

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

Cc: Portfolio Holder for Housing

When calling please ask for:

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Officer

Policy & Governance

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Date: 3 January 2020

Membership of the Overview & Scrutiny Committee - Housing

Cllr Richard Seaborne (Chairman)	Cllr Michael Goodridge
Cllr Peter Marriott (Vice Chairman)	Cllr Michaela Gray
Cllr Christine Baker	Cllr Anna James
Cllr Richard Cole	Cllr Jacquie Keen
Cllr Patricia Ellis	

Co-opted Members from the Tenants' Panel

Terry Daubney	Dennis Smith
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Substitutes

Cllr Jenny Else	Cllr Jerry Hyman
Cllr Carole Cockburn	Gillian Martin
Cllr Joan Heagin	

Members who are unable to attend this meeting must submit apologies by the end of Tuesday, 7 January 2020 to enable a substitute to be arranged.

Dear Councillor

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

DATE: TUESDAY, 14 JANUARY 2020

TIME: 7.00 PM

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

The Agenda for the Meeting is set out below.

Yours sincerely

ROBIN TAYLOR
Head of Policy and Governance

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

Waverley Corporate Strategy 2019 - 2023

Waverley Borough Council is an authority which promotes and sustains:

- open, democratic and participative governance
- a financially sound Waverley, with infrastructure and services fit for the future
- the value and worth of all residents, regardless of income, wealth, age, disability, race, religion, gender or sexual orientation
- high quality public services accessible for all, including sports, leisure, arts, culture and open spaces
- a thriving local economy, supporting local businesses and employment
- housing to buy and to rent, for those at all income levels
- responsible planning and development, supporting place-shaping and local engagement in planning policy
- a sense of responsibility for our environment, promoting biodiversity and protecting our planet.

Good scrutiny:

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

NOTES FOR MEMBERS

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

AGENDA

1. MINUTES (Pages 7 - 12)

The Minutes of the meeting of the Housing Overview & Scrutiny Committee held on 20 November 2019 are attached, and Members are asked to confirm them as a correct record.

2. APOLOGIES FOR ABSENCE AND SUBSTITUTES

To receive apologies for absence and note any substitutions.

Members who are unable to attend this meeting must submit apologies by the end of **Tuesday 7 January 2020** to enable a substitute to be arranged, if applicable.

3. DECLARATIONS OF INTERESTS

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

4. QUESTIONS BY MEMBERS OF THE PUBLIC

The Chairman to respond to any written questions received from members of the public in accordance with Procedure Rule 10.

The deadline for submission of written questions for this meeting is Tuesday 7 January 2020.

5. QUESTIONS FROM MEMBERS

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

The deadline for submission of written questions for this meeting is Tuesday 7 January 2020.

6. SERVICE PLANS (Pages 13 - 28)

To receive a presentation on the service plans under the remit of the committee.

Summary & Purpose

This report presents the three-year rolling Service Plans for April 2020 to March 2023 for the service areas under the remit of this Committee, which are:

- Housing Delivery & Communities Service Plan 2020-23 (except for Communities)
- Housing Operations Service Plan 2020-23 (Full Plan)

Recommendation

It is recommended that the Housing Overview & Scrutiny Committee considers the Service Plans for 2020-23 as set out at Annexe 1, and makes any observations or comments to the Executive.

7. HOUSING REVENUE ACCOUNT (HRA) BUDGET (Pages 29 - 46)

To receive a presentation outlining the HRA budget.

8. REVIEW OF ASBESTOS MANAGEMENT AUDIT (Pages 47 - 50)

To receive an update on the Review of Asbestos Management Audit by Southern Internal Partnership and actions identified.

9. COMMITTEE WORK PROGRAMME (Pages 51 - 58)

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

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

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

10. 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).

11. HOUSING RESPONSIVE REPAIRS AND VOIDS CONTRACT (Pages 59 -

62)

To receive a verbal update on the Housing Responsive Repairs and Voids Contract.

12. ANY ISSUES TO BE CONSIDERED IN EXEMPT SESSION

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

Officer contacts:

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WAVERLEY BOROUGH COUNCIL

MINUTES OF THE OVERVIEW & SCRUTINY COMMITTEE - HOUSING - 20
NOVEMBER 2019

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

Present

Cllr Richard Seaborne (Chairman)
Cllr Peter Marriott (Vice Chairman)
Cllr Richard Cole

Cllr Patricia Ellis
Cllr Michael Goodridge
Cllr Michaela Gray

Apologies

Cllr Christine Baker, Cllr Anna James and Hugh Wagstaff

Also Present

Councillor Jerry Hyman

29. MINUTES (Agenda item 1.)

The Minutes of the Meeting held on 23rd September 2019 were confirmed as a correct record and signed.

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

Apologies for absence were received from Councillors Christine Baker and Anna James. Apologies were received after the deadline so no substitutes were arranged.

The Chairman advised members of the unfortunate passing of Councillor Jack Lee and asked for a minutes silence before the meeting commenced.

31. DECLARATIONS OF INTERESTS (Agenda item 3.)

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

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

There were no questions submitted by members of the public.

33. QUESTIONS FROM MEMBERS (Agenda item 5.)

There were no questions submitted by members.

34. CORPORATE PERFORMANCE REPORT Q2 2019/20 (JULY -SEPTEMBER)
(Agenda item 6.)

Housing Delivery and Communities

AS outlined the Housing Delivery and Communities section of the Corporate Performance Report for Q2.

Areas highlighted were:

Community

- A Domestic Homicide Review had been triggered after the sixth domestic homicide since 2011 had taken place.
- Voluntary Action South West Surrey will be carrying out Organisational Health checks on the 12 local organisations the Council helps to fund through SLA's.

Housing Delivery

- Ockford Ridge regeneration project continues to make good progress.
- Contract with CALA Homes to acquire five new homes on their site in Cranleigh.
- Planning applications in the final stages for 3 sites in Chiddingfold and Churt.
- Four events held to celebrate 100 years of Council Housing.
- Private Sector Housing Team are currently reviewing their structure.
- Homeless Forum held recently.

Issues raised by members:

- Cllr Cole asked how the five applications in Chiddingfold and Churt were to be funded. AS advised this would be from the Council's resources.
- Cllr Seaborne asked if in future the number of homes reported could also indicate how many bedrooms this was.
- It was requested that the results of HDC8.2 could be reported back at the next meeting.
- Cllr Seaborne requested that in the finance section any adjustments to the budget are noted.

Housing Operations

AH outlined the Housing Operations section of the Corporate Performance Report for Q2.

Areas highlighted were:

- Recruitment of Compliance Manager and Recharge Officer posts remain vacant however a temporary resource has been identified. Tenancy and Estate Manager role has been filled via an internal promotion.
- Closure Order awarded on a troublesome home in the Borough.
- Rents Team performance remains excellent.
- Non-pneumophilia legionella bacteria issue remains, however, we continue to make changes to the treatments to reduce and ultimately eradicate the issue.
- HO2 and HO4 - Dip in performance as expected due to demobilisation and mobilisation of contracts. Handover arrangements were agreed with some vacant homes and responsive repairs held for new contract commencement

1 April 2019. There has been an improvement in performance as the contracts become established. The team are working closer to target.

- Complaints not performing as required but working with contractors and staff to resolve.

Issues raised by members:

- HO1.3 – Committee to see value for money strategy once completed.
- Legionella issue has taken a long time to resolve. HR advised there have been a number of mitigating actions taken place and level is low. Plans to new pipework are in place.
- The chairman asked for a report on the variance of £500K on the HRA budget.

35. TRANSFORM HOUSING AND SUPPORT (Agenda item 7.) (Pages 7 - 20)

Prior to the meeting the committee received a presentation from Transform Housing and support giving an overview of their work in relation to clients with mental health issues. (see slides attached).

The presentation outlined:

- The background to Transform.
- Types of client they support
- Funding streams
- How they are regulated
- The types of accommodation they provide
- The support that is available
- Referrals process

Issues raised by the committee following the presentation:

- Is there demand for more accommodation for Waverley residents in the categories of clients Transform support? AS advised that WBC could purchase more bed space if required.
- The Chairman asked what provision there was for managing the provision of dementia cases as this was becoming more prolific with residents living longer. Is this something WBC should consider.
- AS advised that the presentation had been set up to provide the groundwork for the committee. YM was asked to scope the needs of residents and unmet need for our clients.

Action: YM to scope out the needs (met and unmet) in Waverley.

36. HOUSING DEVELOPMENT UPDATE (Agenda item 8.)

LB provided an update on current development in Waverley.

These included sites in Chiddingfold, Ockford Ridge, Ryle Road, Aarons Hill, Godalming, Dunsfold, Wonerish, Churt and Cranleigh.

LB also outlines pipeline schemes at feasibility stage.

Issues raised by members:

- What is the thinking behind purchasing the 5 units at Amlets Way? AS advised it was an easy way to increase out stock without the outlay of development. Hyde Housing took most of the affordable stock but did not want these 5 units. Similar offers have been made on other sites.
- Chairman asked how long Site C at Ockford Ridge was likely to be deferred? LB explained it would only be whilst the new planning application goes through to agree the carbon neutral proposals.
- AS advised there would be a Members Briefing on December 4th on Zero Carbon Homes presented by Thakeham.
- LB advised that in the future all briefs will have zero carbon specifications written into them.
- JH asked why as a ward councillor he was unaware of the decision by the HDB to refer to Executive. AS explained that ward councillors will be consulted once the assessment has been carried out and prior to it going to Executive.

