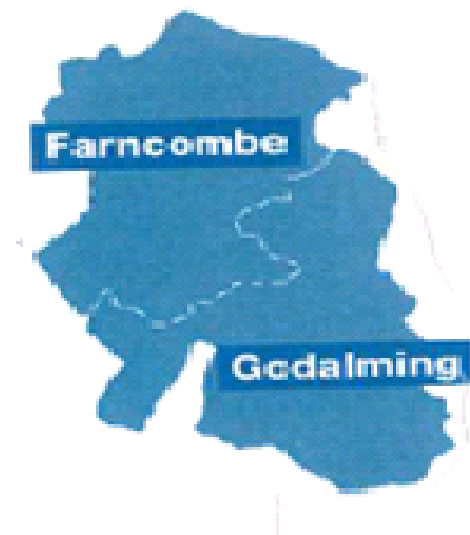
Area	Sites	No. of garages	Occupied	Vacant	# on waiting list	% Occupancy
Farnham	Bardsley Drive	20	13	7	9	65.00
	Beaufort Road	23	22	1	19	95.65
	Bricksbury Hill	10	10	0	12	100.00
	Courtenay Road	7	4	3	11	57.14
	Fox Road	4	4	0	16	100.00
	Greenhill Close	16	15	1	17	93.75
	Old Park Close	6	4	2	10	66.67
	Rankine Close	7	4	3	15	57.14
	Roman Way	4	4	0	18	100.00
	Stewards Rise	15	10	5	15	66.67
	Waggon Yard	7	7	0	3	100.00
	Total		119	97	22	
Elstead	Redhouse Lane	6	4	2	14	66.67
	Springfield	8	5	3	4	62.50
	Total	14	9	5		64.29
Milford	Busdens Copse	10	9	1	16	90.00
	New Road	13	13	0	11	100.00
	Total	23	22	1		95.65
Witley	Willowmead	25	16	9	11	64.00
	Middlemarch	3	0	3	16	0.00
	Total	28	16	12		57.14
Total		184	144	40		78.26

Planned upgrades 2019/20
 Roof upgraded 2018/19
 Roof upgraded 2017/18
 Roof upgraded 2016/17

ANNEXE 4

Garage Sites in Godalming and Farncombe




Area	Sites	Number of garages	Occupied	Vacant	# on waiting list	% Occupancy
Farncombe	Badgers Close★	14	13	1	16	92.86
	Birch Road	9	9	0	16	100.00
	Cherry Tree Lane ▲	32	20	12	15	62.50
	Oak Mead ■	48	28	20	17	58.33
	Owen Road ★	11	11	0	16	100.00
	Spring Grove	22	20	2	9	90.91
	Total	136	101	35		74.26
Godalming	Meadow	37	33	4	24	89.19
	Latimer Road	10	10	0	30	100.00
	Peperharow Road	2	2	0	35	100.00
	Total	49	45	4		91.84
Total		185	146	39		78.92

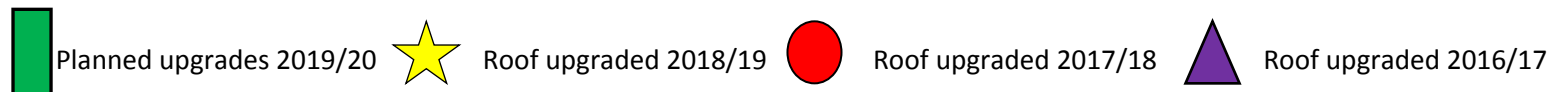


Planned upgrades 2019/20
 Roof upgraded 2018/19
 Roof upgraded 2017/18
 Roof upgraded 2016/17

