

LANDLORD SERVICES ADVISORY BOARD

Thursday, 24 February 2022 - 10.00 am

Council Chamber, Council Offices, The Burys, Godalming

Or Zoom Meeting ID: 851 1436 8296 Passcode: 291148

A G E N D A

Circulation:

Members:

Cllr Nick Palmer

Cllr Paul Rivers (Chairman)

Terry Daubney, Waverley Tenants' Panel (Vice Chairman)

Cllr Simon Dear

Cllr Jacquie Keen

Gillian Martin, Waverley Tenants Panel

Danielle Sleightholme, Waverley Tenants Panel

Cllr Michaela Wicks

Officers:

Annie Righton

Hugh Wagstaff

Andrew Smith

Annalisa Howson

Jeanette Englefield

1 **Apologies for absence**

To receive apologies for absence.

2 **Minutes of the previous meeting**

To agree the minutes of the meeting held on 28 January 2022 .

3 **Declarations of interest**

To receive any declarations of interests under the Waverley Members' Code of Conduct.

4 **Senior Living Consultation** (Pages 3 - 30)

Recommendation

It is recommended that the Landlord Service Advisory Board:

- Seek clarifications and / or asks any questions about the Senior Living Service
- Review the consultation results and action plan, and
- Make any comments to the Senior Living and Careline Manager

5 **Flexible Tenancy Review** (Pages 31 - 38)

Recommendation

It is recommended that the Board:

- advises the Portfolio Holder to end the use of flexible tenancies and
- support the proposal to progress the officers' implementation plan

6 **Work programme** (Pages 39 - 52)

7 **Date of next meeting**

The next meeting is scheduled for 31 March 2022 at 10am.

WAVERLEY BOROUGH COUNCIL

LANDLORD SERVICES ADVISORY BOARD

24 FEBRUARY 2022

Title:

SENIOR LIVING TENANT CONSULTATION REPORT

Portfolio Holder: Portfolio Holder for Housing Paul Rivers

Head of Service: Hugh Wagstaff, Head of Housing Operations

Key decision: No

Access: Public

1. Purpose and summary

- 1.1 The purpose of the report is to introduce the Senior Living Service and share the results and draft action plan of the Senior Living tenant consultation for the Board's review and comment.

2. Recommendation

It is recommended that the Landlord Service Advisory Board:

- seek clarifications and/or asks any questions about the Senior Living Service
- review the consultation results and action plan, and
- make any comments to the Senior Living and Careline Manager.

3. Reason for the recommendation

To gain an understanding of the Senior Living Service, consider tenants views, scrutinise the service and support ongoing development and improvements.

4. Background

What is Senior Living?

4.1 The Senior Living Service provides homes for people, in housing need, over the age of 60 (or 50 with a recognised disability) who can live independently with some support. The purpose built apartments are for couples or single people. All schemes have a community alarm in each home and communal facilities including lounges, laundries and gardens.

4.2 The Housing Service has eight schemes across the borough

- Blunden Court, Bramley
- Bowring House, Farncombe
- Dower House, Milford
- Falkner Court, Farnham
- Moat Lodge, Cranleigh
- Riverside Court, Farnham
- Rolston House, Haslemere
- Shepherds Court, Farnham

4.3 The aim of the support service in Senior Living is to enable tenants to remain safe, confident and independent in their own home.

4.4 The support service includes

- a needs assessment to identify if additional support is needed
- giving tenants relevant information, advice and support
- showing tenants how to use the call centre alarm and door-entry systems and how to maintain their privacy
- ensuring that key information about tenants is kept up to date in the 24-hour call centre so that staff can summon help from the appropriate services and let family or friends know what is happening, and
- encouraging communal and social activities to prevent loneliness and social isolation.

4.5 To be clear Senior Living does not provide personal care such as washing, dressing, cleaning, nursing or catering. This type of support if required, can be provided by private agencies and social services. The Senior Living team can help tenants get in touch with them as and when required.

Previous Consultation

4.6 Senior Living was formally referred to as Sheltered Housing. The service was rebranded in April 2018 following Surrey County Council's withdrawal of Housing Related Support. This funding had been used by Waverley to part-fund the Sheltered Scheme Managers and enabled them to provide a range of support services to tenants. In addition to the support role, Scheme Managers also managed the tenancies of residents and their buildings including health and safety issues.

4.7 The feedback from residents during the County Council's consultation confirmed how much they valued the presence of the Scheme Manager, and retaining an on-site manager for each scheme was a priority for officers and Members.

4.8 The Housing Revenue Account is unable to fund 'support and care', due to legal constraints, but the role of the Scheme Managers was developed to Senior Living Community Officers to ensure that they continued to operate from each of the Sheltered Housing Schemes.

The role of the Senior Living Community Officer

4.9 Following the 2017/18 consultation it was agreed that the key objectives for the service is to:

- retain a manager presence on site to:
 - i reduce the impact of social isolation for our tenants:
 - ii help to ensure the safety of tenants and help them to live independently,
 - iii ensure that the building management and maintenance is effectively managed,
 - iv enable tenancy sign ups and management are dealt with efficiently,
- promote 'Good Neighbour' schemes, encouraging tenants to support one another, and
- develop the managers' role to include:
 - i marketing the schemes to potential tenants,
 - ii promoting the schemes as a community hub,
 - iii to maximise the use of the communal areas,
 - iv develop links with community groups and parish councils, and
 - v become a source of income.

2021 Consultation

4.10 The Housing Service committed to arranging annual consultation events with tenants following the change in service and reduction in support provided. Due to COVID-19 the consultation was not held in 2020 and a paper survey was arranged in 2021 due to restrictions and risks regarding open meetings.

4.11 The Tenants Panel assisted in developing a survey which was issued to all 236 residents to gain feedback on the service and in particular throughout the pandemic. During lockdown Senior Living Officers predominately worked from home with weekly visits to schemes. The cleaning service remained the same. Please refer to Annexe One for copy of the survey.

4.12 32% of tenants (75) responded. Overall 66% of tenants thought the service from the senior living team was excellent or good with a further 19% stating the service was satisfactory.

4.13 Most tenants took the opportunity to tell us they liked 'everything' about the service. Some tenants identified areas of good practice and high satisfactions with staff and cleaners. Tenants also identified areas of concern or for improvement with communications, maintenance and increasing staff presence. The results can be found at Annexe Two.

4.14 Tenant feedback is essential to understand the impact and outcome of our services. The Senior Living and Careline Manager has carefully considered the consultation findings, recognised the positive feedback and good work through challenging times and developed a draft action plan for the Board's consideration to address the issues raised. Please refer to Annexe Three for a copy of the draft action plan.

5. Relationship to the Corporate Strategy and Service Plan

The report supports the Council's Corporate commitment to promote "Good quality housing for all income levels and age groups" and aim to "be the best council landlord in the South East and to be acknowledged so by our tenants."

6. Implications of decision

6.1 Resource (Finance, procurement, staffing, IT)

The action plan provided at Annexe 3 will mainly be delivered within the current resources. Any further capital expenditure required will be bid for in line with the corporate procedures and approval of these will be brought through the committee process.

6.2 Risk management

The corporate risk register identifies and mitigates risks within the Senior Living Service including financial, legal/regulatory, reputational, safety and service delivery.

6.3 Legal

There are no direct legal implications. Much of the report is for information, while the consultation is non-statutory but carried out as part of best practice.

6.4 Equality, diversity and inclusion

The Senior Living Service is experienced in working with regard to EDI due to the demographics of the tenant population. Tenants were offered support to complete the survey if needed due to age, health or language challenges. Any significant change in service identified through the action plan will be subject to an Equality Impact Assessment.

6.5 Climate emergency declaration

Any works arising from the action plans will be subject to an environmental and sustainability review.

7. Consultation and engagement

Survey developed in partnership with Tenants Panel. Report and action plan drafted from Senior Living tenants consultation. To be shared with Tenants Panel and Senior Living Residents.

8. Other options considered

To maintain a positive relationship with tenants and seek ongoing continuous improvement do nothing is not an option.

9. Governance journey

Report to Landlord Services Board only.

Annexes:

Annexe 1 – Survey for Senior Living Tenants Consultation 2021

Annexe 2 – Results of Senior Living Tenants Consultation 2021

Annexe 3 – Senior Living Tenants Consultation 2021 Action Plan 2022

Background Papers

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

CONTACT OFFICER:

Name: Annalisa Howson and David Brown

Position: Housing Service Improvement and Senior Living and Careline Managers

Telephone: 01483 523453 and 01483 523358

Email: annalisa.howson@waverley.gov.uk and david.brown@waverley.gov.uk

Agreed and signed off by:

Legal Services: DB 3 February 2022

Head of Finance: RP 3 February 2022

Strategic Director: AR 11 February 2022

Portfolio Holder: 11 February 2022

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Senior Living Tenant service review questionnaire **November 2021:**

Please circle how you feel about the service provided. Where relevant please add further comment.