37. PRIVATE SECTOR HOUSING (Agenda item 9.) (Pages 21 - 28)

The committee received a presentation from Simon Brisk, Private Sector Housing team, about the Council's functions and responsibilities regarding private sector housing within the borough. (slides attached)

The presentation included:

- Outline of the team
- Types of enquiries received
- Who the customers are
- Types of complaints
- Illegal evictions/harassment
- Houses in Multiple Occupation (HMO's)
- Caravan Sites
- Public Health Funerals
- Disabled Facilities Grants (DFG's)
- Safe and Warm Grant
- Home Improvement Policy

Issues raised by members:

- How do we ensure that materials used in HMOs/blocks are 'fit for purpose' (eg Grenfell cladding). SB advised that we do ensure materials meet regulations but can only go by the information provided by the suppliers.
- Chair asked what the committee could do to help the private sector housing team? SB advised that promoting DFG's was a good way as they are underutilised.
- It was suggested that Simon presents the slides to Towns and Parishes also.

38. WAVERLEY COUNCIL'S CARBON NEUTRAL COMMITMENT (Agenda item 10.)

The Chairman asked for the members to suggest and discuss how the Housing O&S could support the Council to achieve its commitment to be Carbon Neutral by 2030.

PM advised that he has spoken to other councils who are ahead of us in this process and some initiatives have not worked. He suggested some investigation take place on 'lessons learnt' so we do not fall into the same traps.

YM advised we can focus the issues into the work programme so they can be monitored.

It was commented that housing contributes a large amount of carbon emissions but this was ratified by officers who advised that our leisure centres are the biggest contributor. AS advised that a borough-wide stock condition survey was planned to identify areas that required attention. This would include private residences also. The data would be input into the building strategy.

AH advised that the Asset Management Strategy would incorporate carbon reduction initiatives that can be considered.

The chair requested that the report be brought back to the committee when ready which was likely to be the second half of next year.

It was commented that getting people in the right places to reduce car journeys was important but it was recognised this would not be easy.

JH advised that he believed the condition around sustainability was removed from the planning conditions in 2016. YM agreed to find out if this was the case.

AH advised that the Housing Operations service plan incorporates promotion of energy efficiency education.

39. PROGRESS OF RECOMMENDATIONS FROM 'COUNCIL HOUSING: PRIDE OR PREJUDICE' REVIEW (Agenda item 11.)

YM updated the committee on the progress of the recommendations from the 'Council Housing – Pride or Prejudice' review. This review was set up to review the levels of stigmas in the Borough around social housing.

18 priorities/recommendations had been identified. Some timescales had been adjusted, some because the timescales were unrealistic and others because of resource restrictions. Others have been completed. Those outstanding officers are working on.

Priority 18 - The chairman asked if the committee could have sight of the dissertation when completed.

AH advised that the work carried out by this working group had been widely shared across the country.

40. COMMITTEE WORK PROGRAMME (Agenda item 12.)

YM outlined the current work programme.

Januarys meeting was scheduled to cover Service Plans, HRA Budget and the Carbon Neutral commitment. All new items discussed at the meeting will be added to the work programme.

JH suggested some work around Voids and the time it is taking to carry out the works may be of use.

41. EXCLUSION OF PRESS AND PUBLIC (Agenda item 13.)

At 8.38pm, it was RESOLVED 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 paragraph 3 of the revised Part 1 Schedule 12A of the Act.

42. STATUS REPORT ON IMPLEMENTATION OF HOUSING MAINTENANCE CONTRACTS COMMENCED APRIL 2019 (Agenda item 14.)

The committee considered the exempt report and made comments.

The meeting commenced at 7.00 pm and concluded at 9.00 pm

Chairman

WAVERLEY BOROUGH COUNCIL

[ENVIRONMENT O&S – 13 JANUARY 2020

HOUSING O&S – 14 JANUARY 2020

COMMUNITY WELLBEING – 15 JANUARY 2020

VALUE FOR MONEY AND CUSTOMER SERVICE O&S – 20 JANUARY 2020]

Title:

SERVICE PLANS 2020-2023
(3 YEAR ROLLING PLANS)

Portfolio Holder: All members of the Executive

Head of Service: All Heads of Service

Key decision: No

Access: Public

1. Purpose and summary

1.1. The Service Plans have been prepared by Heads of Service in collaboration with their teams and Portfolio Holders to set out the service objectives for the coming three years in line with the [Corporate Strategy 2019-2023](#) and the Medium Term Financial Plan 2020-2023.

1.2. Last year the Council reviewed its approach to service planning, changing them from annual plans, to three yearly rolling plans. This approach allows not only for an easier alignment with the Council's Medium Term Financial Plan (MTFP), but also a better transparency on delivery of multi-year projects and other initiatives. Key business as usual activities are set out for the year ahead and will be monitored as part of the annual review process to reflect the needs of the organisation. Progress on Service Plans will be reported on a quarterly basis through the Corporate Performance Report.

1.3. It is worth noting that the service plans are an operational management tool and as such are laid out in a way which allows easy and clear understanding of key functions performed by teams and the specific timescale set for their delivery as well as highlighting potential risks should an action was not completed. The plans also contain a list of ongoing service and corporate level projects.

1.4. Each of the Overview and Scrutiny Committees will be asked to review in full or specific sections of those Service Plans which represent the areas under their remit as listed below:

Environment O&S – 13 January 2020

- Planning & Economic Development Service Plan 2020-23 (except for Economic Development)
- Environment Service Plan 2020-23 (except for Licensing)
- Green Spaces only from Commercial Services Service Plan 2020-23

Housing O&S – 14 January 2020

- Housing Operations Service Plan 2020-23 (Full Plan)
- Housing Delivery & Communities Service Plan 2020-23 (except for Communities section)

Community Wellbeing O&S – 15 January 2020

- Commercial Services Service Plan 2020-23 (except for Building Control and Green Spaces)
- Communities only from Housing Delivery & Communities Service Plan 2020-23
- Licensing only from Environment Service Plan 2020-23

VFM and Customer Service O&S – 20 January 2020

- Business Transformation Service Plan 2020-23 (Full Plan)
- Finance and Property Service Plan 2020-23 (Full Plan)
- Policy and Governance Service Plan 2020-23 (Full Plan)
- Building Control only from Commercial Services Service Plan 2020-23
- Economic Development only from Planning and Economic Development Service Plan 2020-23

2. Recommendation

It is recommended that the Overview & Scrutiny Committees consider the Service Plans for 2020-23 as set out at Annexe 1 relevant to their remit, and make any observations or comments to the Executive.

3. Reason for the recommendation

The annual review process of service plans is a subject of internal as well as external scrutiny in which the O&S committees play a crucial role. The scrutiny committees review the proposals and pass their comments and recommendations to the Executive for their consideration ahead of the approval process.

4. Relationship to the Corporate Strategy and Service Plan(s)

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 outlining how they will help to deliver the Council's priorities.

5. Implications of decision(s)

5.1 Resource (Finance, procurement, staffing, IT)

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

5.2 Risk management

Risk management has been built into the format of the plans, allowing visibility of any potential impact should an action fail to be delivered.

5.3 Legal

There are no legal implications arising directly from this report. Heads of Service will identify which of their Service Plan Actions/Outputs will require legal support and

4. Relationship to the Corporate Strategy and Service Plan(s)

will discuss in advance with the Legal Services team their requirements, including internal and/or external (if necessary) legal resource and budgeting for that support.

5.4 Equality, diversity and inclusion

There are no direct equality, diversity or inclusion 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.

5.5 Climate emergency declaration

Each service has reviewed their proposals to take into consideration new environmental and sustainability objectives arising from the [Corporate Strategy 2019-2023](#) in light of [Climate Emergency](#) introduced by the Council in September 2019. Further revision of the objectives might be required once the Climate Emergency Action Plan has been created and approved.

6. Consultation and engagement

- 6.1 The preparation of Service Plans take place in early autumn alongside the budget planning process and will include consultation proposals where appropriate. The Plans are discussed with the Portfolio Holders and go through an internal sign off process by the Senior Management Team. The external scrutiny stage starts with the review by the Overview and Scrutiny Committees at January cycle and final approval by the Executive at February/March meeting.

7. Other options considered

- 7.1 Not applicable

8. Governance journey

- 8.1 The Overview and Scrutiny Committees will pass on their comments and recommendations to the Executive who will take these into consideration when approving the proposals. Once approved the Service Plans will guide the Council's operations for the coming year and the next scheduled review will take place in autumn 2020, when the new proposals for the year 2021-2024 will be considered.