ANNEXE 4

Garage Sites in South East of Waverley Borough

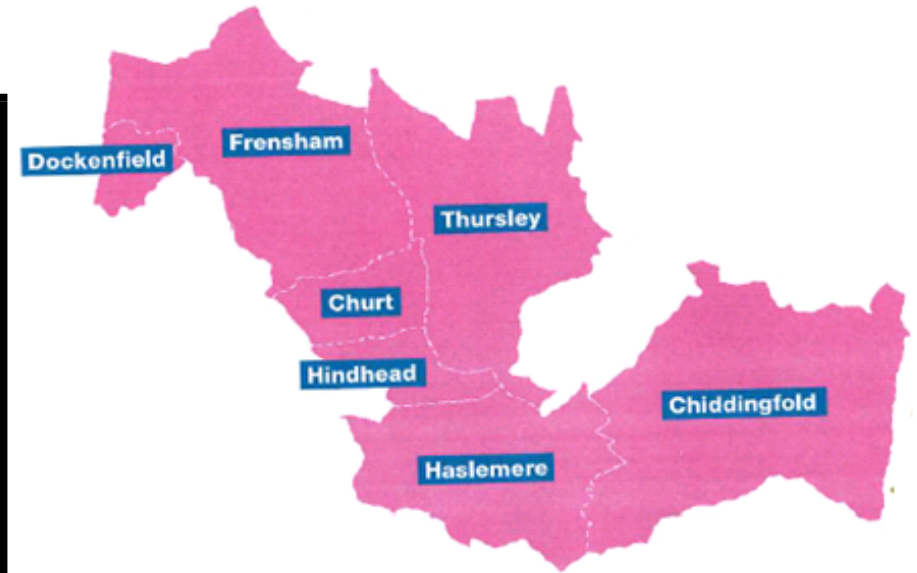
Area	Sites	Number of garages	Occupied	Vacant	# on waiting list	% Occupancy
Bramley	The Range	9	8	1	14	88.89
	Edencroft	1	0	1	1	0.00
	Total	10	8	2		80.00
Cranleigh	Glebe Road 	12	5	7	8	41.67
	Queensway	20	16	4	6	80.00
	The Ridings 	9	6	3	7	66.67
	Wyphurst Road	10	5	5	8	50.00
	Total	51	32	19		62.75
Alfold	Brockhurst Cottages	7	3	4	0	42.86
	Clappers Meadows 	9	3	6	2	33.33
	Total	16	6	10		37.50
Shamley Green	Hullmead	8	2	6	7	25.00
	Total	8	2	6		25.00
Wonersh	Lower Barnett Lane	12	9	3	4	75.00
	Total	12	9	3		75.00
Total		97	57	40		58.76



ANNEXE 4

Garage Sites in the South West of Waverley Borough

Area	Sites	# of garages	Occupied	Vacant	# on waiting list	% Occupancy
Frensham	Peakfield ▲	3	2	1	5	66.67
	Total	3	2	1		66.67
Churt	Parkhurst Fields	1	1	0	6	100.00
	Total	1	1	0		100.00
Hindhead	Glen Court ★	9	2	7	3	22.22
	Hill House ★	3	0	3	2	0.00
	Tyndalls	12	11	1	1	91.67
	Total	24	13	11		54.17
Haslemere	Border End ★	12	8	4	1	66.67
	Hatchetts Drive	30	24	6	6	80.00
	Kiln Avenue	6	6	0	9	100.00
	Kings Road	18	13	5	3	72.22
	Lion Mead	4	4	0	11	100.00
	Lower Hanger ■▲	29	12	17	4	41.38
	Marley Hanger	8	5	3	5	62.50
	Parsons Green	1	1	0	9	100.00
	Rackfield ▲	6	3	3	8	50.00
	Sunbrow	8	8	0	3	100.00
	Weycombe Road	5	4	1	8	80.00
	Whitfield Close	5	5	0	8	100.00
	Woolmer Hill	9	4	5	6	44.44
	Total	141	97	44		68.79