1) How is the overall quality of the service you receive from the Senior Living team?

1	2	3	4	5
Excellent poor	Good	Satisfactory	Poor	Very

What works well?

.....

What needs improving?

.....

2) Are you kept well informed and up to date with information relevant to your Senior Living Scheme? *(Please circle)*

Yes No Not sure

What works well?

.....
.....

What needs improving?

.....
.....

3) How well are the communal spaces within the schemes being used? (eg. communal lounge, kitchen, laundry)

1	2	3	4	5
Very well	Good	Satisfactorily		Poor
Very poor				

What works well?

.....

What needs improving/ ideas for how they could be used better

.....

4) Are you happy with your home?

Yes

No

Would you like anything improved?

.....

5) If you are signposted to other support services, do you then feel that you get the advice and support that you require?

Yes

No

Sometimes

Comments

.....

.....

6) How do you prefer to have contact with your Senior Living Officer?

In person Email phone letter whatsapp

and at what frequency?

Daily Weekly fortnightly monthly other (please state)

.....

7) If your Senior Living Officer is not on-site, do you feel confident in being able to contact them by telephone or email, if you need to?

Yes No

8) What can we do as a team to help you to be able to live independently?

.....
.....
.....

9) How would you like to help promote a supportive community within our Senior Living schemes, for example how you would like to support your neighbour?

.....
.....
.....

10) We believe in treating everyone fairly and equally and we strive to promote diversity, equality, and inclusivity throughout our services. Is there anything else we could do better to make the schemes more diverse and inclusive?

.....
.....
.....

11) How would you rate Waverley's response to the pandemic within your Senior Living scheme (*please circle*)

1	2	3	4	5
Excellent	Good	Satisfactory	Poor	Very
poor				

a) What worked well?

.....
.....
.....

b) What didn't work so well?

.....
.....
.....

c) Any other comments on how the pandemic affected your home life?

.....
.....
.....

12) Are there any other comments or suggestions you have to help us improve Senior Living Services? (please continue a separate sheet if you wish)

.....
.....
.....

Thank you for taking the time to complete this questionnaire. Please return it to your Senior Living Officer (or post through the office door) by **Wednesday 8 December**. Thank you.

David Brown

Senior Living and Careline Services Manager.

Senior Living Tenants Consultation 2021 Results

Introduction

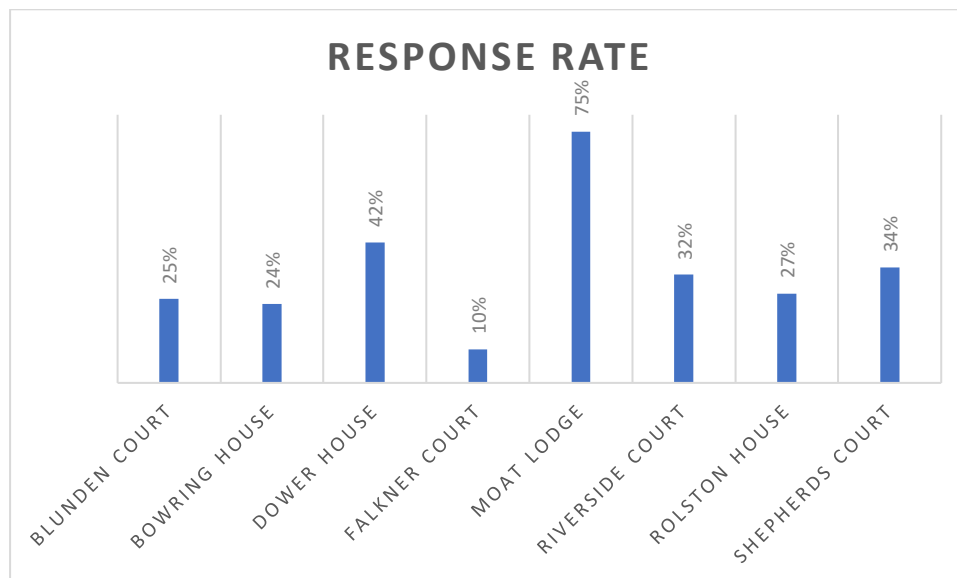
The Housing Service is committed to arranging annual in person consultation events with tenants at senior living schemes. Due to COVID-19 the consultation was unable to be held last year and it was decided a paper survey would be used this year because of restrictions and risks regarding open meetings.

All senior living tenants received a copy of the survey during November and were given until 8 December to respond. They were also offered support with completing the form.

Response Rates

Overall response rate across all schemes is 32%. The lowest response rate was 10% at Faulkner Court and the highest 75% at Moat Lodge. Out of 236 homes a total of 75 questionnaires have been returned.

RESPONSE RATE BY SCHEME

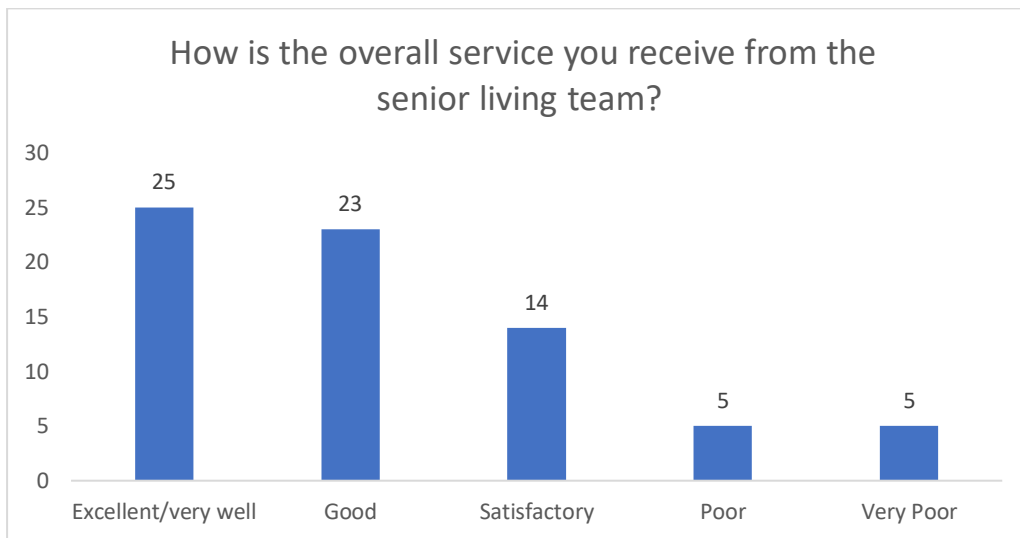


There was a natural drop off in the response rate of each question as the respondent progressed through the form but there was a tendency to continue answering questions of interest.

Question 1 had the highest response rate of 96%, question 5, regarding signposting to other services, had the lowest response rate with 69%. This is significantly less than the others.

Survey Results

Question 1. How is the overall service you receive from the senior living team?



Q1. What works well?



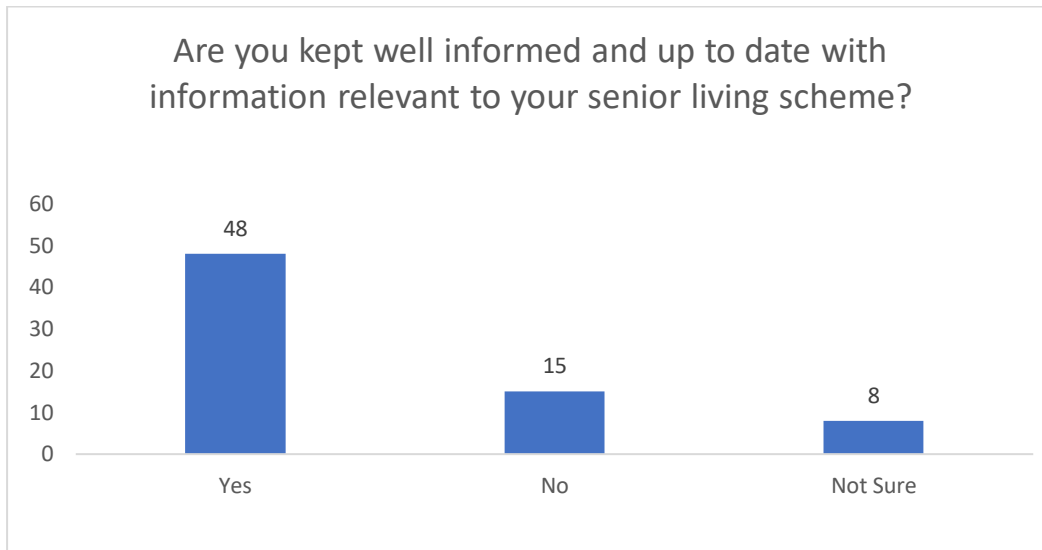
Most respondents took the time to give positive feedback.