Annexes:

Annexe 1

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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Agreed and signed off by:

Legal Services: Agreed on 13 December 2019

Head of Finance: Agreed in the SMT meeting on 5 November 2019

Strategic Director: Agreed in the SMT meeting on 5 November 2019

Portfolio Holder: Agreed in the Executive Briefing on 3 December 2019

Service Plan 2020-2023

Service: Housing Delivery and Communities		Head of Service:	Andrew Smith
		Strategic Director:	Annie Righton
		Portfolio Holders:	Cllrs Anne-Marie Rosoman and David Beaman

Business as usual / Service description

Community Services Team

Works closely with the voluntary sector supporting service delivery. Community Safety plays a pivotal role in maintaining a safe borough for Waverley residents by working in partnership with all the statutory agencies, in particular the police service.

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 Strategy and Enabling Team

Responsible for drafting and monitoring the Housing Strategy, working with Housing Associations to deliver affordable homes throughout the Borough and provides input into planning applications to ensure appropriate affordable housing delivery is maximised.

Housing Options and Home Choice Team

Provides advice and assistance to prevent homelessness, manages the Housing Register and allocates social and affordable 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, enforces relevant legislation and administers home improvement and Disabled Facilities Grants.

Service Improvement Team

Develops policies and procedures, manages performance data, the housing management database, implements service improvements and delivers specialist projects including tenant involvement activities.

Service Teams: Housing Strategy and Enabling; Housing Development

Team Leaders: Alice Lean, Esther Lyons, Louisa Blundell

Business As Usual - Annual

Outcome 7	Deliver new affordable homes: Housing Strategy: Objective 1: Increase delivery of well designed, well built affordable housing					
	Corporate Priority: <i>Housing to buy and to rent for those at all income levels; Value and worth of all residents; Responsibility for environment/protecting the planet</i>					
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action

SP20/21HDC7.1	Support the delivery of Local Plan Parts 1&2 and Neighbourhood Plans, setting out our expectations regarding the amount, mix and tenure the tenure of affordable housing. Implement Affordable Housing Supplementary Planning Document (SPD) due for adoption early 2020.	Existing resources	01/04/20	31/03/21	Housing Strategy and Enabling Manager	Low level of affordable housing delivery, increased numbers on Housing Register, increased homelessness
SP20/21HDC7.2	Work with the Council's Housing Association partners to facilitate development of new affordable homes and support partners in achieving the best possible outcome for residents and the environment on new Housing Association schemes in the borough.	Existing resources	01/04/20	31/03/21	Housing Strategy and Enabling Manager	Low level of affordable housing delivery, increased numbers on Housing Register, increased homelessness
SP20/21HDC7.3	Support the development of rural affordable homes, in partnership with specialist Housing Associations, Surrey Rural Housing Enabler, parish councils, landowners and our local communities and through the Community Led Housing Project.	Existing resources	01/04/20	31/03/21	Housing Strategy and Enabling Manager	Low level of affordable housing delivery, increased numbers on Housing Register, increased homelessness
SP20/21HDC7.4	Develop an average of 20 new Council homes per annum as outlined in the Council's rolling 5 year delivery plan. New homes will all meet criteria specified in Waverley New Build Design Standards. Deliver new build schemes :schemes at Chiddingfold and Churt and Godalming to start on site Summer 2020. A further 19 sites are at feasibility stage with the potential to deliver at least further 109 homes.	Budgets to be agreed by Executive; Work up proposal to strengthen the team: C. £120k)	01/04/20	31/03/21	Housing Development Manager	As above, but also impact on Council's reputation and failure to deliver new build programme
SP20/21HDC7.5	Dramatically reduce carbon footprint of all new homes through construction, energy consumption and overall management following the adoption of the Climate Emergency motion, which sets out the council's aim to become carbon-neutral by 2030. Carbon neutral new build homes will form part of the detailed action plan currently being prepared, which will set out key actions and identify milestones to achieving the target.	Increased construction costs: currently estimated at between 9-15% per unit.	01/04/20	31/03/21	Head of Housing Delivery & Communities/Housing Development Manager	Failure to deliver new build programme that reduces carbon footprint; unlikely to achieve planning consent if new schemes do not achieve Council objectives on climate change

SP20/21HDC7.6	Deliver Ockford Ridge new build and refurbishment: Site A: due for completion October 2020 Site B: start on site autumn 2020 Site C: Reserved matters planning consent expected spring 2020 Sites E & F: These sites will be bought forward with investigation and concept designs prepared in the next year. (Note: build rates may vary from timetable and annual Service Plan reviews will reflect this) Refurbishment phases 2 & 3: properties will be handed over on a phased basis with all works expected to be completed by March 2020.	Budgets agreed or to be agreed by Executive	01/04/20	31/03/21	Head of Housing Delivery & Communities/Housing Development Manager	As HDC7.3, but also impact on Council's reputation and failure to deliver new build programme
SP20/21HDC7.7	Seek opportunities and actively bid for affordable homes under 106 Agreement with developers: Scheme at Amlets Lane - Cranleigh due for final handover spring 2020 Three further schemes in contract by end of Plan period (31/03/2022)	Budgets to be agreed by Executive	01/04/20	31/03/21	Housing Development Manager	Lower level of affordable homes delivered; failure to gain new homes under 106 pipeline
SP20/21HDC7.8	Expand new build shared ownership, particularly through acquisition under 106 Agreements with developers.	Agree budgets	01/04/19	31/03/21	Housing Development Manager	Failure to broaden Council's affordable housing offer and utilise cross-subsidy for rented units

Page 19

Service Team: Housing Options and Homelessness Prevention **Team Leader: Mike Rivers**

Business As Usual - Annual

Outcome 8	Prevent homelessness and provide housing advice and assistance for all households in need: Housing Strategy: Objective 2: Optimise Social and Economic Wellbeing					
	Corporate Priority: <i>Housing to buy and to rent for those at all income levels; Value and worth of all residents</i>					
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
SP20/21HDC8.1	Meet all the Council's obligations under the Homelessness reduction Act 2017 Prevent homelessness and meet target of 5 or under households in temporary accommodation at any point in the year, all but eliminating the need for bed and breakfast Review of the spending on Homelessness and how it is targeted	Excess expenditure met by Flexible Homelessness grant from Central Government	01/04/20	31/03/21	Housing Needs Manager/Housing Options Manager	Increase in homelessness and consequent rise in general fund expenditure. Reputational damage to the Council

SP20/21HDC8.2	A review of the Housing Options and Home choice Team under the Business Transformation Programme delivered £68k savings and streamlined the teams. New structure will become firmly established and be continually reviewed the light of the needs of the service and available funding.	Within existing resources (saving made under Business Transformation)	01/04/20	31/03/21	Housing Needs Manager/Housing Options Manager	Team not resourced appropriately homelessness increases
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Service Team: Private Sector Housing **Team Leader: Simon Brisk**

Business As Usual - Annual

Outcome 9. Regulating private landlords: Housing Strategy Objective: Making best use of existing homes						
Corporate Priority: Housing to buy and to rent for those at all income levels; value and worth of all residents						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
SP20/21HDC9.1	Carry out the Council's statutory duties relating to the regulation of private landlords, Houses in Multiple Occupation, caravan sites, bringing empty homes back into use, Public Health funerals Implement new duties and powers set out in the Housing and Planning Act	Existing resources	01/04/20	31/03/21	Private Sector Housing Manager	Statutory requirement; legal action against WBC or Ombudsman complaint; reputational damage
SP20/21HDC9.2	Implement updated Enforcement Policy and new Charging Schedule relating to duties in HDC9.1	Existing resources	01/04/20	31/03/21	Private Sector Housing Manager	As above
SP20/21HDC9.3	Commission Borough-wide Stock Condition Survey taking in all tenures; including full enhanced energy data and addressing carbon footprint of all homes through construction, energy consumption following the adoption of the Climate Emergency motion. Use report to inform action plan on housing stock overall.	Estimated cost £30-40k	01/04/20	31/03/21	Private Sector Housing Manager	No information about overall housing stock, energy consumption; no data to feed into Climate Change Action Plan to achieve carbon neutral status by 2030

Outcome 10. Providing grants for aids and adaptations to allow residents to remain in their homes: Housing Strategy Objective: Making best use of existing homes						
Corporate Priority: Housing to buy and to rent for those at all income levels; value and worth of all residents						

SP20/21HDC10.1	Monitor effect of Home Improvement Policy ensuring it is fit for purpose and make any necessary amendments. The Policy governs distribution of Disabled Facilities Grants and other related grants (e.g. Safe and Warm); increase number of grants and adaptations through additional grants officer.	New Grants officer to be funded from Better Care Fund	01/04/20	31/03/21	Private Sector Housing Manager	Funding not spent; residents struggling in their homes not provided with adaptations required; Ombudsman complaint; reputational damage.
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Service Team: Service Improvement **Team Leader: Annalisa Howson**

Corporate & Service Level Projects (Service wide or cross cutting projects with Housing Operations) - Multi-year

Outcome 11. The service meets the needs of all tenants and their families

Corporate Priority: Housing to buy and to rent for those at all income levels; value and worth of all residents

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
PR20HDC11.1	Procure, design and project manage comprehensive satisfaction survey - STAR (Survey of Tenants and Residents) to inform the service improvement plan	£8,500	01/04/20	30/06/20	Service Improvement Manager	Failure to engage tenants effectively and meet their needs.
PR20HDC11.2	Review Regulatory Consumer Standards with tenants and Members to assess service and areas for improvement to inform the service improvement plan	Existing resources	01/04/20	30/06/20	Service Improvement Manager	Regulatory investigation into failing service
PR20HDC11.3	Review council homes aids and adaptations policy to meet the mobility needs of tenants and applicants	Existing resources	01/04/20	30/09/20	Service Improvement Manager	Failure to meet tenants' needs
PR20HDC11.4	Review the way complaints are managed to ensure that response targets are met, lessons learnt are implemented and to demonstrate openness, honesty and willingness to address difficulties.	Existing resources	01/04/20	31/12/20	Service Improvement Manager	Legal action against WBC or Ombudsman complaint; reputational damage
PR20HDC11.5	Relaunch the Tenant Involvement Strategy to embed a culture of consistent and meaningful tenant involvement in services.	Existing resources	01/04/20	30/09/20	Service Improvement Manager	Failure to engage tenants effectively and meet their meet needs.