Chiddingfold	Pathfields	11	3	8	9	27.27
	Turners Mead	5	5	0	6	100.00
	Stillers	1	1	0	0	100.00
	Hartsgrove	10	2	8	3	20.00
	Queens Mead	14	8	6	5	57.14
	Total	41	19	22		46.34
	Dockenfield	Abbotts Cottages	6	2	4	3
Total		6	2	4		33.33
Total		216	134	82		62.04

Planned upgrades 2019/20
 Roof upgraded 2018/19
 Roof upgraded 2017/18
 Roof upgraded 2016/17

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WAVERLEY BOROUGH COUNCIL

HOUSING OVERVIEW & SCRUTINY COMMITTEE

26 FEBRUARY 2019

Title:

**OUTCOMES OF RECOMMENDATIONS FROM THE WAVERLEY SCRUTINY GROUP'S
REPORT ON MUTUAL EXCHANGES AND DOWNSIZING TO SENIOR LIVING HOMES**

**[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 and this committee in November 2018.

This report informs the Committee how the Housing Service team has addressed 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 completed 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
 4. There were 54 successful mutual exchanges during 2018, 36 attendees at the mutual exchange event and 563 Waverley tenants registered on HomeSwapper seeking a move.

Report recommendations and response

5. 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.
6. The Housing Service reviewed the recommendations and has grouped similar recommendations together into three work streams communications, process and IT.
7. The Housing Service agreed with 13 of the recommendations and partially agreed with seven. The service supported the intention of the seven partially agreed recommendations but needed to investigate the IT functionality and team capacity to deliver the prescriptive elements.
8. Please see Annexe 1 for all the recommendations with the Council's responses and updates shown.
9. All recommendations have been addressed and completed following the internal process, IT and communications review.
10. 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 2 for the revised Policy.

Conclusion

11. 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.
 12. The team have completed an internal review of communications with the aim to ensure tenants have full details of the process and criteria to self assess mutual exchanges, submit feasible applications and prevent disappointment and dissatisfaction with the process.
 13. The process and IT review were also completed with a strong customer focus, simplifying the process and making better use of IT with the development of online forms for tenants and officers
 14. The work completed on the recommendations has resulted in a simplified process, updated communications and reinvigoration of mutual exchanges.
-

Recommendation

It is recommended that the Housing Overview and Scrutiny Committee:

1. supports the updated Mutual Exchange Policy;
 2. notes the successful implementation of the 20 Waverley Scrutiny Group recommendations; and
 3. 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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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 No	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.	<ul style="list-style-type: none"> Agreed <p>Agree policy review required to incorporate group's views</p>	AH	December 2018	<p>Draft Policy presented to November Housing O&S</p> <p>Updated Policy to be presented to February Housing O&S</p> <p>In progress</p>
2	To put in place a Case Management System. We understand this is now in operation.	<ul style="list-style-type: none"> Partially agreed to investigate possibilities <p>To consider if m/ex cases should be on current Orchard case management system.</p>	AH	January 2019	<p>Mutual Exchange case file type with actions and sub actions created to manage applications</p> <p>Completed</p>
3	To provide clear guidance on what safety certificates are required and who is responsible for providing them.	<ul style="list-style-type: none"> Agreed <p>To include in review of process. Identified electric, gas, asbestos, EPC certs to reflect new tnt info to implement with immediate effect.</p>	LD	End November 2018	<p>Process updated certificates shared with prospective incoming tenant(s)</p> <p>Completed</p>

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.	<ul style="list-style-type: none"> Agreed <p>To review current process</p>	AH	January 2019	Case work process developed Completed
5	New technology needs to be encouraged and used effectively and link to Orchard in all areas.	<ul style="list-style-type: none"> Agreed <p>To review current process. Group encouraged digital services for staff and tenants</p>	AH	January 2019	Ongoing development of online forms for tenants and officers Completed
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.	<ul style="list-style-type: none"> Agreed <p>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.</p>	AH	December 2018	Draft text developed to go live end January Completed
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.	<ul style="list-style-type: none"> Agreed <p>As action 6</p>	AH	December 2018	Information on website and process details contained within correspondence Completed

