

LANDLORD SERVICES ADVISORY BOARD

Thursday, 30 June 2022 - 10.00 am

Council Chamber, Council Offices, The Burys, Godalming

A G E N D A

Circulation:

Members:

Cllr Paul Rivers (Chairman)

Terry Daubney, Waverley Tenants' Panel
(Vice Chairman)

Cllr Jacquie Keen

Cllr Stephen Mulliner

Cllr John Robini

Cllr Michaela Wicks

Gillian Martin, Waverley Tenants Panel

Danielle Sleightholme, Waverley Tenants
Panel

1 Apologies for absence

To receive apologies for absence.

2 Notes of the previous meeting (Pages 3 - 6)

To agree the notes of the previous meeting.

3 Declarations of interest

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

4 Tenancy review consultation findings and recommendations (Pages 7 - 48)

5 Intro to Tenant engagement and presentation (Pages 49 - 72)

6 Q4 performance report (Pages 73 - 90)

7 Head of Housing Operations Matters Arising

8 Proposed amendment to Terms of Reference and number of members (Pages 91 - 96)

9 Work programme (Pages 97 - 112)

10 Date of next meeting

LANDLORD SERVICES ADVISORY BOARD

26 May 2022

NOTES

Present:

Cllr Paul Rivers (Chairman)
Terry Daubney, Waverley Tenants' Panel
(Vice Chairman)
Cllr Jacquie Keen
Cllr John Robini
Cllr Michaela Wicks
Gillian Martin, Waverley Tenants Panel
Danielle Sleightholme, Waverley Tenants
Panel

Apologies:

Councillor Stephen Mulliner

In attendance:

Councillor Paul Follows,

Officers:

Louisa Cotton, Jeanette Englefield, Debbie Harding, Annalisa Howson, Heather Rigg, Annie Righton, Andrew Smith, Hugh Wagstaff, Joseph Warriner, Louise Fleming,

Waverley Tenants Panel:

Dave Maddams, Sally Purcell and Rob Stratford

1 Apologies for absence

Apologies for absence were received from Councillor Mulliner.

2 Notes of the previous meeting

The notes of the meeting held on 28 April 2022 were agreed.

3 Declarations of interest

Councillors Keen, Rivers and Robini; and Terry Daubney and Danielle Sleightholme declared non-registrable interests in item 6 as users of the Council's Garden Waste service.

Councillors Keen and Robini advised that they rented a garage from the Council and therefore would need to declared an interest if that issue was on a future agenda.

4 Introduction to the Rent Accounts team

The Council's Rent Accounts Manager gave a presentation to the Board on the work of the Rent Accounts Team and tabled rents data and monthly KPIs for the

year end March 2022. The Chairman thanked her for the presentation and requested that the slides be circulated to all Board members.

In response to questions from the Board, officers advised the Board of the work undertaken by the team to inform tenants of the support in place if they fall into hardship. The team was made up of experienced officers who focused on early intervention and assistance on budgeting, working with the Tenants Panel. Help was also available from Waverley Citizen's Advice. In the event that a notice has to be served, officers work with tenants over the course of a year to address any arrears and avoid an eviction. The Rent Accounts Manager explained the team had a vacant post that they had not been able to recruit to. Board members asked senior officers to ensure that recruitment and retention of staff is addressed.

The Board noted that officers were monitoring the situation with the cost-of-living situation and any Government announcements regarding financial assistance, working in partnerships with Citizen's Advice and charities. It was also noted that the Rent Accounts Team had performed exceptionally, considering the national average of rent arrears for social housing tenants was between 3-5% and Waverley's was below 1%. It was stressed that financial help was available for tenants to pay for food and fuel and officers would direct tenants accordingly.

In summing up, the Head of Housing Operations thanked the Tenants Panel for their work with the Rents Team and welcomed the work of the team. He advised that further consideration would be given to how to proactively recruit to the outstanding vacancy in the team or the possibility of a trainee post. There were other sources of funding available in addition to the HRA Hardship Fund and these would be used first before using that fund, which would be spent if needed.