Outcome 12. 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: Housing to buy and to rent for those at all income levels; value and worth of all residents

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
PR20HDC12.1	Actively work with Chartered Institute of Housing as a Gold Standard Corporate Partner to ensure access and information for staff development - annual review	£20k training	01/04/20	31/03/21	Service Improvement Manager	Service not delivered to high professional standards; staff not trained; poor recruitment and retention.
PR20HDC12.2	Implement actions from Housing Overview & Scrutiny Reviews (subject to Executive approval) to deliver improved professional services	Existing resources	01/04/19	31/03/23	Service Improvement Manager	Service not delivered to highest standards;
PR20HDC12.3	Roll out equality and diversity training to ensure services delivered without discrimination	Existing resources	01/04/19	31/03/20	Service Improvement Manager	Legal action against WBC; failure to recognise E&D; reputational damage.

Outcome 13. We will be recognised as an effective partner within the community by attaining nominations, publishing case studies and participating in joint events

Corporate Priority: Housing to buy and to rent for those at all income levels; value and worth of all residents

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
PR20HDC13.1	Work with Partners to seek opportunities to promote health and wellbeing and address health inequalities. All staff to attend Making Every Contact Count training to utilise housing contacts to promote and encourage changes in behaviour and positive health choices.	Existing resources	01/04/20	31/03/21	Service Improvement Manager	Service not delivered to highest standards; reputational damage

Outcome 14. The customer experience will be improved by meeting and exceeding satisfaction targets annually

Corporate Priority: Housing to buy and to rent for those at all income levels; Value and worth of all residents; Responsibility for environment/protecting the planet

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
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PR20HDC14.1	Progress review programme for policies to reflect good practice and legislative changes and to support the Council's target to be carbon neutral by 2030.	Existing resources	01/04/20	01/04/23	Service Improvement Manager	Risk of legal challenge; reputational damage
PR20HDC14.2	Ongoing development of corporate website and digital services to increase range of means to access services	£50k	01/01/20	31/03/22	Service Improvement Manager	Failure to engage tenants effectively and meet their needs.
PR20HDC14.3	Support the corporate business transformation strategy to develop one customer view and comprehensive online services	tbc	01/01/20	31/03/23	Service Improvement Manager	Failure to engage tenants effectively and meet their needs.
PR20HDC14.4	Review performance management processes to ensure service has a strong control environment to allow risks to be identified and managed. Changes in external environment are responded to as and when required	Existing resources	01/04/20	31/03/21	Service Improvement Manager	Failure to engage tenants effectively and meet their needs.
PR20HDC14.5	Develop protocol to effectively manage internal common areas in flat blocks and senior living schemes to help deliver the Council's target to be carbon neutral by 2030.	Existing resources	01/04/20	30/06/20	Service Improvement Manager	Failure to engage tenants effectively and meet their needs.

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Service Plan 2020-2023

Head of Service:	Hugh Wagstaff
Strategic Director:	Annie Righton
Portfolio Holders:	Cllr Anne-Marie Rosoman

Service:	Housing Operations
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Service description

Housing Operations is made up of four teams who manage and maintain Council homes to let 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. The customer service team sit within the wider team providing the first line of contact for tenant enquiries. (Monitored through the Corporate Performance indicators: HO2, HO3, HO4 and HO5)
- **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 H01)
- **Senior Living Team** - support older and/or vulnerable tenants to live independently at designated schemes.

Corporate & Service Level Projects (Service wide or cross cutting projects) - Multi-year

Projects

Page 25

Outcome 1. The service is financially robust with at least £2m reserve

Corporate Priority: * Promote and sustain a financially sound Waverley, with infrastructure and services fit for the future. Promote and sustain housing to buy and to rent, for those at all income levels. Promote and sustain a sense of responsibility for our environment, promoting biodiversity and protecting our planet.

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action*
PR20HO1.1	Complete an annual review of Housing Revenue Account (HRA) Business Plan to ensure the service is able to deliver it's objectives of investment and growth and is financially sound.	none	01/09/20	01/11/20	Housing Finance Manager (LK)	Reduction in service and investment
PR20HO1.2	Develop new asset management strategy to ensure a prudent, energy efficient, planned approach to repairs and maintenance of homes and communal areas . The strategy will help deliver the Council's target to be carbon neutral by 2030.	none	01/01/19	01/09/20	Strategic Asset Manager (PT)	Poorly maintained homes
PR20HO1.3	Annual review of value for money strategy to ensure optimal benefit is derived from resources and assets.	none	01/04/20	01/10/20	Housing Finance (LK)	Reduction in service and investment

Outcome 2. The service meets the needs of all tenants and their families

Corporate Priority: Promote and sustain open, democratic and participative governance. Promote and sustain the value and worth of all residents, regardless of income, wealth, age, disability, race, gender or sexual orientation. Promote and sustain high quality public services accessible for all, including sports, leisure, arts, culture and open spaces. Promote and sustain housing to buy and to rent, for those at all income levels. Promote and sustain a sense of responsibility for our environment, promoting biodiversity and protecting our planet.

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
PR20HO2.1	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	HCST Manager	Fail to meet tenants needs
PR20HO2.2	Procure, design and project manage comprehensive satisfaction survey - STAR (Survey of Tenants and Residents) to inform the service improvement plan	£8,500	01/04/20	30/06/20	Service Improvement Manager (AH)	Fail to meet tenants needs
PR20HO2.3	Review Regulatory Consumer Standards with tenants and Members to assess service and areas for improvement to inform the service improvement plan	none	01/04/20	30/06/20	Service Improvement Manager (AH)	Regulatory investigation into failing service
PR20HO2.4	Review council homes aids and adaptations policy to meet the mobility needs of tenants and applicants	none	01/04//2020	30/09/20	Service Improvement Manager (AH)	Fail to meet tenants needs
PR20HO2.5	Work with tenants and tenant representatives to manage the 2020 rent increase in a sensitive and proactive way to maintain rent collection rate.	none	01/04/20	31/12/20	Rent Accounts Manager (DH)	Reduced income collection
PR20HO2.6	Review the way complaints are managed to ensure that response targets are met , lessons learnt are implemented and to demonstrate openness, honesty and willing to address difficulties.	none	01/04/20	31/12/20	Service Improvement Manager (AH)	Poor reputation
PR20HO2.7	Relaunch the Tenant Involvement Strategy to embed a culture of consistent and meaningful tenant involvement in services.	none	01/04/20	30/09/20	Service Improvement Manager (AH)	Fail to meet tenants needs
PR20HO2.8	Launch new housing management service to meet the needs of tenants to ensure sustainable tenancies	none	01/04/20	30/06/20	Tenancy and Estate Manger (LD)	Fail to meet tenants needs
PR20HO2.9	Promote reduce, reuse, recycle and energy efficiency initiatives with tenants to support the Council's target to be carbon neutral by 2030.	none	01/04/20	31/03/23	Operations Manager (HR)	Fail to meet carbon neutral target

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: Promote and sustain the value and worth of all residents, regardless of income, wealth, age, disability, race, gender or sexual orientation. Promote and sustain housing to buy and to rent, for those at all income levels.						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
PR20HO3.1	Be active partner with Chartered Institute of Housing as a Gold Standard Corporate Partner to ensure access and information for staff development - annual review	£20k training	01/04/20	31/03/21	Service Improvement Manager (AH)	Poor service delivery
PR20HO3.2	Implement actions from Housing Human Resources action plan (informed by 2019 Staff Survey) to support a proud and valued workforce	none	01/04/20	31/01/21	Head of Housing Operations (HW)	staff vacancies
PR20HO3.3	Implement actions from Housing Overview & Scrutiny Reviews (subject to Executive approval) to deliver improved professional services	none	01/04/19	31/03/23	Service Improvement Manager (AH)	poor service delivery
PR20HO3.4	Develop and retain qualified staff to deliver the service objectives	£20k training	01/04/19	31/03/22	Head of Housing Operations (HW)	poor service delivery
PR20HO3.5	Embed, train (CIH apprenticeships) and develop new housing management team	tba	01/12/19	31/03/23	Tenancy and Estate Manager (LD)	poor service delivery
PR20HO3.6	Roll out equality and diversity training to ensure services delivered without discrimination	tba	01/04/20	31/12/20	Service Improvement Manager (AH)	poor service delivery

Page 27

Outcome 4. We will be recognised as an effective partner within the community by attaining nominations,						
Corporate Priority: Promote and sustain the value and worth of all residents, regardless of income, wealth, age, disability, race, gender or sexual orientation. Promote and sustain housing to buy and to rent, for those at all income levels.						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
PR20HO4.1	To maintain effective partnerships to support Community Safety, good neighbourhoods and communities resulting in tenants feeling safe in their neighbourhood (STAR question)	none	01/04/20	31/03/21	Tenancy and Estate Manger (LD)	poor service delivery

PR20HO4.2	Work with Partners to seek opportunities to promote health and wellbeing and address health inequalities. All staff to attend Making Every Contact Count training to utilise housing contacts to promote and encourage changes in behaviour and positive health choices.	none	01/04/20	31/03/21	Service Improvement Manager (AH)	reputational damage with partners
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Outcome 5. The customer experience will be improved by meeting and exceeding satisfaction targets annually

Corporate Priority: Promote and sustain the value and worth of all residents, regardless of income, wealth, age, disability, race, gender or sexual orientation. Promote and sustain housing to buy and to rent, for those at all income levels. Promote and sustain a sense of responsibility for our environment, promoting biodiversity and protecting our planet.