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.	<ul style="list-style-type: none"> Agreed <p>Reviewed and updated to be included on revised user guide</p>	LD	End November 2018	New form developed Completed
9	To look into broadening the avenues for people seeking information on mutual exchanges apart from the internet.	<ul style="list-style-type: none"> Agreed <p>Ad hoc advice currently given re notice boards, Facebook - information to be included in tenants communications and process documentation</p>	AH	End November 2018	HCST, T&E officers give other advice. Additional ways to find home exchange included in new webpages Completed
10	Joint visits to be undertaken by the Stock Surveyor and T & E inspectors and both informed of who the tenants are exchanging with.	<ul style="list-style-type: none"> Partially agreed to investigate possibilities <p>Included in review of process. Not cost effective to carry out joint visits. In/outgoing tenants receive repairs report of work to be completed by tenant</p>	LD	End November 2018	Clear advice and responsibilities to tenants by phone, email and letter. Completed
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	<ul style="list-style-type: none"> Partially agreed to investigate possibilities <p>To include in review of process. To provide info but 24 hours not may not</p>	LD	End November 2018	New process rolled out

	detailed information on Decent Homes work that has been or when this work will be undertaken.	be workable. To ensure clear timeline and accountability.			Completed
12	All paperwork to be scanned within 24 hours of receipt.	<ul style="list-style-type: none"> Partially agreed to investigate possibilities <p>To include in review of process. To review SLA with scanning and HCST capacity. To consider online forms to reduce need for scanning</p>	LD	End November 2018	<p>Ongoing development of online forms to reduce need for scanning</p> <p>Completed</p>
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.	<ul style="list-style-type: none"> Partially agreed to investigate possibilities <p>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.</p>	AH	January 2019	<p>New letters attached to Case management work stream</p> <p>Completed</p>
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.	<ul style="list-style-type: none"> Partially agreed to investigate possibilities <p>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</p>	LD	End November 2018	<p>Property Services to recruit additional Surveyor and inspection brought forward in process.</p> <p>Completed</p>
15	To provide reports that are meaningful and provide information on how the mutual exchange process benefits the tenant and Housing	<ul style="list-style-type: none"> Agreed <p>To include in review of process. To develop reports for to monitor performance inc applications, active</p>	AH	January 2019	<p>Ongoing development of Case Management system reporting</p> <p>Completed</p>

		searching, exchanges, appointments made and kept, time taken and satisfaction			
16	To carry out necessary reference, financial and fraud checks are, to confirm suitability for an exchange, before the application forms are sent out.	<ul style="list-style-type: none"> ▪ Partially agreed to investigate possibilities <p>Unworkable as no contact details. To provide advice and information pre applications stage so applicants self select / check eligibility.</p>	LD	End November 2018	Advice online for applications to self select / check eligibility Completed
17	To investigate the provision of a brochure explaining the advantages and disadvantages on moving to Senior Living Accommodation.	<p>Moat Lodge leaflet with Communications for review (could be generic) – to get commitment for publication date.</p> <ul style="list-style-type: none"> ▪ Agreed 	DB	End November 2018	Text agreed to launch in Spring with photos. Website pages updated Completed
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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Mutual Exchange Policy

Version Control

Rev	Issue	Date	Originator	Approved	Date
V1	Drafted	July 2013	Service Improvement Team	Council	October 2013
V1.1	Draft for internal service comment	Oct 18	Annalisa Howson		
V1.2	Draft for Housing O&S	Oct 18	Annalisa Howson		
V1.3	Incorporate WSG Housing O&S comments	Jan 19	Annalisa Howson		
V2					

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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, by providing clear information, encouraging tenants to register for exchanges with HomeSwapper (a national online mutual exchange service) and giving advice on local and social media advertising.