Q1. What needs improving?



Respondents identified concerns with communications, staff presence and maintenance.

Question 2. Are you kept well informed and up to date with information relevant to your senior living scheme?

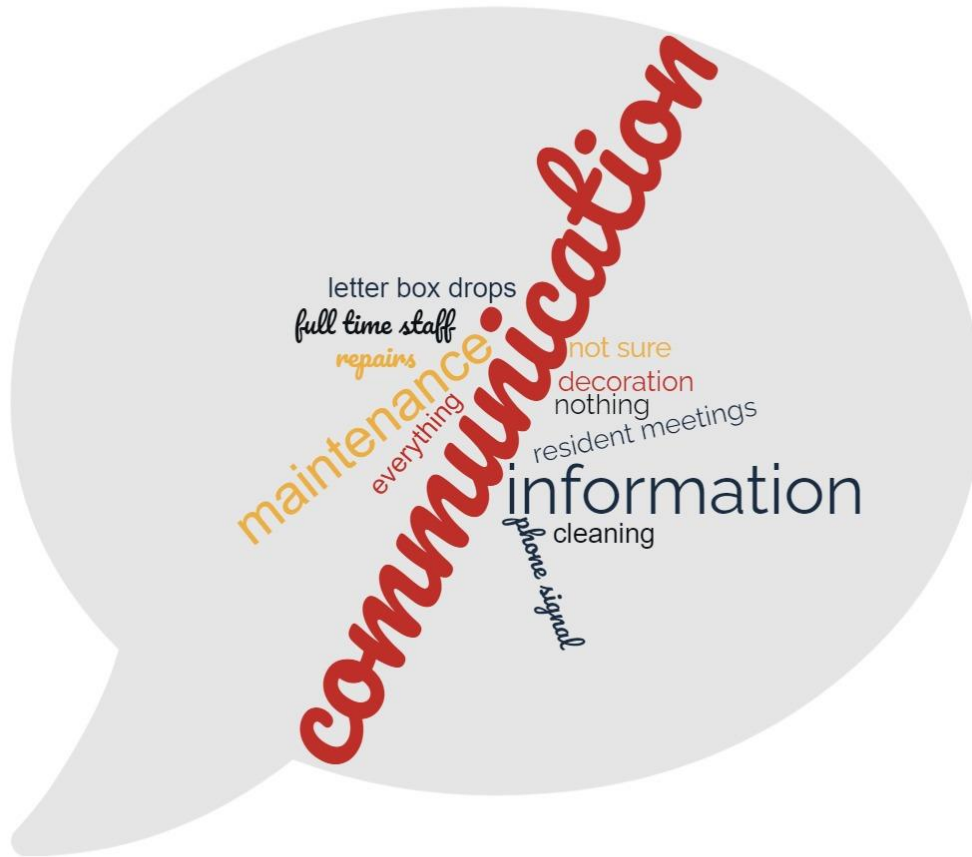


Q2. What works well?



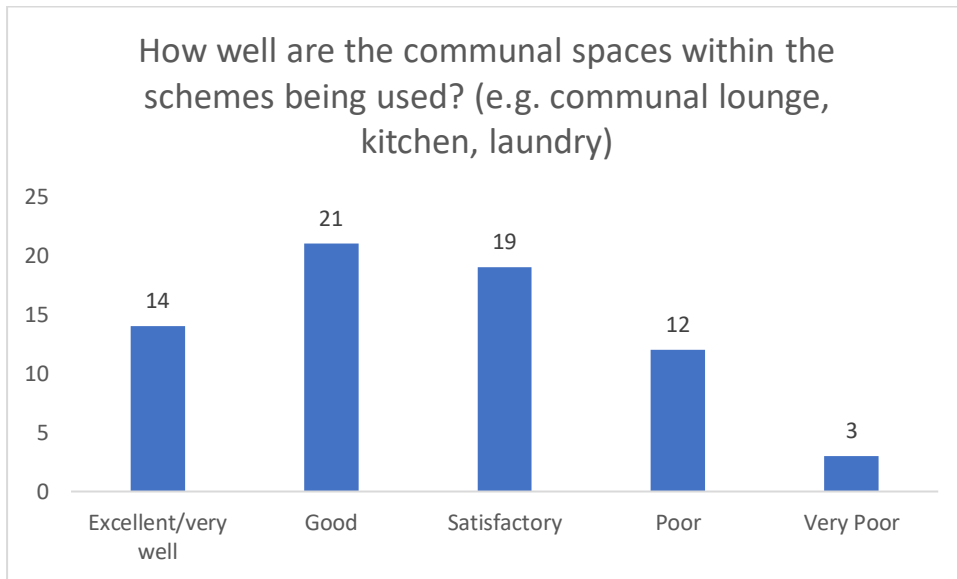
Respondents valued letter box drops and the current ways they are kept informed.

Q2. What needs improving



Respondents raised concerns with communications, maintenance, phone signal and residents' meetings.

Question 3. How well are the communal spaces within the schemes being used? (e.g. communal lounge, kitchen, laundry)



Most residents are happy with the laundry facilities. Those that are not have highlighted a perceived need for more machines in their scheme and couple at one scheme have highlighted a lack of awareness of others when using the space and leaving mess.

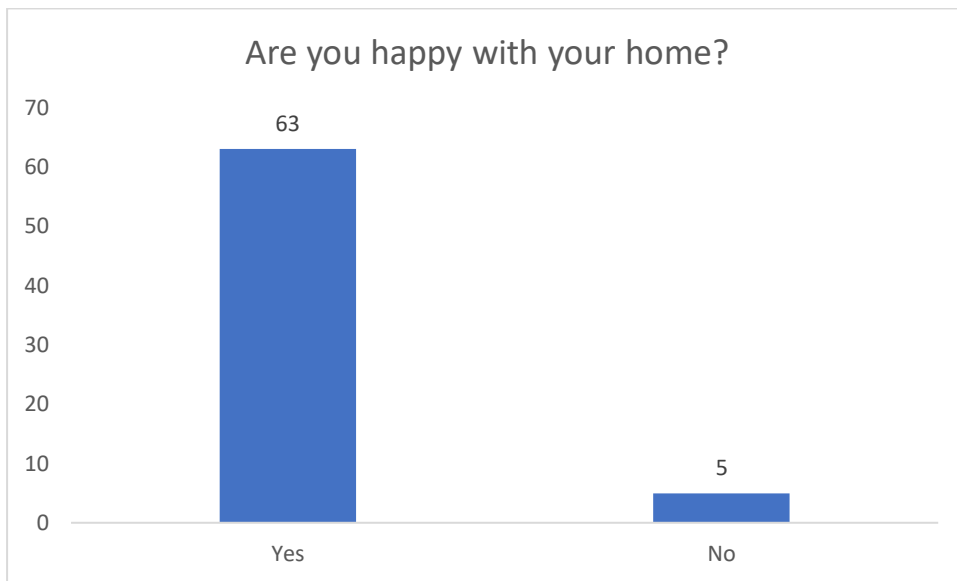
Residents' comments show they value the social opportunities communal spaces offer and are disappointed that these have not yet returned to 'pre covid' rules/or level or attendance.

The condition of lounges at some schemes appears to be a barrier to use at some schemes as does maintenance issues such as heating in communal areas.

Other notable comments include an issue around security e.g. spy holes on room doors, CCTV on main entrances and fridge/freezer area.

There also appears to be some issues around accessibility e.g. doors are too heavy to external areas, no stair lifts, kitchen units not wheelchair friendly, water not accessible to wheelchair users.

Question 4. Are you happy with your home?



Q4. Would you like anything improved?