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
PR20HO5.1	Embed the 2019 property services contracts to meet key service performance indicators with strong contract management and to delivery higher tenant satisfaction	none	01/04/19	30/03/21	Operations Manager (HR)	decrease tenant satisfaction
PR20HO5.2	Progress review programme for policies to reflect good practice and legislative changes and to support the Council's target to be carbon neutral by 2030.	none	01/04/20	01/04/23	Service Improvement Manager (AH)	risk of legal challenge
PR20HO5.3	Ongoing development of corporate website and digital services to increase range of means to access services	£50k	01/01/20	31/03/22	Service Improvement Manager (AH)	decrease tenant satisfaction
PR20HO5.4	Support the corporate business transformation strategy to develop one customer view and comprehensive online services	tbc	01/01/20	31/03/23	Service Improvement Manager (AH)	decrease tenant satisfaction
PR20HO5.5	Complete contract procurement for asbestos, gas, water hygiene and electrical testing and associated works including water system replacement at Blunden Court to ensure health and safety of tenants	none	01/04/20	31/12/20	Operations Manager (HR)	non compliance with H&S legislation
PR20HO5.6	Support the embedding to the grounds maintenance contract by providing quarterly feedback to Green Spaces Team	none	01/04/20	30/03/21	Tenancy and Estate Manger (LD)	decrease tenant satisfaction
PR20HO5.7	Review performance management processes to ensure service has a strong control environment to allow risks to be identified and managed. Changes in external environment are responded to as and when required	none	01/04/20	31/03/21	Service Improvement Manager (AH)	decrease tenant satisfaction
PR20HO5.8	Develop protocol to effectively manage internal common areas in flat blocks and senior living schemes to help deliver the Council's target to be carbon neutral by 2030.	none	01/04/20	30/06/20	Service Improvement Manager (AH)	decrease tenant satisfaction

WAVERLEY BOROUGH COUNCIL

HOUSING OVERVIEW AND SCRUTINY COMMITTEE

14 JANUARY 2020

Title:

**HOUSING REVENUE ACCOUNT BUSINESS PLAN, REVENUE BUDGET AND
CAPITAL PROGRAMME 2020/21**

**[Portfolio Holders: Cllrs Anne Marie Rosoman, Mark Merryweather]
[Wards Affected: All]**

Summary and purpose:

This report advises Members of the latest position regarding the Housing Revenue Account (HRA) for 2020/21, the updated 30-year Business Plan and seeks approval of the 2020/21 budget.

The Housing Overview and Scrutiny Committee is requested to consider the proposals identified within this report and make any observations for consideration by the Executive.

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

Waverley's landlord service deals with the management and maintenance of existing council homes and delivering housing. The Corporate Strategy aims to maximise the availability of housing that meets the needs of local people at all income levels, and emphasises the value and worth of all residents. A viable business plan needs to be in place to aid delivery of these priorities.

Equality and Diversity Implications:

Providing more and better affordable housing for residents of the Borough in housing need, particularly the more vulnerable in our society.

Resource/Value for Money Implications:

Resource implications are contained throughout the report.

Legal Implications:

There are no direct legal implications as a result of this report. The Council must set a balanced HRA budget.

Introduction

1. This report outlines the draft budgets to be included within the annual review and update of the HRA 30 year Business Plan and the Budget for the year ahead, including the three-year Capital Programmes. The Business Plan is underpinned by the Council's Medium Term Financial Plan and provides the resources to fund the 30-year maintenance forecast and deliver proposals for building new affordable homes and investment in stock remodelling.
2. This report contains the following Annexes:
 - Annexe 1 – Revised HRA Business Plan - 2020/21 to 2023/24
 - Annexe 2 – Housing Fees and Charges
 - Annexe 3 – Capital Programme comprising
 - Housing Core Programme
 - New Affordable Homes Programme
 - Stock Remodelling Programme
 - Annexe 4 – HRA Reserves Summary

Business Plan

3. The latest projection for the Business Plan for the four years commencing with 2020/21, is attached at Annexe 1. There has been rigorous scrutiny of HRA budgets throughout 2019 by officers and the Housing and Finance portfolio holders. The measures agreed by Council in 2017 balanced the Business Plan in the medium term following the major changes introduced by the Government affecting HRA finances.
4. The Government implemented major changes to HRA finances in 2016 with statutory annual rent reductions of 1% for four years. In February 2019 the Government announced that providers of social housing would be permitted to increase average weekly rents by September CPI plus 1% for the five years starting 1 April 2020. CPI in September 2019 was 1.7%
5. It is proposed that the maximum allowed rent increase in 2020/21 is approved in order to fund annual repairs, core maintenance programme and the new build and re-modelling capital programme and because of the cumulative effect on future rental streams on the HRA business plan.
6. Rental increases have a positive cumulative effect on the Business Plan as they affect the base rent from which all future rents are calculated. The Business Plan assumes that in 2020/21 to 2023/24 average rents are increased by the maximum allowable i.e. CPI + 1% for five years. In subsequent years, the Business Plan assumes rents will increase by CPI only and that CPI is 2%

7. The table below demonstrates the cumulative effect on rental streams applying three scenarios. It assumes for simplicity that the stock level remains the same throughout the 30 Year HRA Business Plan.
8. The three scenarios all assume the same rent assumptions from **2021/22** i.e. CPI 2% + 1% for four years and then CPI 2% only thereafter.
 - a. Scenario One: 2.7% increase in 20/21 (Maximum allowed rent increase in 2020/21 i.e. CPI +1%)
 - b. Scenario Two: 0% increase in 2020/21
 - c. Scenario Three: 2% increase in 2020/21

Scenario	5 Year Rental Stream	Change effect	Base Average Rent in Year 5	30 Yr Rental Stream	30 Year Effect
Maximum allowed CP1 +1% for 5 years	£152,875,451	£0	£132.00	£1,211,535,926	£0
0% increase 20/21 and CPI only thereafter	£148,871,214	-£4,004,237	£128.55	£1,179,909,570	-£31,626,356
2% Increase 20/21 and CPI only thereafter	£151,834,497	-£1,040,954	£131.11	£1,203,426,792	-£8,109,133
Based on 4,769 opening stock and no changes to stock number					
CPI as at September 2019 i.e. 1.7% in 20/21. Assume 2% thereafter					

9. A 0% increase in 2020/21 results in lost rental income of £4m over five years and nearly £32m over 30 years compared to the proposed increase of 2.7%.
10. A 2% increase in 2020/21 results in lost rental income £1m over five years and £8m over 30 years.

Rents

11. It is proposed that from April 2020/21 average weekly rents will be increased by 2.7% (CPI as at September 2019 was 1.7%). The updated 30 Year HRA Business Plan assumes CPI of 2% across all years and that rents will increase by the permitted CPI plus 1% i.e. 3% from 2021/22 to 2024/25.
12. The below table indicates the current average weekly rent and impact of an increase by 1.7%, 2% and 2.7% by number of bedrooms.

Bedroom no	Total Number 2019	Av 2019 Weekly Rent	Av Weekly Rent Plus 1.7% increase	Av of Weekly Rent Plus 2.0% increase	Av Weekly Rent Plus 2.7% increase
1	1816	£95.65	£97.28	£97.57	£98.24
2	1410	£114.53	£116.47	£116.82	£117.62
3	1504	£129.45	£131.65	£132.04	£132.95
4	30	£134.51	£136.79	£137.20	£138.14
5	1	£154.24	£156.86	£157.32	£158.40
6	2	£164.47	£167.27	£167.76	£168.91

13. The draft Housing Service Plan has an objective to work with tenants and the Tenants Panel to support the collection of increased rent in a sensitive and proactive way.
14. The garages project that started 2018/19 focused on reducing the percentage of void garages. This project has continued with the aim of letting void garages in a timely fashion. The focus in 20/21 will be letting the high demand low repair costs garage sites.
15. Following the 10% increase in garage rents during 2018/19, it was agreed by Council to freeze garage rents in 2019/20. Previous garage rent increases above CPI have led to increased voids. However, given the relatively low price elasticity of demand and the active focus on reducing voids, it is predicted that there will be minimal loss of garage tenancies. A list of high demand garages where there is a waiting list has been compiled.
16. It is proposed that weekly garage rents increase by 25 pence per week. Standard garage rent increases to £14.68 (£17.61 inc. VAT for private tenants)
17. There is potential to increase rents by 5% at three prime town centre garage sites, one of which is owned by the General Fund and two by the HRA.
18. Following price freezes for service charges and heating reimbursement in senior living during 2019/20, it is proposed that service charges in sheltered accommodation be increased 2.6% amounting to 50 pence per week bringing the new charge to £19.50 in 2020/21. It is proposed that the heating reimbursement charge be increased by 50 pence in line with previous energy increases. It is proposed that water charges will remain unchanged.