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 (currently HomeSwapper)
- To respond promptly to all submitted 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 law. (Housing Act 1985 Section 91 and Localism Act 2011 Section 158.)
- To not unreasonably refuse a mutual exchange application and provide an appeal process.
- To provide incoming tenants with a copy of the mutual exchange inspection report and 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.

Landlord references for both parties to the exchange will be considered prior to granting permission to move. In considering references, 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
- All tenants understands and accepts the implications and responsibilities of agreeing to the mutual exchange

Reason for refusal

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

- the tenant is in rent arrears and a repayment plan has not been agreed
- 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 with a repayment agreement.

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 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. Exception examples health and safety or safeguarding issues

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, non standard light fittings and change of door locks for an exchange.

Incoming tenants have the same right to repair as current tenants. However any repairs that were the outgoing/former tenant responsibility will pass to the new/incoming

tenants, as they agree to accept the property “as seen”. Tenants will be provided with the inspection report indicating the outgoing tenant repair responsibilities. The tenants may agree between themselves if the incoming tenant agrees to take on the repairs. Waverley will not complete repairs that are the tenants’ responsibility.

Tenants must be aware that any party in the exchange 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.

Tenant must establish their current tenancy type and proposed tenancy type if the swap is agreed and consider how any change in tenancy type and security will impact them.

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 (granted their tenancy post 1 April 2012) moving to a fixed term and/or affordable rent property will lose their security of tenure. 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, the assignment changes (swaps) the names on the original tenancy. Copies of the tenancy agreement are provided to each party.

A mutual exchange for a flexible or fixed-term tenant (for more than two years) takes place by way of deed of surrender and granting a new tenancy. New tenancy agreements are provided to each party.

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 remaining term or new term may be granted.

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.

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.

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 are 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 about an application they have the right ask for a review through the [Council's formal complaints process](#).

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WAVERLEY BOROUGH COUNCIL

HOUSING OVERVIEW AND SCRUTINY COMMITTEE

26 FEBRUARY 2019

Title:

UPDATE REPORT - IMPLEMENTATION OF SENIOR LIVING SERVICE

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

Summary and purpose:

To provide an update on the new Senior Living service following its implementation in April 2018.

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

This report relates to all corporate priorities; People, Place and Prosperity identifying tenants options, community and independent living.

Equality and Diversity Implications:

The team ensure information is made available in a range of mediums according to needs.

Financial Implications:

The new service has been resourced and delivered through the growth bid agreed in 2017/18 for the 2018/19 budget. Service expenditure on track according to budget monitoring.

Legal Implications:

There are no direct legal implications associated with this report.

Background

1. Following the withdrawal of Supporting People funding from Surrey County Council in April 2018, our sheltered housing provision was changed to Senior Living. This has meant a new model of delivery, providing older people with housing that promotes their independence and strives for excellent customer service. The new service also has an emphasis on working more closely with the wider community.
2. The key objectives going forward were defined as:
 - to retain a manager presence on site to:
 - reduce the impacts of social isolation for our tenants.
 - help to ensure the safety of tenants and help them live independently.
 - ensure that the building management and maintenance is effectively managed.
 - enable tenancy sign-ups and management are dealt with efficiently.

- to promote 'Good Neighbour' schemes, encouraging tenants to support one another.
- to develop the managers' role to include:
 - marketing the Schemes to potential tenants.
 - promoting the Schemes as a community hub, to maximise the use of the communal areas, develop links with community groups and parish councils, and become a source of income.