The Chairman thanked the team for their work.

5 Tenancy consultation update and Tenancy Regulation Standard

The Service Improvement Manager gave a presentation on the tenancy consultation, which would feed into the revised Tenancy Strategy due to be considered by full Council in July and the proposed removal of flexible tenancies from September 2022 onwards. The Board were also updated on the Regulator of Social Housing's Tenancy Standard, with which all social landlords were required to comply, setting expectations for the letting of social housing in a fair and transparent way.

In response to questions, officers clarified the Government definition of affordable and social housing and highlighted the glossary of terms contained in the new Affordable Homes Delivery Strategy. The Board noted that the Social Housing Regulation Bill was due to be laid before Parliament and further details would be brought to the Board in due course. Officers also advised that the Council paid a subscription to Home Swapper and the service was used by tenants. This gave tenants mobility across the country and officers actively supported tenants to use the system, however officers were clear with tenants using the service that the properties must be accepted "as seen". Although the properties would need to meet a minimum standard, some would be in a better condition than others. Officers undertook to consider mutual exchange inspections as part of their budget planning process. Officers also supported tenants to use the website, which was fully accessible.

6 Waverley Tenants' Panel proposal - Garden Waste Collection

The Vice-Chairman gave a presentation on a proposal from the Tenants Panel that the Council's Garden Waste service is reviewed by the Executive, due to the current cost of the service being one of the most expensive in Surrey.

The Board agreed that consideration should be given to possible concessions for those on Universal Credit and the Head of Housing Operations agreed to draft a note for the Portfolio Holder to consider.

7 Head of Service - matters arising

The Head of Housing Operations gave the following updates:

- The Council's contractor carrying out gas safety certificates is currently failing to meet 100% target, which must be achieved for health and safety and compliance reasons. Appointments should be made 35 days before the anniversary date, to ensure access. However appointments made have been and cancelled. The Head of Housing Operations asked tenants for feedback on the contractor. A suggestion was made that those who routinely provide access could have appointments closer to the anniversary date. Current systems could not facilitate this but will be considered in the future.
- Fire prevention works had been completed at Riverside Court and decorating works were underway. Officers agreed to follow up on incomplete decorating and disabled access works.
- The stock condition survey was currently being scoped and a project plan would be brought to the Board for consideration in due course. Reports would also be brought to the Board on the Asset Review; Repairs contract performance; and satisfaction survey results.

8 Work programme

It was noted that the tenancy consultation findings would be reported to the next meeting. There would also be presentations on tenant involvement activities and the Q4 performance report.

It was also noted that the HRA Hardship Fund had not yet been set up, however officers were directing tenants to other sources of financial help. Details had been received from Surrey County Council on the continuation of the Household Support Fund and the Board would be updated in due course.

9 Date of next meeting

It was noted that the next meeting would be held on Thursday 30 June at 10am and would be chaired by the Vice-Chairman.

This page is intentionally left blank

WAVERLEY BOROUGH COUNCIL

LANDLORD SERVICES ADVISORY BOARD

30 JUNE 2022

Title:

TENANCY REVIEW – CONSULTATION RESULTS AND PROPOSALS

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

Head of Service: Hugh Wagstaff, Head of Housing Operations and
Andrew Smith, Head of Housing Delivery and Communities

Key decision: No

Access: Public

1. Purpose and summary

To share the results of the Tenancy Review Consultation and for the Board to advise the Co-Portfolio Holders for Housing of their views regarding the arising proposals on the use of flexible tenancies, revised Conditions of Tenancy, Tenancy Policy and Tenancy Strategy.

2. Recommendation

It is recommended that the Landlord Service Advisory Board:

- review the consultation feedback and makes any comments to the Heads of Housing and Co-Portfolio Holders for Housing,
- backs the proposal to end the use of flexible tenancies,
- endorses the updated conditions of tenancy,
- supports the adoption of the revised Tenancy Policy, and
- supports the adoption of the revised Tenancy Strategy.