Common themes

heating

windows

communication

bathrooms

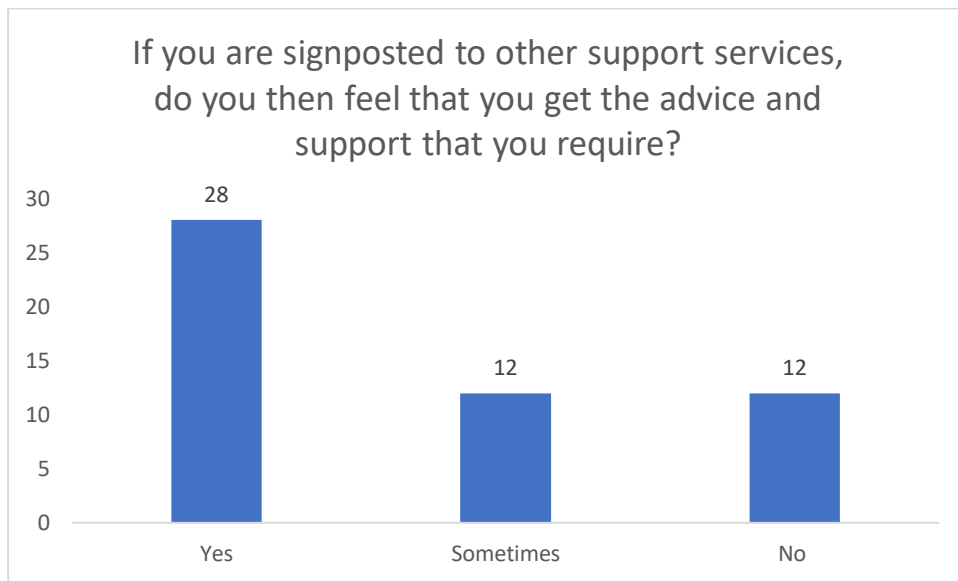
decor/condition

signal

Less common themes

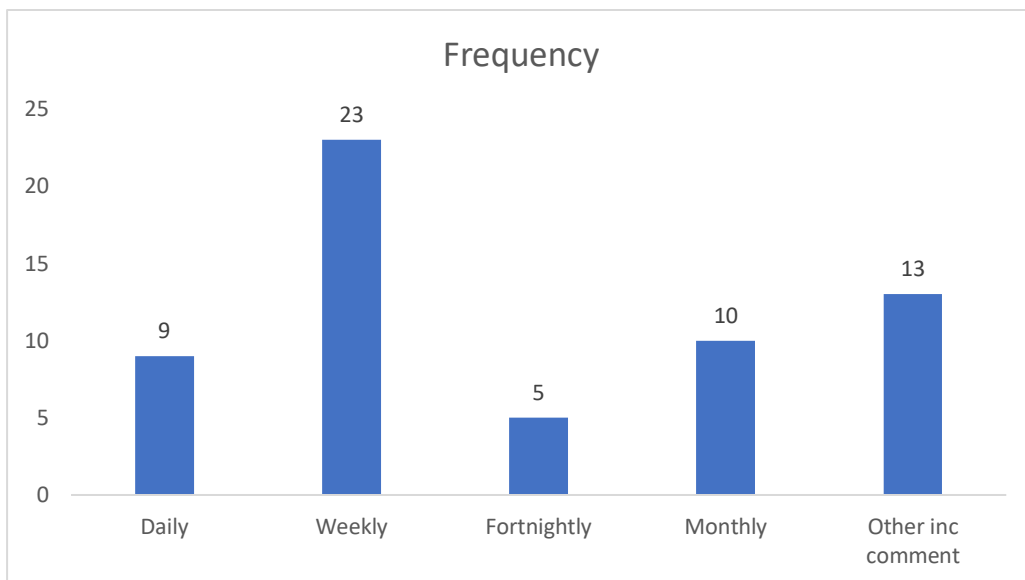
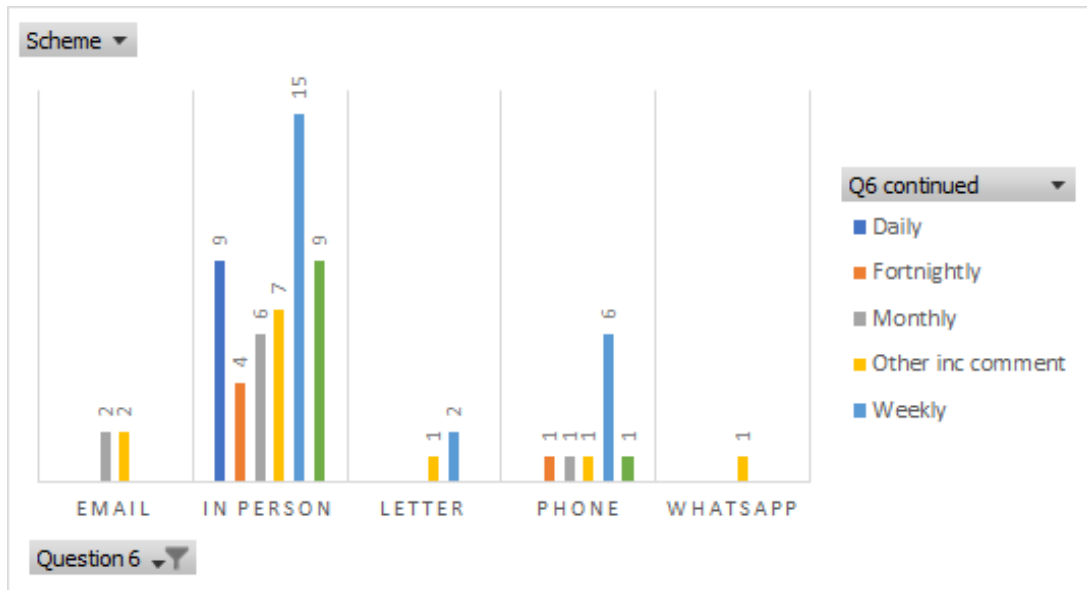
- Noise
- Type of tenant
- Repairs/maintenance
- Access
- Damp

Question 5. If you are signposted to other support services, do you then feel that you get the advice and support that you require?



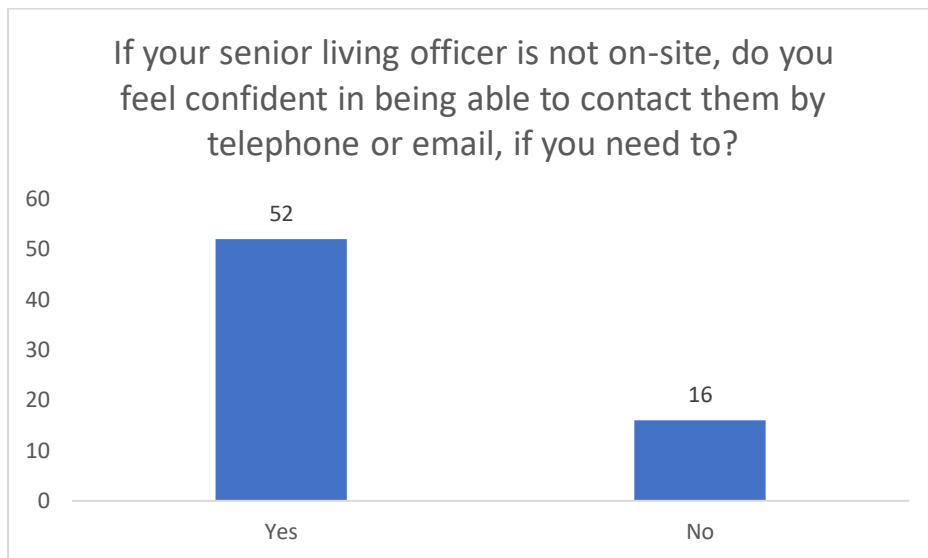
Most responses in the comments section indicated that the residents had not had a need to be signposted to other services. One response indicated they had been waiting over a year from the service they were referred to for support.

Question 6. How do you prefer to have contact with your senior living officer?
& at what frequency?

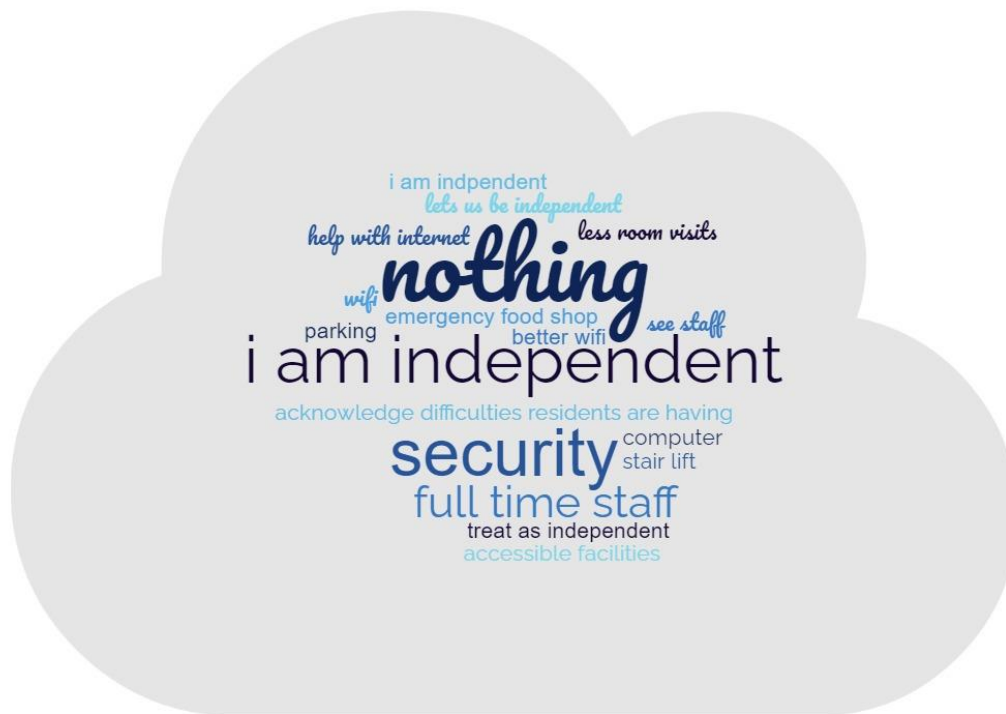


Most respondents who chose 'other' suggested 'when necessary' as their preferred frequency. 'None' and 'annually' were also suggested.