Review

3. A review of the Senior Living service was carried out during the autumn of 2018, six months after its implementation. Meetings were held with tenants at each of our 8 Senior Living schemes, chaired by our Senior Living and Careline Services Manager, David Brown, and attended by representatives of Waverley's Tenants Panel, primarily its Chair, Adrian Waller. A summary of the review findings are below:
 - Tenants commented that they have seen little difference between the Sheltered Housing service and the new Senior Living service. This is primarily because the on-site presence of a Senior Living Officer at each scheme has been maintained, which tenants say they are pleased about.
 - The on-site presence of an officer means that they are easily available for tenants, whilst continuing to promote the tenants independence by signposting them to other support services, which again tenants said they like.
 - Tenants said that they miss the daily welfare check, which stopped in April 2018 when the Supporting People funding ceased.
 - Some schemes have made progress in creating more engagement with the wider community, but there is some resistance to this by tenants at other schemes. For example, engagement has been made with local children's nurseries and children have attended the Senior Living schemes and held an art/craft session with our tenants.
 - Tenants at some schemes have made progress in developing social activities for tenants. At other schemes however, progress has been slower as tenants report that they are unable to take this on and/or there is reluctance from other tenants to engage.
 - During the review meetings, tenants took the opportunity to discuss issues regarding repairs and garden maintenance. These issues were following up separately as part of the usual day to day operations.
4. The Waverley Scrutiny Group completed a review in September 2018 making recommendations to improve communications to promote the service and encourage downsizing to Senior Living Schemes. The team have commenced work on implementing the recommendations, updating the website, promoting service through the tenants newsletter, hosting a pilot open day and planning open days to start spring 2019.

Conclusion

5. The implementation of the Senior Living service has gone smoothly and tenants reported that they are happy with the service provided. They did however also

report that they missed the care and support element of the service that was funded by Surrey County Council. Our Senior Living Community Officers will continue to signpost tenants to other support services, including Adult Social Care, endeavouring to minimise the impact of this funding cut.

6. It was agreed with tenants that an annual review of the Senior Living service would be undertaken by the Senior Living and Careline Services Manager.
7. In order to promote the service further, as recommended by the Waverley Scrutiny Group, work has begun to produce a new Senior Living brochure for prospective tenants. The webpage has also been updated.
8. Open Day dates have been set at each of the eight schemes during 2019, as recommended by the Waverley Scrutiny Group. These open days will also be targeted to local tenants in general needs homes who may wish to downsize to Senior Living.
9. Senior Living Community Officers will continue to work with tenants to promote community engagement.

Recommendation

It is recommended that the Committee:

1. notes the progress made and outcome of the review;
2. supports Senior Living schemes in the promotion of services and wider community engagement; and
3. requests a progress report in 12 months on development and outcomes of service.

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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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)
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 development update	To scrutinise and monitor the development and refurbishment programmes.	Cllr King / Andrew Smith / Louisa Blundell	<i>Standing item</i>	N/A
Corporate Performance Report Q3	To receive the corporate performance report for Q3.	Cllr King / Annalisa Howson / Nora Copping	February 2019 (Q3)	N/A
Uptake of garages by location	At the Committee's request, to receive further information about the uptake of garages by location.	Cllr King / Steph Aves	February 2019	N/A
Final report of Council Housing: Pride or Prejudice Task and Finish Group	For the Committee to receive the final report from the task and finish group (see section b).	Cllr King / Yasmine Makin	February 2019	March 2019
Housing Service Plan 2019/20	To scrutinise the 2019/20 service plan for the Housing services.	Cllr King / Hugh Wagstaff / Andrew Smith	February 2019	March 2019
Waverley Scrutiny Group Mutual Exchange review – 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 Overview and Scrutiny Committee