Fees and Charges

19. A proposed schedule of charges for various services to leaseholders and shared owners is given in Annexe 2. The income from fees and charges are already included in the Business Plan. Members are no longer required to approve fees and charges following changes to the Financial Regulations agreed by Council in December 2019. Approval is now delegated under Financial Regulations.

Draft 2020/21 Capital Programme

20. The draft Capital Programmes at Annexe 3 shows the proposals estimated to be spent in 2020/21 and the following years on each of the three elements to the capital programme.
21. The 30-year Business Plan also includes a programme to develop new affordable homes and a programme to remodel some of the existing stock. The major

regeneration project at Ockford Ridge will be a combination of redevelopment and remodelling existing dwellings.

22. The Housing Development Capital Programme Budget includes allocation for delivery of new affordable council homes for rent and shared ownership through the acquisition of property under Section 106 (s106) agreements. It is proposed that delegated authority be given to the Head of Housing Delivery and Communities, in consultation with Strategic Director (Chief Finance Officer) and Portfolio Holder for Finance, Assets and Commercial Services and Portfolio Holder for Housing & Community Safety, to allocate the S106 budget when opportunities arise to acquire new homes on developer sites. The Executive approved this delegation on 12 March 2019 for the 2019/20 budget.
23. The Council declared a Climate Change Emergency on 18 September 2019. At the Housing Overview and Scrutiny meeting on 20 November 2019 it was agreed that there was a need to review the Waverley Design Standards, approved in July 2018, to address the council's environmental and sustainability objectives and consider the financial implication of the proposed changes.

Financing

24. The Business Plan has been modelled to use contingency reserves and surpluses arising from the annual Business Plan, subject to maintaining a minimum £2 million Working Balance. These drawdowns will be allocated to New Affordable Homes and The Core Maintenance Programme. It is proposed in 2019/20 to draw down £2.1m from the Working Balance Surplus for use on the Core Maintenance Programme. In 2022/23 £0.2m will be allocated from contingency to New Affordable Homes. In 2023/24 £1.0m will be allocated from contingency to New Affordable Homes.
25. The financial model in Waverley's HRA Business Plan incorporates the transfer to the HRA Revenue Reserve to support capital expenditure. Annexe 4 shows the Capital Programme proposals against the resources available in the next four years. The table at Annexe 4 shows that latest capital expenditure plans are affordable in the medium term.
26. In 2012 Waverley was required to take out £189m of borrowing (in addition to the existing £3m) to transfer the HRA to the new 'self-financing' basis. The HRA began making repayments of external debt principal in 2017/18. This is now scheduled to continue each year throughout the life of the Business Plan. The removal of the statutory debt cap in October 2018 has enabled the HRA to borrow to finance Capital expenditure if necessary. Whilst there is no need to borrow additional sums in the medium term as sufficient resources are available to meet the capital programme expenditure, a delegation is sought to enable borrowing to be undertaken, if needed and if the conditions are favourable, to ensure flexibility in the HRA business plan.

Local Government Act 2003 – Financial Administration

27. The Local Government Act 2003 formally introduced a number of specific sections covering:
- a. Budget calculations: report on robustness of estimates;**
 - b. Adequacy of reserves; and**
 - c. Budget monitoring**

Robustness of Estimates

28. Full account has been taken of potential costs and adequate provision has been made. A prudent assessment of income has been undertaken and only income that has a high level of certainty of being received is included within the Council's budgets.
29. The Council's Medium Term Financial Plan, together with information presented at the Annual Member Finance Briefings and subsequent reports demonstrate the financial challenges to Waverley Borough Council and Landlord Service in the future.
30. In view of the level of awareness amongst Members and the action taken to produce the Council's budget in 2020/21, the S.151 Officer is satisfied with the robustness of the estimates presented.

b) Adequacy of reserves

31. Adequate reserves are necessary to meet significant cost that could not reasonably have been foreseen in the preparation of the budget. The levels of the HRA working and repairs fund balances have been reviewed and the working balance is at least £2m. Annexe 4 shows the schedule of HRA balances and reserves. Plans for investment of balances in existing and new build properties are being drawn up to ensure the reserves are fully utilised.

c) Budget Monitoring

32. It is the view of Waverley's Section 151 Officer that the arrangements for budget monitoring, referred to above, satisfy the requirements of the Local Government Act 2003. Budget Monitoring in 2019/20 shows that the HRA is staying within budget on capital and revenue overall.

Conclusion

33. The team have completed a comprehensive review of the Housing Revenue Account and propose income stream increases, capital works, improvement and new build budgeted programmes and maintain healthy reserves to deliver the HRA Business Plan objectives

Draft Recommendations From Executive to Council

The Executive, after considering comments from the Housing Overview and Scrutiny Committee, will be invited to make the following recommendations to the Council, that:

1. the rent level of Council dwellings be increased 2.7% from the 2019/20 level with effect from 1 April 2020 in accordance with The Government's permitted guidelines
2. the weekly charge for garages rented by both Council and non-Council tenants be increased by 25 pence per week excluding VAT from 1 April 2020;
3. the service charge in sheltered accommodation be increased by 50 pence per from 1 April 2020 to £19.50;
4. the recharge for energy costs in sheltered accommodation (as appropriate) be increased by 50 pence per week from 1 April 2020
5. the revised HRA Business Plan for 2020/21 to 2023/24 as set out at Annexe 1 be approved;
6. note the approval change for the fees and charges as set out in Annexe 2;
7. the Housing Revenue Account Capital Programmes as shown at Annexe 3 be approved;
8. the use of the Working Balance Reserve and Contingency Reserves to fund Capital Programmes
9. the financing of the capital programmes be approved in line with the resources shown in Annexe 3; and
10. authority be delegated to the Strategic Director and Head of Housing Operations in consultation with the Portfolio Holders for Housing and Finance to undertake external borrowing and/or internal borrowing and Reserve movement transactions (as shown in Annex 4) to ensure flexibility in HRA Business Plan resources to meet future capital expenditure needs.

Recommendation

It is recommended that the Housing Overview and Scrutiny Committee consider the proposals set out in the report and makes any comments or observations 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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Annex 1				
HRA Business Plan 20/21 to 2023/24	2020/21	2021/22	2022/23	2023/24
INCOME				
Net Dwelling Rent	-28,662,700	-29,602,800	-30,515,500	-31,480,000
Net Garage Rent	-362,600	-369,800	-377,200	-384,800
Service Charges	-404,000	-411,000	-418,100	-425,500
Cost recovered	-318,000	-325,950	-334,099	-342,451
Other income	-264,100	-264,100	-264,100	-264,100
Interest receipts	-210,950	-100,000	-50,000	-50,000
Total Income	-30,222,350	-31,073,650	-31,958,999	-32,946,851
EXPENDITURE				
Cost of Operation	1,556,294	1,543,800	1,582,400	1,622,000
Staffing	3,818,100	3,718,100	3,718,100	3,718,100
Recharges	344,690	344,700	344,700	344,700
Back Funding pension Cost	684,760	684,800	684,800	684,800
Sub total	6,403,845	6,291,400	6,330,000	6,369,600
Stock Maintenance	5,563,070	5,702,100	5,844,700	5,990,800
HRA proportion of Corporate and Democratic Costs	686,100	686,100	686,100	686,100
Debt interest	5,587,241	5,484,494	5,327,754	5,116,002
Principal Repayment	4,303,000	4,984,000	7,998,000	8,561,000
Contingency	200,000			
Sub total	16,339,411	16,856,694	19,856,554	20,353,902
Total Expenditure	22,743,256	23,148,094	26,186,554	26,723,502
Net INCOME -/ Net EXPENDITURE +	-7,479,094	-7,925,556	-5,772,445	-6,223,349
Working Balance Contribution to Reserves:				
Contribution to/from- Reserves				
Contingency	-200,000			
New Build (Affordable Housing)	3,000,000	3,000,000	3,000,000	3,000,000
Re-Modelling	0	0	0	0
Core Capital Programme	4,700,000	4,700,000	4,700,000	4,700,000
Working Balance	-20,906	225,556	-1,927,555	-1,476,651
Total to Reserves	7,479,094	7,925,556	5,772,445	6,223,349
HRA Working Balance (min £2m)				
Opening Balance	5,233,977	5,213,072	5,438,628	3,511,073
Movement within Reserves	0	0	0	0
Surplus /deficit	-20,906	225,556	-1,927,555	-1,476,651
Closing Balance	5,213,072	5,438,628	3,511,073	2,034,422