3. Reason for the recommendation

To seek the Board's advice on the proposal to end the use of flexible tenancies, in light of the consultation findings. Granting introductory to secure tenancies will provide tenants with long term security in their home, reduce unwarranted administrative bureaucracy and improve the landlord and tenant relationship and communications. To advise and make comments to the Co-Portfolio Holders for Housing on the officers' recommendations to update the conditions of tenancy, tenancy policy and tenancy strategy. Amendments to reflect proposals regarding flexible tenancies and recent statutory and tenancy management changes.

4. Background

4.1 On 24 February 2022, the Board received a [Flexible Tenancy Review paper](#) on the officers proposal to end the use of Flexible Secure Tenancies. The Board supported the Portfolio Holder proposal to progress the officers' implementation

plan. It was noted that any change to the type of tenancies granted would need to be reflected in the Council's Tenancy Policy and Tenancy Strategy.

4.2 The statutory tenancy consultation period commenced on 4 April and closed on 29 May seeking council tenants views on the use of flexible tenancies and updated conditions of tenancy. Officers also used the timeframe to consult more widely on revisions to the Tenancy Policy and Tenancy Strategy, in the event that the Council ceased issuing Flexible tenancies.

4.3 The Board have received progress updates on:

- 31 March 2022 sharing the project plan, proposed amendments to tenancy conditions and consultation methodology
- 28 April 2022 sharing proposed amendments on the Tenancy Policy and Tenancy Strategy and update on initial consultation responses
- 26 May 2022 sharing self assessment against the Regulator of Social Housing's Tenancy Standard and an update on consultation responses.

Consultation Feedback

4.4 A total of 125 responses were received during the consultation period. Of these 113 responses came from tenants. The other 12 responses came from Councillors, other housing providers or colleagues from other statutory agencies.

4.5 Most of the tenants responses came via the online form. The other ways in which tenants could respond was beneficial to deal with enquiries, providing the opportunity and space to ask questions and discuss any concerns.

4.6 Overall, most responses were positive across all response types and for both parts of the consultation.

4.7 The complete report of findings can be found at [Annexe One](#)

Flexible Tenancy Review

4.8 Since September 2014 Waverley have granted introductory and flexible tenancies to all new general needs tenants. Introductory tenancies are for 12 months and flexible tenancies last for a five year fixed term. Tenancies granted before September 2014 are secure (lifetime) and those issued to senior living tenants have remained secure tenancies throughout. We found that flexible tenancies are not successful in maximising the use of council homes, can prevent tenants feeling secure and invested in their home and community and are intensive and complex to manage.

4.9 The feedback demonstrated overwhelming support, 97%, to stop using flexible tenancies. During the drop in events respondents confirmed that some flexible tenants felt insecure in their homes and were therefore reluctant to invest financially and/or emotionally in their home and community. Respondents also stated that these concerns impacted their children's welfare too. Some tenants were considering unsustainable financial options to buy their homes to be able to provide more security to their families than the flexible tenancy.

4.10 Findings - The Housing Service Improvement Team found that there are more disadvantages to operating flexible tenancies than there are advantages. The Housing team have alternative ways to manage stock effectively. There are resource and legal challenges with flexible tenancies. The vast majority of tenant and stakeholder agreed with the proposal to end the use of flexible tenancies. Overall only two comments were received against the proposal.

4.11 Recommendation – The Co-Portfolio Holder for Housing and Head of Housing Operations agree to offer all new and existing tenants lifetime tenancies. To stop issuing Introductory to Flexible Tenancies from 1 September 2022 and work with current flexible tenants from September 2022 to convert to secure tenancy agreements.

Proposed Conditions of Tenancy

4.12 As part of the tenancy review, officers reassessed the conditions of tenancy to ensure they were up to date. The proposed changes reflect changes in law, regulation and general accepted good practice. This ensures that the Council's responsibilities as a landlord and the tenants' responsibilities are clear and fair. The conditions of tenancy were last updated in 2018 so all changes are relatively minor.