Subject	Purpose for Scrutiny	Lead Member / officer	Date for O&S consideration	Date for Executive decision (if applicable)
Update report following implantation of Senior Living Schemes	Following the item on the Future of Waverley's Sheltered Housing Schemes in November 2017, to review the new Senior Living Service.	Cllr King / Hugh Wagstaff	February 2019	N/A
Draft Affordable Housing Supplementary Planning Document	To comment on the document and endorse its approval for the consultation stage.	Cllr King / Andrew Smith	February 2019	March 2019
Annual review of Housing Strategy	For the Committee to review the Housing Strategy.	Andrew Smith	July 2019	N/A
Private sector housing	To hear from the Private Sector Housing Manager, Simon Brisk, about the legislation around private sector housing, unregulated housing and enforcement of standards and compliance on private landlords (governance and regulations).	Cllr King / Simon Brisk	TBC	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	TBC	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	TBC	N/A
Uptake and income of garages	Following the Committee's endorsement of fixing the price of garages at the November 2018 meeting, to receive a report on uptake of garages and income.	Steph Aves	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)
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	To consider the potential impacts of Universal Credit on the Housing Business Plan.	TBC	TBC	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 are informing/will inform future developments.
Council Housing: Pride or 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 final report is on the agenda for the February Committee meeting.

Section C

Scrutiny tracker 2017-18

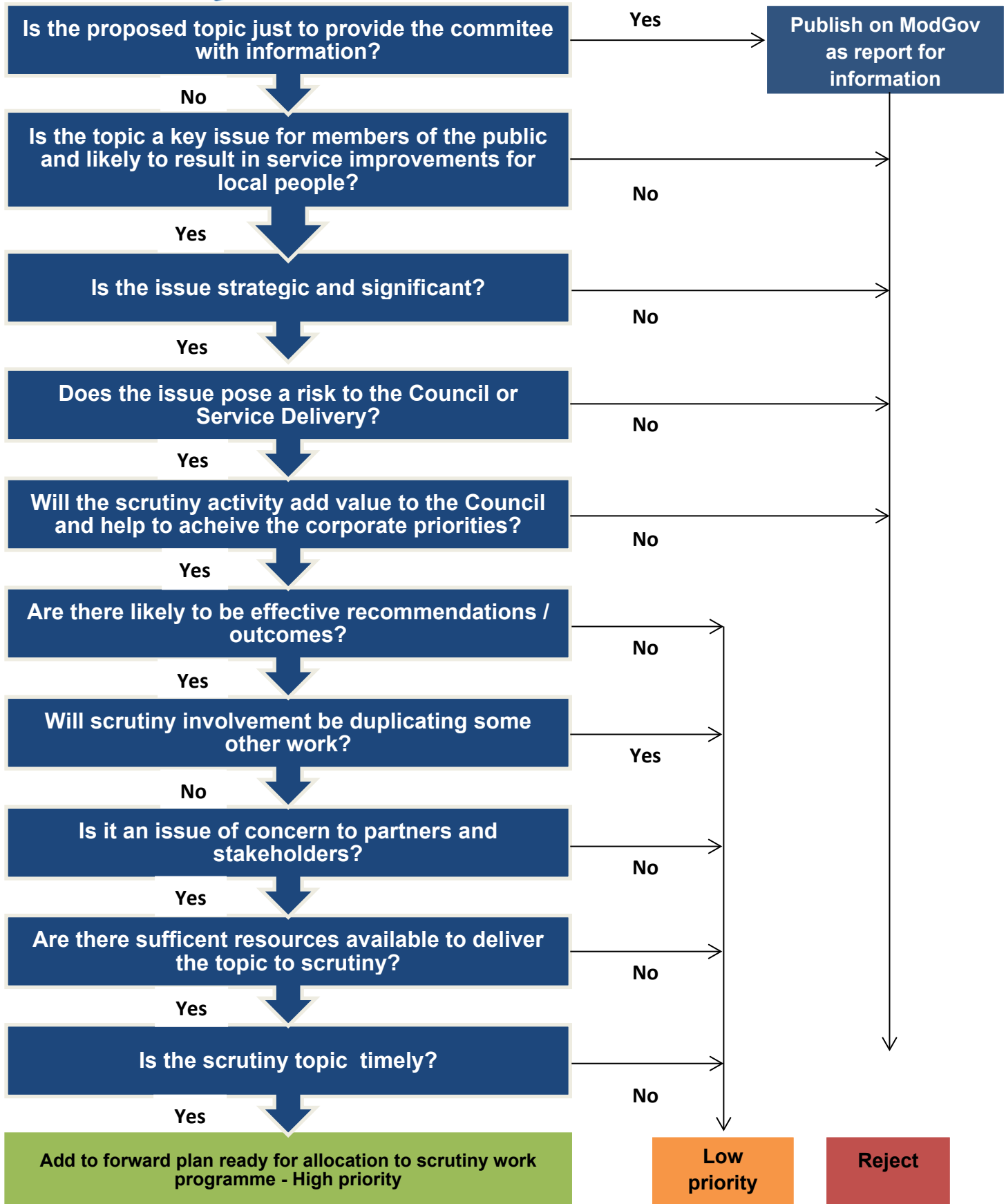
Housing Scrutiny recommendations tracker				
Meeting date	Agenda item	Outcome / Recommendations	Officer / Executive response	Timescale
3 July 2018	HRA Asset Management Strategy 2021 – 2026 scoping report	OUTCOME: for the current strategy to be updated to ensure it reflects changing technologies, in addition 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.
18 September 20	Housing Revenue Account – Rent Setting Policy	OUTCOME: the Committee suggested that the policy would benefit from a technical glossary.	The policy came back to the Committee at its November meeting with a technical glossary and information on the Council's affordable homes.	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.	See work programme