Question 7. If your senior living officer is not on-site, do you feel confident in being able to contact them by telephone or email, if you need to?



Question 8. What can we do as a team to help you to be able to live independently?



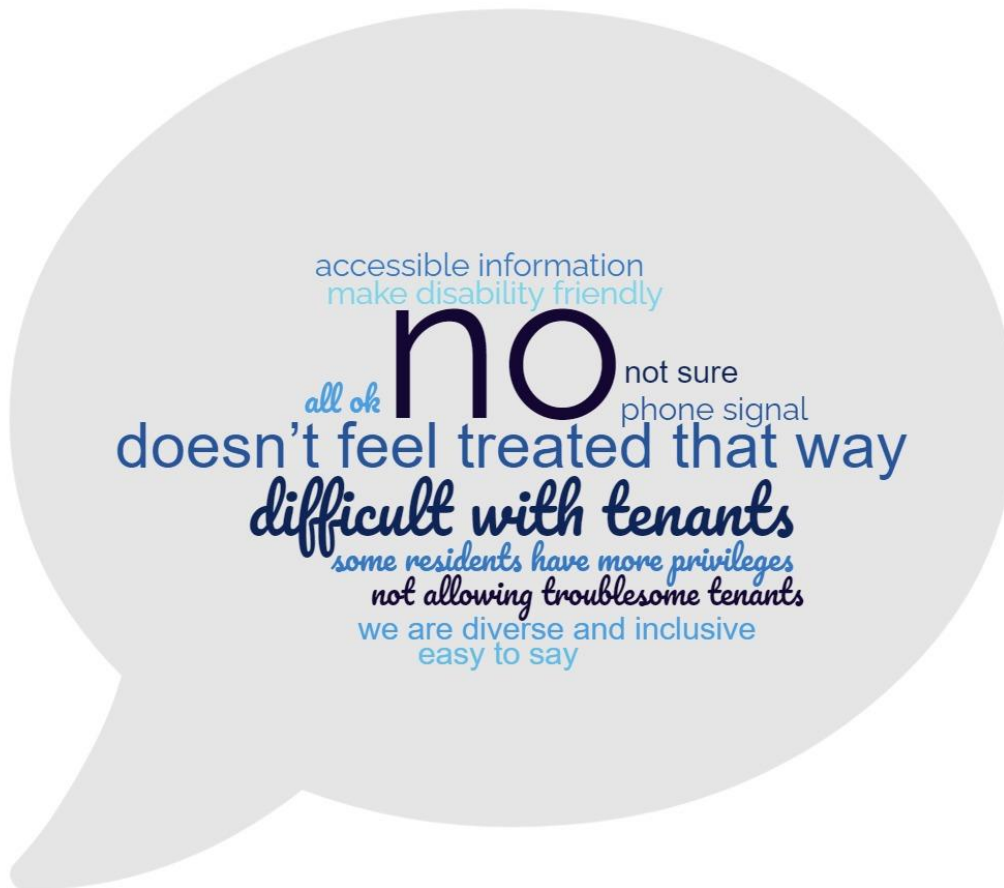
Most respondents felt they were already independent. Some suggested that the accessibility of the building would help, as well as more parking and practical offers of support such as help with the internet.

Question 9. How would you like to help, promote a supportive community within our Senior Living schemes, for example how you would like to support your neighbour?



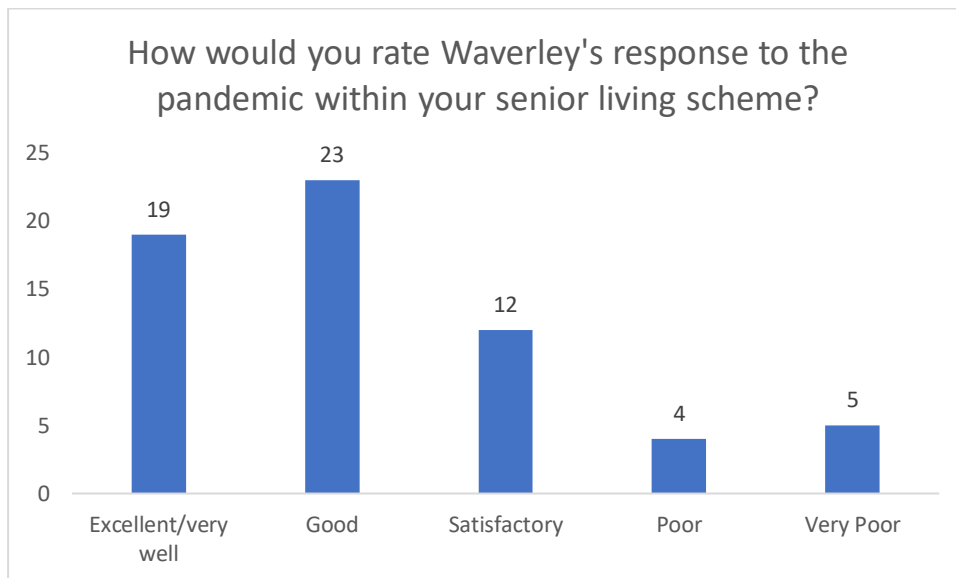
Most respondents felt that they already promote a supportive community. Some felt unable to due to disability or responsibilities as a carer, and some did not feel it was their place to.

Question 10. We believe in treating everyone fairly and equally and we strive to promote diversity, equality, and inclusivity throughout our services. Is there anything else we could do better to make the schemes more diverse and inclusive?



Most respondents were positive that enough is being done and nine had a negative response. Two of these included accessibility recommendations.

Question 11. How would you rate Waverley's response to the pandemic within your senior living scheme?



Residents were asked what work well and what didn't work so well in addition to their choice. The responses varied and on reflection were representative of the contentions seen throughout society during the pandemic. Especially in how people perceived and reacted to restrictions imposed on them by government. Obviously, it was a difficult and unusual time for most.

At one extreme most responses show support in how staff handled the unprecedented situation, at the other there is a real feeling of abandonment and unbearable isolation. Sensitivity needs to be given to the variable ways in which trauma manifests itself in people and respect needs to be shown that the pandemic was a traumatic time, having greater impact on some than others.

Question 12. Are there any other comments or suggestions you have to help us improve Senior Living services? (please continue a separate sheet if you wish)

Responses to this question repeated information already provided earlier in form. Some residents also took this opportunity to thank staff for their hard work and work ethic.

Senior Living Tenants Consultation 2021
2022 Action Plan

Action number	Related to survey question	Action	Responsible officer	Resources */ support	Date
1	Response rate	Review any barriers to completing/ engaging with consultation process with Faulkner Court residents	Senior Living and Careline Manager	Senior Living Officer and request Tenant Panel support	May 2022
2	1 Overall	Write to all tenants to share findings from consultation including confirmation of Senior Living Officer role, availability and contact details	Senior Living and Careline Manager	Request Tenant Panel review letter	April 2022
3	2 Communications	Senior Living Officers to review and refresh noticeboards monthly	Senior Living and Careline Manager	Senior Living Officers	March 2022
4	2 Communications	Write to all tenants to share findings from consultation including ways to feedback for two way communications (with action 2)	Senior Living and Careline Manager	Request Tenant Panel review letter	April 2022
5	3 Communal areas	Ongoing promotion and support for tenant led social activities. Senior Living Officers to empower at least one tenant per scheme to host an activity. To promote in summer edition of tenants newsletter.	Senior Living and Careline Manager	Senior Living Officers	August 2022
6	3 Communal areas	Request, review and share decoration programme for each scheme communal lounge	Senior Living and Careline Manager	Senior Surveyor	June 2022