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Housing Services

Schedule of Fees and Charges for 2020/2021

Unit of Charge	VAT Indicator	Existing Charge	Proposed Charge	% Increase
		£	£	

Housing Services

Schedule of Fees and Charges for 2020/2021

	Unit of Charge	VAT Indicator	Existing Charge	Proposed Charge	% Increase
			£	£	
Housing Revenue Account					
Supervision and Management Special					
Guest Rooms - E P Units - Single	Per Night	OS	17.50	17.90	2.3%
Guest Rooms - E P Units - Double	Per Night	OS	22.50	23.00	2.2%
Community Rooms - Residents	Session	OE	20.50	21.00	2.4%
Community Rooms - Non Resident	Session	OE	36.00	36.80	2.2%
Leaseholder Charges					
The following charges replace the flat rate charge currently in place					
Annual practical notes and information to leaseholder. Check of leaseholder account to ensure there are no problems and ground rent invoicing with supporting documentation.	Annual	OO	28.00	28.60	2.1%
Annual practical notes and information to shared owners. Check of account to ensure there are no problems, check to see if ground rent payable	Annual	OO	25.00	25.50	2.0%
Annual practical notes and information to shared owners. Check of account to ensure there are no problems, check to see if ground rent payable	Annual	OO	28.00	28.60	2.1%
Service charge invoicing and supporting documentation non-shared ownership.	Quarterly	OO	3.75	3.90	4.0%
Service charge invoicing and supporting documentation non-shared ownership.	Annual	OO	12.50	12.80	2.4%
Service charge invoicing and supporting documentation shared ownership.		OO	28.00	28.60	2.1%
Consent to alter		OS	58.00	59.20	2.1%
Retrospective/ Complex consent to alter		OS	80.00	81.60	2.0%
Consent to underlet		OS	33.00	33.70	2.1%
Consent to keep pets		OS	33.00	33.70	2.1%

Housing Services

Schedule of Fees and Charges for 2020/2021

	Unit of Charge	VAT Indicator	Existing Charge	Proposed Charge	% Increase
			£	£	
Letter to lenders and other third parties		OS	28.00	28.60	2.1%
Reminder in relation to arrears with full printout of account		OE	28.00	28.60	2.1%
Section 20 management		OE	38.00	38.80	2.1%
Obtaining Land Registry document as requested by leaseholder		OS	12.25	12.50	2.0% Plus L Regist
Provision of duplicate invoices		OS	3.25	3.40	4.6%
Contacting or responding to you in relation to a problem with your flat. Non-complex replies by email will be free		OS	6.50	6.70	3.1%
Written contact and liaison with you in relation to statutory requirements, such as fire and asbestos risk assessments		OE	3.25	3.40	4.6%
Leasehold enquiry responses		OS	245.00	249.90	2.0%
Leasehold (with sinking fund) enquiry responses		OS	255.00	260.10	2.0%
Preliminary telephone advice for non-complex issues relating to your leasehold property			FREE	FREE	
Changing leaseholder records, leaseholder responsible for advising changes in writing			FREE	FREE	

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ANNEX 3					
Housing Revenue Account Business Plan- Housing Development Capital Programme					
Project Code	Project Name	2020/21 Budget £	2021/22 Estimate £	2022/23 Estimate £	2023/24 Estimate £
K5001	Development Staff Costs	424,010	424,010	424,010	424,010
K5412	Pre-development Expenditure	458,800	200,000	200,000	200,000
	Latent defects contingency	20,000	20,000	20,000	20,000
	Sub Total	902,810	644,010	644,010	644,010
	Budget Approved Schemes:				
K5422	Aarons Hill, Godalming	456,000	157,000		
K5407	Ockford Ridge	200,000	200,000	200,000	200,000
K5425	Ockford Ridge Site A, Godalming	3,682,000			
K5426	Ockford Ridge - Site B	1,692,000	1,692,000		
K5427	Ockford Ridge Site C, Godalming	118,000	3,010,000	3,802,000	
K5430	Ockford Ridge - Site F	40,000	814,000	2,965,000	1,577,000
	Sub Total	6,188,000	5,873,000	6,967,000	1,777,000
	Budget Approved Stock Remodelling				
K5016	Ockford Ridge refurbishment - phase 1				
K5017	Ockford Ridge Refurbishment - phase 2				
K5018	Ockford Ridge refurbishment - phase 3				
K5019	Ockford Ridge Refurbishment - Future phases		450,000	450,000	450,000
K5011	Community Rooms remodelling				
	Sub Total	0	450,000	450,000	450,000
	Land and Asset purchases				
K5000	Buy Backs	1,000,000	1,000,000	1,000,000	1,000,000
K5020	S106 affordable housing units (based on opportunities offered to date)	3,500,000	3,500,000	3,500,000	3,500,000
	Sub Total	4,500,000	4,500,000	4,500,000	4,500,000
	New Build Budget subject to planning				
	Crossways	172,000	1,356,000	912,000	
	Parkhurst Fields	56,000	782,000		
	Queensmead	247,000	1,246,000		
	Pathfields	352,000	1,738,000		
	Hartsgrove	216,000	961,000	1,190,000	
	Sub Total	1,043,000	6,083,000	2,102,000	0
	Remodelling Budget subject to planning				
	Borough wide refurbishment	220,000	0	0	0
	Sub Total	220,000	0	0	0
	Housing Development Total	12,853,810	17,550,010	14,663,010	7,371,010
	Funding:				
	HRA Funding	12,853,810	17,550,010	14,663,010	7,371,010
	External Funding	0	0	0	0
	External Borrowing	0	0	0	0

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ANNEX 4

Housing Revenue Reserves 2019/20 to 2023/24					
	2019/20	2020/21	2021/22	2022/23	2023/24
	£	£	£	£	£
Opening Reserves					
Working Balance	7,496,968	5,233,977	5,213,072	5,438,628	3,511,073
Contingency	2,224,000	2,474,000	2,274,000	2,274,000	2,074,000
New Affordable Homes	13,519,062	10,749,062	7,432,157	1,882,152	249,729
Stock Re-modelling	6,289,282	1,906,712	1,686,712	1,236,712	786,712
Major Repairs Reserve	0	2,100,000	1,105,820	1,497,756	1,803,531
Capital Receipts Unapplied	20,245,266	15,474,266	12,157,361	6,607,356	226,769
Total Opening Reserves	49,774,578	37,938,018	29,869,122	18,936,604	8,651,814
Add from In Year Business Plan and capital receipts					
Working Balance	-162,990	-20,906	225,556	-1,927,555	-1,476,651
Contingency	250,000				
New Affordable Homes	4,000,000	3,000,000	3,000,000	3,000,000	3,000,000
Stock Re-modelling					
Major Repairs Reserve	3,608,000	4,700,000	4,700,000	4,700,000	4,700,000
Capital Receipts Unapplied	2,000,000	3,000,000	3,000,000	3,000,000	3,000,000
Total added to Reserves from annual Business Plan	9,695,010	10,679,094	10,925,556	8,772,445	9,223,349
Movement on Reserves					
Working Balance	-2,100,000				
Contingency				-200,000	-1,000,000
New Affordable Homes				200,000	1,000,000
Stock Re-modelling					
Major Repairs Reserve	2,100,000				
Capital Receipts Unapplied					
Total Reserves =0	0	0	0	0	0
Less use of Reserves					
Working Balance					
Contingency		200,000			
New Affordable Homes	6,770,000	6,316,905	8,550,005	4,832,423	3,702,740
Stock Re-modelling	4,382,570	220,000	450,000	450,000	450,000
Major Repairs Reserve	3,608,000	5,694,180	4,308,064	4,394,225	4,482,110
Capital Receipts Unapplied	6,771,000	6,316,905	8,550,005	9,380,587	3,218,270
Total Use of Reserves	21,531,570	18,747,990	21,858,074	19,057,235	11,853,120
Closing reserves					
Working Balance	5,233,977	5,213,072	5,438,628	3,511,073	2,034,422
Contingency	2,474,000	2,274,000	2,274,000	2,074,000	1,074,000
New Affordable Homes	10,749,062	7,432,157	1,882,152	249,729	546,988
Stock Re-modelling	1,906,712	1,686,712	1,236,712	786,712	336,712
Major Repairs Reserve	2,100,000	1,105,820	1,497,756	1,803,531	2,021,421
Capital Receipts Unapplied	15,474,266	12,157,361	6,607,356	226,769	8,500
Closing Reserves	37,938,018	29,869,122	18,936,604	8,651,814	6,022,043

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WAVERLEY BOROUGH COUNCIL

HOUSING O&S

14 JANUARY 2020

Title:

Asbestos Internal Audit Report - Action Items

Portfolio Holder: Cllr Anne-Marie Rosoman, Portfolio Holder for Housing and Community Safety

Head of Service: Hugh Wagstaff, Housing Operations

Key decision: No

Access: Public

1. Purpose and summary

An asbestos audit carried out in July 2019 by Southern Internal Audit Partnership identified nine Management actions where improvement could be made to the asbestos management system currently in use by the Council. This paper is intended to report the current status of these action items and discuss further action required.