Housing Overview and Scrutiny Committee

Housing Scrutiny recommendations tracker				
27 November 2018	Ockford Ridge update	OUTCOME: asked for more detail and commentary on actual progress of development compared to originally planned.	Officers will include this information in the next report.	February 2019
		OUTCOME: agreed to receive a wider report in future containing information about all current developments, as well as Ockford Ridge.	This report will be broadened in future reports to include reference to all of the Council's housing developments.	February 2019
	Housing Performance Report Q2	OUTCOME: requested that future reports contained information about performance against affordable housing targets within the Local Plan Part 1.	This information is now included in the performance reports.	Ongoing
		OUTCOME: that information on the number of mutual exchanges is included in future performance reports.	This information will be added to future performance reports.	February 2019
		OUTCOME: requested answers to questions regarding due diligence and financial checks of the recent awarding of a major maintenance contract.	The Head of Housing Operations will provide a response to these concerns.	
	Garages Review	OUTCOME: supported the proposals to fix the current garages rental charges for at least one year.	The rental prices of the garages will be fixed for at least a year (further reports on garages have been added to the Committee's work programme).	February 2019
	Health Inequalities	OUTCOME: agreed to have an item on February's agenda on private sector housing including information on legislation and enforcement of regulations.	This item has been added to the work programme.	February 2019

Housing Overview and Scrutiny Committee

Housing Scrutiny recommendations tracker				
	Response to Waverley Scrutiny Group (WSG) Mutual Exchange Report	<p>OUTCOME: requested a progress report in February 2019 on the implementation of the recommendations and details of the number of mutual exchanges during 2018/19 and number of registered tenants seeking to move.</p>	This has been added to the work programme for February 2019.	February 2019
		<p>OUTCOME: requested a separate action plan for the Senior Living elements of the report.</p>	Both mutual exchanges and senior living homes are referenced in the Council's report on progress of the recommendations and the work of the WSG has been referenced in the senior living schemes update on the agenda for February 2019.	February 2019
	Waverley Scrutiny Group Recharge Process (follow up report)	<p>OUTCOME: for information on amount and collection of successful recharges to be included in the next performance report.</p>	This will be included in the performance report for Q3 in February 2019.	February 2019
	Updated rent setting policy	<p>OUTCOME: supported the endorsement of the updated Rent Setting Policy.</p>	The Rent Setting Policy will be adopted.	



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