7	3 Communal areas	Review accessibility of communal, lounges and access to gardens with tenants	Senior Living and Careline Manager	Request Tenant Panel and/or EDI Group representative	June 2022
8	4 Home Improvements	To review level of demand and seek estimates of works and costs for spy holes	Senior Living and Careline Manager	Senior Surveyor	May 2022
9	4 Home Improvements	Review specific service requests made scheme by scheme including heating, windows and bathrooms	Senior Living and Careline Manager	tbc	April 2022
10	4 Home Improvements	Investigate delay in Sky upgrade and escalate as necessary	Senior Living and Careline Manager	Asset Manager	May 2022
11	5 Signposting and support	To review negative responses to establish if pattern of lack of support from signposted services	Senior Living and Careline Manager	tbc	May 2022
12	7 Contact SLO	Action 2 letter to confirmation of Senior Living Officer role, availability and contact details. Information to be on noticeboards and contacts on office door at each scheme	Senior Living and Careline Manager	Senior Living Officers	April 2022
13	8 Independence	Continue to support and promote independent living. To work with HomeChoice to promote schemes and achieve moves for least two under occupied tenants. To promote in summer edition of tenants newsletter.	Senior Living and Careline Manager	EasyMove Officer	August 2022
14	8 Independence	Investigate delay in CCTV installation and escalate as necessary	Senior Living and Careline Manager	Head of Environmental Services	May 2022

15	9 Support	Continue to support tenants with good neighbour scheme. Senior Living Officers to empower at least one tenant per scheme to befriend a neighbour. To promote in summer edition of tenants newsletter.	Senior Living and Careline Manager	Senior Living Officers	August 2022
16	10 EDI	Review opportunities to promote EDI in schemes. Review current EDI information held regarding tenants in each scheme and consider any reasonable adjustments required.	Senior Living and Careline Manager	Senior Living Officers	August 2022
	11 Response to pandemic	To continue to build landlord relationship post pandemic, acknowledge challenges and ensure ongoing two way communications. Consider opportunity for scheme champions to support and develop communications.	Senior Living and Careline Manager	Tenant Engagement Officer	August 2022
17	12 other comments	Review specific service requests made and respond as appropriate.	Senior Living and Careline Manager	tbc	May 2022

* all actions to be completed within current budgets. Any additional requests for work to be put forward for 2023/24 budget. Any H&S issues to be raised with Head of Service for additional in year funds.

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WAVERLEY BOROUGH COUNCIL

LANDLORD SERVICES ADVISORY BOARD

24 FEBRUARY 2022

Title:

FLEXIBLE TENANCY REVIEW

Portfolio Holder: Co-Portfolio Holders for Housing Paul Rivers and Nick Palmer

Head of Service: Hugh Wagstaff, Head of Housing Operations

Key decision: No

Access: Public

1. Purpose and summary

1.1 To seek the Board's view on the officers proposal to end the use of Flexible Secure Tenancies.

2. Recommendation

It is recommended that the Board:

- advises the Portfolio Holder to end the use of flexible tenancies and
- support the proposal to progress the officers' implementation plan.

3. Reason for the recommendation

To seek the Board's advice on the proposal to end the use of flexible tenancies and provide tenants with long term security in their home, reduce unwarranted administrative bureaucracy and improve the landlord and tenant relationship and communications.

4. Background

Introduction

- i Flexible tenancies¹ and Fixed Term tenancies² were introduced by the Government in 2012 under the Localism Act 2011, to enable better use of housing stock, to provide homes for those in housing need at the time they need it. There was a view that social housing could be "freed up" if landlords could end the tenancies of tenants who were under occupying or had sufficient income to rent or buy privately.

¹ Flexible tenancies are secure Local Authority tenancies for a fixed term

² Fixed Term tenancies are assured Housing Association tenancies for a set term

- ii In 2018 social housing research³ indicated that 21 Local Authorities (of 50 respondents) had adopted flexible tenancies, because it was understood as being expected by government and to promote the effective use of stock. However nationally there was a low take up in the social housing sector.
- iii Waverley introduced flexible tenancies in September 2014, following the national initiative and local consultation. At the time current tenants were supportive of the change as they were not personally negatively impacted and housing applicants on the register were solely focussed on securing a Council home. Any concerns regarding security of tenure, personal investment in homes and communities and the administrative and legal challenges were not widely recognised.
- iv Since their introduction there has been a change in government opinion and views that flexible tenancies have not worked nationally or locally as anticipated, with unintended consequences.
- v The Service Improvement Team completed a review to assess the implementation, administration and outcomes following the introduction of flexible tenancies.

Context

- vi The Housing and Planning Act 2016 intended to phase out the use of Secure tenancies by insisting Local Authorities issue Flexible tenancies in most circumstances. However, the view towards social housing has changed dramatically over this period and opinions reversed in the Social Housing Green Paper 2018. It recognised that security in tenure was paramount in achieving sustainable communities, and something that the private rented sector cannot currently offer.
- vii The ideology around flexible tenancies presumed rapid social mobility among those that needed social housing. However, since flexible tenancies have been introduced there is no evidence for this. The Council have been carrying out reviews on flexible tenancies for 18 months and no tenant's circumstances have changed significantly enough to impact their eligibility for social housing.
- viii The government no longer requires landlords to report on the number of flexible tenancies and many LAs (including Harrow, Dover, Dartford and Central Bedfordshire) and housing associations (including L&Q and A2Dominion) have withdrawn flexible and fixed term tenancies. David Montague, L&Q Chief Executive said

“We found FTTs to be a crude tool that have not fixed the problems they were created to address. What’s more, the renewal process causes unnecessary worry for residents.”

Number of tenancies

- ix Waverley has a total of 4,589 dwellings. Since flexible tenancies were introduced in the borough (September 2014) to present (November 2021) 1,129 flexible tenancies have been issued and 244 have ended.

³ Watts & Fitzpatrick 2018 Fixed Term tenancies: Revealing Divergent View

- x Of the 244 tenancies that ended, the majority, 60% moved within social housing via transfer to another council or housing association home through the register or mutual exchange. 25% moved away to other accommodation private rented, friends and family or home ownership (including 13 Right to Buys).
- xi The average tenancy length for former tenants using data that goes back 32 years is 11.8 years (with the longest former tenancy some 81 years). If we include current tenants this raises the average length of tenancy to 13.5 years. Demonstrating that tenants are maximising social housing and moving in and out of the sector irrespective of tenancy type.

Challenges with Flexible tenancies

- xii The review found that flexible tenancies have not delivered the outcomes as expected and the housing team now face challenges with flexible tenancies as they are:
 - now at odds with Government's current position,
 - inconsistent with tenancy sustainability and community,
 - administrative intensive (if relevant review dates and paperwork are missed, tenant becomes a secure (Lifetime) tenant by default)
 - open to legal challenge if not followed process accurately,
 - creating a two tier management system,
 - an administrative and resources burden, (exacerbated by the pandemic) and
 - have not improved how the service could maximise the use of stock (no current evidence of releasing homes from flexible tenancy reviews)

Awareness and communications

- xiii There has been a misunderstanding and lack of awareness between the differences of flexible and secure tenancies since 2014. It is recognised that tenants may feel anxious about the review and renewal process and do not feel settled and secure in their home and community. Lesson learnt from a recent complaint identified that an officer's focus was on the flexible tenancy review process rather than the tenants needs.
- xiv Officer time taken in completing five years reviews could be spent on developing a Customer Review programme. With Housing Officers scheduled to meet all tenants every three years to build trust and respect and an understanding of needs and expectations to inform future service delivery.

Alternatives to flexible tenancies / ways to manage housing stock

- xv The housing service has a range of means to effectively manage tenancies, without the need for a flexible tenancy. As seen from data above there is movement within the council housing as tenants' circumstances change and they seek and secure alternative accommodation.
- xvi The teams have several services at their disposal to manage its housing stock. Tenants with a change in circumstances and needs can register for a transfer on the Housing Needs Register. The Easy Move schemes offers financial and practical support to incentivise those looking to downsize. And Home Swapper is a mutual exchange service all tenants can sign up to see a home swap to a different area or type of property.

xviii It is proposed that customer reviews are implemented to build relationships with tenants, act as a means of ensuring up to date information is held and to ensure that these types of services are known and available to all. Not just those who have had a tenancy since 2014. It is a more inclusive approach to support all tenants to move when the time is right for them to do so, not at an arbitrary five year period.

xviii The Council's use of Introductory tenancies has been successful and will continue to be used prior to a secure tenancy being issued. These act as a probationary period for all new social housing tenants and flag any tenancy issues that arise with paying rent, antisocial behaviour, or other problems.

Project Plan to end use of flexible tenancies

xix Further work must be scoped and completed to end the use of flexible tenancies for new and existing tenants. Legal and consultation timescales will be sought following Portfolio Holder's agreement to progress project.