2. Recommendation

There were nine area identified for improvement, five of these relate to asbestos database, the accuracy of asbestos information held and the programming of asbestos condition re-inspections. A review of the asbestos survey data in the 'Keystone' asbestos register and updating older (less reliable) data from pre-2015 surveys is underway and is expected to be completed by the end of 2020. More effective Keystone programming to allow automatic re-inspection for communal areas and Senior Living schemes is being explored to ensure re-inspections are carried in a timely manner.

The Council's Asbestos Surveying contractor (Gully Howard Technical) have been consulted and have agreed to improving their re-inspection reporting process and accepted a series of Key Performance Indicators that will assist in allowing the Council to monitor their performance.

The Council has carried out circa 5000 asbestos management surveys and has approximately 80 properties outstanding which are being risk assessed based on properties of similar types. If denied Legal action will be taken to gain access any high risk properties.

Of the nine recommendations made five have been completed and four are in progress and are expected to be completed by June 2020.

3. Reason for the recommendation

Implementation of the actions highlighted will allow the Council to fulfil the recommendations within the Audit report and remain compliant with the Council's own Asbestos Policy and Asbestos Management Plan.

4. Relationship to the Corporate Strategy and Service Plan

This report predominantly relates to the Council's priorities for People and Places. The delivery of these arrangements will support improving lives and communities.

5. Implications of decision

5.1 Resource (Finance, procurement, staffing, IT)

The financial impact of conducting asbestos re-inspections has been accounted for within the on-going budgets.

5.2 Risk management

Managing asbestos compliance in accordance with the recommendations of the audit report is in line with the documented processes within the asbestos Management Plan

5.3 Legal

Control of Asbestos Regulations 2012

5.4 Equality, diversity and inclusion

"There are no direct equality, diversity or inclusion 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."

5.5 Climate emergency declaration

Not affected

6. Consultation and engagement

None

7. Other options considered

N/A

8. Governance journey

8.1 This matter will be monitored by the Audit Committee

Background Papers

There are / are no background papers, as defined by Section 100D(5) of the Local Government Act 1972).

CONTACT OFFICER:

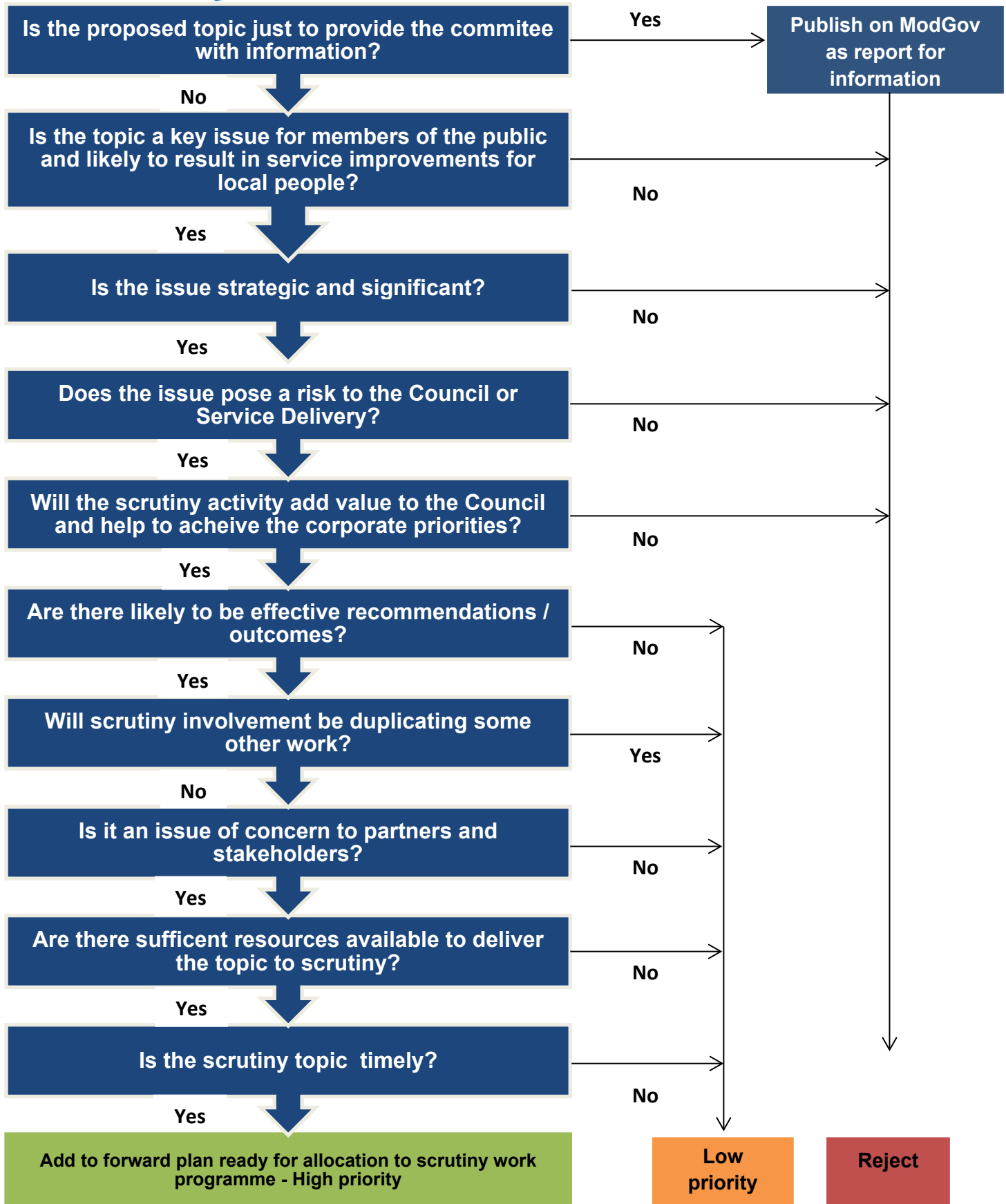
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INTRODUCTION TO WAVERLEY BOROUGH COUNCIL

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.

Housing Overview and Scrutiny Committee

Section A

Work programme 2019/20

Subject	Purpose for Scrutiny	Lead Member / Officer	Date for O&S consideration	Date for Executive decision (if applicable)
Corporate Performance Report	To scrutinise the performance of the areas within the Committee's remit.	Heads of Service / Nora Copping	Quarterly	N/A
Housing Development Update	To receive an update on the current council housing developments.	Andrew Smith/ Louisa Blundell	Standing item	N/A
Service Plans	To scrutinise the 2020/21 – 2022/23 service plans for the relevant services.	Hugh Wagstaff / Andrew Smith	January 2020	February 2020
Housing Revenue Account (HRA) budget	To scrutinise the HRA budget.	Hugh Wagstaff / Andrew Smith	January 2020	February 2020
Waverley Council's carbon neutral commitment	To scrutinise recommendations to Executive on steps towards carbon neutrality regarding housing.		January/ March 2020	
Potential in-depth scrutiny work on mental health and unmet needs of people on the housing register	Following the presentation from Transform Housing & Support, to receive and consider a scoping document for in-depth work looking at mental health and the unmet needs of those on the housing register.	Yasmine Makin / Annalisa Howson	January 2020	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)
Asset Management Strategy 2021 – 2026	For the Committee to contribute to the development of the Strategy.	Paul Taylor / Hugh Wagstaff	2020	
Performance of contractors	To receive an update from officers on the performance of contracts that commenced April 2019.	Hugh Wagstaff	2020	N/A
Affordable housing and housing need within the borough	Following the Housing Strategy and Enabling team's work into profiling housing need within the borough, for the Committee to understand the role of affordable housing and how it meets the needs of residents.	Andrew Smith / Alice Lean	TBC	N/A
Review of Housing Allocations Policy	For the Committee to contribute to the review of the Housing Allocations policy.	Andrew Smith / Mike Rivers	TBC	
Housing Associations (HAs)	To follow the September information session, the Committee may wish to invite a representative from a major housing association within the borough to present to the Committee.	Andrew Smith	TBC	N/A

Section B

Scrutiny Reviews 2019/20

Subject	Objective	Key issues	Lead officer	Progress
Section B will detail any in-depth scrutiny reviews of the Committee.				

Section C
Scrutiny Tracker
2019/2020

Housing O&S Scrutiny Tracker				
Meeting date	Agenda item	Recommendation / action	Officer / Executive Response	Timescale
20 November 2020	Corporate Performance Report Q2	ACTION: for officers to provide clarification on the variance against budget of £493k and the headings within the HRA section of the finance.		
	Private Sector Housing	ACTION: for officers to share the information delivered to the Committee on the role of the Private Sector Housing team with the towns and parishes.		
3 September 2019	Corporate Performance Report Q1	ACTION: for the Committee to have a better understanding of the 'justifiability' of complaints.	The VFM CS O&S Committee is receiving a report on complaints November 2019 including information on 'upheld' and 'partially upheld' complaints. Housing O&S members will be sent a link to this report when it is published.	November 2019
3 July 2018	HRA Asset Management Strategy 2021 – 2026 scoping report	ACTION: for the current strategy to be updated to ensure it reflects changing technologies, in addition to other considerations listed on page of the report.	Officers will update the Strategy to reflect changes in development and technology.	The new Strategy will be for 2021 – 2026.

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

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