Action	Detail	Proposed Timescale
Stop issuing Flexible tenancies	Issue introductory to secure tenancies to all new applicants Issue secure tenancies to all transferring applications Grant new secure tenancy to all mutual exchange applications	Legal advice Feb/March 2022 Depending on level of consultation required April 2022 or September 2022
Convert current flexible tenancies	Legal advice to assess mechanism and resources required to convert current flexible to secure by one date or wait until end of each term	Aim complete September 2022
Opportunity to include Tenancy conditions review in consultation.	To include good practice and arising issues eg access for electric checks, septic tank responsibilities, not use home for airBnB or other holiday lets etc	Legal advice Feb/March 2022 Consultation April/May 2022
Tenancy policy update	To update Policy to remove use of flexible tenancies for Council homes	Consultation April/May 2022
Tenancy strategy update	To update strategy as not preferable to use fixed term tenancies and introduce Waverley Rent (subject to Affordable Homes Delivery Strategy)	Consultation April/May 2022

Conclusion

- xx After careful review the Housing Service Improvement Team found that there are more disadvantages to operating flexible tenancies than there are advantages. (Please refer to Annexe One for summary.)
- xxi The Council have been proactive in tackling stigma associated with social housing tenants, recognising the charter for social housing residents commitments, and supporting tenants and communities to thrive. Offering all new and existing tenants lifetime tenancies will assist the Council in achieving these aims and make the best use of existing council resources.

5. Relationship to the Corporate Strategy and Service Plan

The report supports the Council's Corporate commitment to promote "*Good quality housing for all income levels and age groups*" and aim to "*be the best council landlord in the South East and to be acknowledged so by our tenants.*"

6. Implications of decision

6.1 Resource (Finance, procurement, staffing, IT)

There are no direct financial implications of moving from flexible tenancies as residents of Waverley stock are charged the same level of rent in flexible tenancies as secure tenancies.

There will be resource savings in time spent ensuring flexible tenancy requirements are met.

6.2 Risk management

Current legal risk regarding type of tenancy following five year review and financial risk to respond to legal investigations and any compensation payments. Reputational risk of intrusive reviews and/or on ending flexible tenancy due to under occupation or increase in income with no alternative accommodation available.

6.3 Legal

Legal advice has been sought from the Legal Services team and from Counsel regarding both the processes the Council wishes to follow in relation to the proposed tenancy changes, and the amendments to the Council's tenancy agreement conditions that would update the agreement in line with recent statutory and tenancy management changes.

6.4 Equality, diversity and inclusion

Currently younger tenants received a different type of tenancy to older tenants in senior living schemes and those whose tenancies started pre September 2014. A full Equality Impact Assessment will be completed for any future change in tenancy agreement, tenancy policy and tenancy strategy.

6.5 Climate emergency declaration

Proposal to cease flexible tenancies will contribute to reduced paperwork and officer travel.

7. Consultation and engagement

7.1 Early consultation with Housing Team leaders, Fraud officer and Tenants Panel have been supportive of proposal.

8. Other options considered

8.1 To do nothing would result in the continuation of tenants feeling uncertain about their future, due to lack of security in their homes, and ongoing administrative process resources with no outcome for the housing service or residents.

9. Governance journey

9.1 Subject to Portfolio Holder's approval to progress the project to end the use of flexible tenancies, an updated report will return to LSAB following further legal clarifications and confirmation of consultation requirements. Future decisions regarding tenancy amendments will be made according to the scheme of delegation (tbc);

- Changes to tenancy agreement term (length)– Portfolio Holder following statutory tenant consultation
- Changes to tenancy agreement terms (conditions)– Portfolio Holder following statutory tenant consultation
- Tenancy Policy – Portfolio Holder following public consultation
- Tenancy Strategy – Council following public consultation

Annexes:

Annexe 1 – Summary of Advantages and Disadvantages of Flexible Tenancies

Background Papers

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

CONTACT OFFICER:

Name: Annalisa Howson
Position: Housing Service Improvement Manager
Telephone: 01483 523453
Email: annalisa.howson@waverley.gov.uk

Agreed and signed off by:
Legal Services: DB 10 February 2022
Head of Finance: RP 7 February 2022
Strategic Director: AR 11 February 2022
Portfolio Holder: 14 February 2022

Advantages and Disadvantages of Flexible Tenancies

	Current position	Future considerations
Advantages		
Implement government policy: Localism Act 2011	Government no longer supports fixed term tenancies	The Charter for Social Housing Residents is at odds with fixed term tenancies
Effective management of stock by five year review of tenants' circumstances	Tenants moved through current schemes to more appropriate homes - up/down sizing without impacting tenancy	Would council end tenancy and evict tenants due to under occupation or change in income? – additional burden on housing advice and reputational risk
Build communities as those contributing could gain further flexible tenancy	Not been included in review process as EDI concerns with potential criteria and assessment	Longer term tenancies give people security to invest in community
Mandatory right to end tenancy at end of fixed term tenancy	Breach in tenancy terms to be addressed during tenancy not wait until the end. No review resulted in recommendation to end tenancy	Would council end tenancy and evict tenants due to under occupation or change in income? – additional burden on housing advice and reputational risk
Disadvantages		
Security in home and community	No long term security – lack of investment in home and community and anxiety of review process	Longer term tenancies give people security to invest in homes and community
Review Process resources and outcomes	Time intensive process, challenge to hit legal timescales and focuses resources on post 2014 tenants	Review and relationship with all tenants on three year cycle
Legal challenges	If review process not followed accurately change in type of tenancy	To amend flexible tenancies may need individual consent
Landlord and tenant relationship	Short term intrusive relationship continuous checks on circumstances	Longer term relationship and partnership commitment to homes and communities
Increased demand on housing advice where uncertainty of future of tenancy at review	Flexible tenants under review may seek advice from Housing Options and Citizens Advice when no change in circumstances or risk of homelessness	Focus on residents threatened with real risk of homelessness

LSAB Work Programme

Work programme to be developed inc budget planning and monitoring, H&S compliance, contractor overview, service plan, reshape services to reflect recent and future challenges and more in depth performance reporting in line with regulations.

Month	Report	Reason	LSAB action	Decision by	Decision date
November	<p>Board induction pack:</p> <p>Board Guidelines</p> <ul style="list-style-type: none"> • Board terms of reference • Code of Conduct Councillors • Code of Conduct Tenant Panel <p>Service and Financial Plans</p> <ul style="list-style-type: none"> • Housing Operations Service Plan • Housing Delivery and Communities Service Plan (Ref 7.5-7.9) • Housing Revenue Account Budget 2021/22 Committee Report and budget annexes <p>Internal and External Publications</p> <ul style="list-style-type: none"> • Tenants Newsletter - Summer 2021 and Winter 2020 • Housing Glossary • The charter for social housing residents: social housing white paper • Attitudes to Council Housing pride or Prejudice 	Board members review information to raise awareness and identify areas for further mentoring, resources and/or training.	Board decision on additional requirements. Feedback to Service Improvement Manager	Board	Ongoing

Meeting date	Report	Reason	LSAB action	Decision by	Decision date
2 December	Introduction to the Housing Revenue Account	To gain familiarity with HRA and discuss challenges	Feedback comments to Head of Housing Operations and Head of Finance	Board	At meeting
	HRA Budget Progress and Forecast Report (April to October 2021)	To gain awareness with budget, income, expenditure and discuss priority spending	Feedback comments to Head of Housing Operations and Head of Finance	Board	At meeting
	Q2 Performance report (extract from Corporate Report)	Board members to gain understanding and awareness of current reporting system	Identify any areas wish to comment on, explore or examine further. Feedback comments to Head of Housing Operations	Board	Ongoing
	Draft LSAB work plan	Board members to consider work plan	Suggest amendments or additions to programme	Board	Ongoing

Meeting date	Report	Reason	LSAB action	Decision by	Decision date
10 January	Affordable Homes Delivery Strategy	Consultation exercise	Agree Board response to consultation	Council	April 2022
	Outcome – Cllr Keen and Terry Daubney to meet with Alice Lean and Esther Lyons, Housing Strategy and Enabling Managers, to review consultation documentation and feedback on behalf of the Board. Consultation on Strategy 27 January to 24 February 2022 all to promote.				
	Project closure report Responsive Repairs and Voids procurement exercise	Review and comment on project and mobilisation	Identify any areas wish to comment on, explore or examine further. Feedback comments to Operations Manager	Board	At meeting
	Outcome – Board to review contract KPIs and receive presentations from Ian Williams and The Leadership Foundation at future meetings.				
	Regulator of Social Housing consultation – Tenant Satisfaction Measures	Consultation exercise	Agree Board response to consultation	Board	28 February 2022
	Outcome – Board members to share any other comments on consultation with Annalisa Howson. Housing Service Improvement Manager, by 14 February 2022.				

Meeting date	Report	Reason	LSAB action	Decision by	Decision date
28 January	Housing Operations Service Plan 2022/23 and Housing Development objectives from Housing Delivery and Communities Service Plan	Review and comment on draft Service Plan	Feedback comments to Portfolio Holder for Housing	Council	Feb 2022
Outcome – Board members supported service plan themes and actions. To receive progress updates on service plan in the quarterly performance reports and an in depth six month review in October 2022					
	HRA Budget 2022/23	Review draft budget and agree financial plans	Feedback comments to Portfolio Holder for Housing	Council	Feb 2022
Outcome – Board members supported HRA budget. Tenants Panel to work with housing service on hardship fund. Board to receive report on Hardship Fund July 2022 Officers to promote no charge to tenants for use of communal rooms. Budget report recommendations to be updated to reflect commercial or non-commercial use.					
	Verbal Progress update on Asset Management Strategy included in Budget and Service Plan reports.	Review and comment on draft strategy	Feedback comments to Asset Manager	Board	At meeting
Outcome – AMS to be presented to Board March 2022					

Meeting date	Report TBC	Reason	LSAB action	Decision by	Decision date
24 February					
	Intro to Senior Living and consultation results LSAB req additional info re: impact of COVID-19 and lockdown Intro to Senior Living	To gain awareness of Senior living provision. Review findings and proposed actions from Senior Living consultation	To comment on findings and action plan to Senior Living Manager	Board	At meeting
	Q3 HRA Budget Monitoring Report	To gain awareness of budget, income, expenditure and challenges.	Feedback comments to Head of Housing Operations and Head of Finance	Board	At meeting
	Use of Flexible Tenancies Review	Analyse findings from review and proposed changes to tenancy terms	To comment on findings. Feedback comments to Service Improvement Manager	Portfolio Holder	April

Meeting date	Report	Reason	LSAB action	Decision by	Decision date
31 March					
	Introduction to TLF (The Leadership Foundation) responsive repairs feedback contractor	Meet contract and raise awareness of survey methodology and performance reports	Identify any areas wish to comment on, explore or examine further and agree reporting cycle. Feedback comments to Operations Manager	Board	At meeting
	Asset Management Strategy	To review draft strategy themes	Feedback comments to Portfolio Holder for Housing	Council	April
(Q3 papers due to publish 11/03 EB 22/02) March or April	Q3 Performance report (extract from Corporate Report) LSAB req add info: Complaints about the Housing Service –more granular detail requested •Energy efficiency improvements –within the Asset Management Strategy •Kitchen and Bathrooms programme update	Review and consider current performance	Identify any areas wish to comment on, explore or examine further. Feedback comments to Head of Housing Operations	Board	Ongoing

Note The following agenda items to be reviewed and meeting dates agreed with project managers. Those in **bold** agreed. To hold monthly meetings with three agenda items only.

Meeting date	Report TBC	Reason	LSAB action	Decision by	Decision date
28 April					
	Introduction to Responsive Repairs and Voids contractor	Meet contractor, review service promises, and contract management	Identify any areas wish to comment on, explore or examine further and agree reporting cycle. Feedback comments to Operations Manager	Board	At meeting
	LSAB req report Garages – long-term strategy discussion	To raise awareness of the number of garage sites, and income/ expenditure commitments and to consider mitigation and development opportunities to inform garage management strategy	Feedback comments to Asset Manager	Board	At meeting
	Tenancy Conditions review	Analyse findings from review and proposed changes to tenancy conditions	To comment on findings and advice on tenant consultation. Feedback comments to Service Improvement Manager	Portfolio Holder for Housing	
	Intro to Rent Accounts Team	Meet the team, awareness of actions, policy, challenges and successes of team to meet and exceed rent collection target	Identify any areas wish to comment on, explore or examine further and agree reporting cycle. Feedback comments to Rent Accounts Manager	Board	At meeting

Meeting date	Report TBC	Reason	LSAB action	Decision by	Decision date
26 May					
	Q4 HRA Budget Monitoring Report	To gain awareness of budget, income, expenditure and challenges.	Feedback comments to Head of Housing Operations and Head of Finance	Board	At meeting
	Tenancy Policy and Tenancy Strategy	Review and comment on draft documents	Feedback comments to Service Improvement Manager	Portfolio Holder for Housing or TS Exec or Council?	June
	Tenancy Agreement update – Tenancy Consumer standard	To review findings from tenancy agreement consultation	Feedback comments to Service Improvement Manager	Portfolio Holder for Housing	June
	Property Services Procurement Strategy and action plan	Agile framework			

Meeting date	Report TBC	Reason	LSAB action	Decision by	Decision date
30 June					
	Tenant Involvement Progress Report	Review and consider current performance and proposed actions in line with regulatory Tenant Involvement and Empowerment Consumer Standard	To comment on report and recommend methodology for future recruitment and selection of resident board members. Feedback comments to Service Improvement Manager	Portfolio Holder for Housing	June
	Q4 Performance report inc 2021/22 Service Plan achievements	Review and consider current performance	Identify any areas wish to comment on, explore or examine further. Feedback comments to Head of Housing Operations	Board	Ongoing
	Health and Safety performance report – intro to Compliance Team	Review and consider current performance and proposed actions in line with regulatory Home Consumer Standard	Identify any areas wish to comment on, explore or examine further and agree reporting cycle. Feedback comments to Compliance Manager	Board	At meeting

Meeting date	Report TBC	Reason	LSAB action	Decision by	Decision date
28 July					
	Housing Management Progress Report	Review and consider current performance and proposed actions in line with regulatory Tenancy and Neighbourhood and Community Consumer Standards	Identify any areas wish to comment on, explore or examine further and agree reporting cycle. Feedback comments to Housing Manager	Board	At meeting
	IT review of databases and digital services	Review and consider current performance and proposed actions	Feedback comments to Service Improvement Manager	Portfolio Holder for Housing	September
	Q1 Performance report	Review and consider current performance	Identify any areas wish to comment on, explore or examine further. Feedback comments to Head of Housing Operations	Board	Ongoing
	Q1 HRA Budget Monitoring Report				
	Review of Hardship Fund				

Meeting date	Report TBC	Reason	LSAB action	Decision by	Decision date
29 September					
	Rent Accounts Progress Report	Review and consider current performance and proposed actions in line with regulatory Rent Standard	Identify any areas wish to comment on, explore or examine further and agree reporting cycle. Feedback comments to Rent Accounts Manager	Board	At meeting
	Reshaping of staffing resources	Review proposal to add capacity and resilience, to ensure professional service delivery, succession planning and health and wellbeing of team	Feedback comments to Service Improvement Manager	Portfolio Holder for Housing	October

Meeting date	Report TBC	Reason	LSAB action	Decision by	Decision date
27 October	Six month Service Plan progress report and Development of 2023/24 Service Plan	Review and comment on draft Service Plan	Feedback comments to Portfolio Holder for Housing	Council	Feb 2023
	Q2 HRA Budget Monitoring Report				

Meeting date	Report	Reason	LSAB action	Decision by	Decision date
24 November					
	Q2 Performance report and midyear performance review	Review and consider current performance and need of Board to govern effectively.	Identify and agree areas for Board monitoring. Feedback comments to Head of Housing Operations	Board	At meeting
	2023/24 HRA Budget	Review draft budget and agree financial plans	Feedback comments to Portfolio Holder for Housing	Council	Feb 2023

Internal notes

Potential briefings:

- Intro to Asset Management - to inc AMS report
- Intro to Housing Development - to inc in Q performance reports
- Intro to Housing Management – to inc July report
- Intro to Property Services – to inc March and April report
- Intro to Compliance – to inc May report
- Intro to Rent Accounts Team - to inc April report
- Intro to Senior Living - to inc Feb report
- Intro to Tenant Involvement - to inc June report
- Intro to Housing Regulator Standards – to inc reference in applicable reports and follow up with Regulator briefings

Proposed Cycle of reports

Budget reports - each meeting

Complaints report – every quarter include or expand upon in Quarterly performance reports

KPIs inc customer satisfaction - every quarter include or expand upon in Quarterly performance reports

Service Plan progress -- every quarter include or expand upon in Quarterly performance reports

Housing Delivery Board Update – share notes of HDB with LSAB after each meeting

H&S – every six months with quarterly tenants' satisfaction reports added to Quarterly performance reports

Procurement project – as scheduled

To routinely cross check work programme with:

Service Plan actions, team performance reporting, HDB programme

Regulatory standards – economic (governance), (VfM), Rent and consumer Home, Tenancy, Neighbourhood and Community, Tenant Involvement and Empowerment

White paper chapters – safety, performance, complaints, respect (consumer reg), voice heard, quality home and neighbourhood, support Home Ownership

To consider speed networking event for Board members to meet managers/team leaders and gain understanding in each service area – rather than agenda items where no decision

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