4.13 Summary of proposed amendments to Conditions of Tenancy

Remove text	Include text	Update Language
<ul style="list-style-type: none"> • flexible tenancy definition • references to housing related support charge • flexible tenancy succession details 	<ul style="list-style-type: none"> • social housing fraud definition • further complaints info • further compensation info • holiday let info • clarify recharge details • septic tank maintenance • access for electric checks • ASB Closure orders and weapons • video doorbells 	<ul style="list-style-type: none"> • sublet • repairs and maintenance • recharge at end of tenancy

4.14 The full list of proposals can be found at [Annexe Two](#)

4.15 Respondents were generally in favour of the amendments (84%), only 5% did not agree and the remainder provided a neutral response. All responses have been carefully considered. In relation to concerns raised that are directly linked to proposed changes, in most cases it was felt that the proposed wording is the most appropriate to take forward and will continue to be used.

4.16 Officers responded to queries and provided explanation and clarity on:

- Secure tenancies – confirmed with pre 2014 tenants of their tenancy status and security of tenure
- good repair – proposal to remove word “good” as no legal standing and open to interpretation. The requirement for tenants to keep their home in good repair was removed in a previous tenancy agreement review. Repair standards are set in legislation and Waverley’s local policy documents, providing more details on specific works eg Void standard. There is no intention that this legal change to the tenancy will impact the quality of repairs provided.
- septic tanks – clause included to ensure access to complete any works required and for tenants use system appropriately. Following review it is felt that the proposed language is the most appropriate. Confirmed to tenant(s) that responsibility would remain with the landlord.
- lodger and sublet profit – confirmed that the expansion of this clause is to protect the Council against social housing fraud and limit the costs to lodgers/sub tenants. Making a profit specifically refers to receiving rent directly from a lodger or sub tenants that exceeds the rent. Payments to compensate for the work and costs involved in supporting a vulnerable person (eg fostering or Ukrainian sponsors) are not applicable to the clause
- permissions – provided information on how to request permission for pets, this is not a new clause, and reassured that we do not withhold permission as a general rule
- Ring doorbells or other cameras that view outside of the dwelling – made clear that CCTV was already a clause in the conditions of tenancy and this clause clarifies that we do consider these types of devices to be CCTV
- One party ending a joint tenancy due to separation – reassured that we follow the law in relation to this area and work sensitively with tenants on these matters as they arise.
- Accessibility online services – reassured that this was a Council wide position and reassured that the customer service centre is still available.

4.17 Following the consultation responses officers have updated the clause regarding gas appliance checks and included the circumstances of when the new definition of assignment could be used.

4.18 A formal response of the consultation will be published on the website to provide clarity to tenants on these issues. A review of the webpages related to the topics raised will also be completed to make any required improvements.

4.19 Findings - The Housing Service Improvement Team found a number of areas in the tenancy agreement that need to be updated to reflect good practice and protect tenants, homes and communities. The vast majority of tenant and stakeholder agreed with the proposed amendments to the tenancy agreement. Two of the proposed clauses will be expanded upon following feedback.

4.20 Recommendation – The Co-Portfolio Holder for Housing and Head of Housing Operations agree the revised conditions of tenancy. Waverley to serve statutory notice on all tenants in August with a full copy of the new agreement. The revised tenancy conditions to come into effect on Monday 5 September 2022.

Proposed Tenancy Policy

4.21 The Tenancy Policy states the type of tenancies that are issued by the Council as a landlord.

4.22 Summary of proposed amendments to Tenancy Policy

Remove text	Include reference to:	Update Language
<ul style="list-style-type: none">flexible tenancy referencestable of types of tenancytable of exceptions	<ul style="list-style-type: none">joint tenanciessocial housing stigmasuccession rights	<ul style="list-style-type: none">change ethos from maximising use of homes to cohesive communities

4.23 The full revised proposed policy can be found at [Annexe Three](#)

4.24 Findings - The proposed policy has been updated to reflect the decision to stop issuing flexible tenancies, as the vast majority of consultation responses were positive to the proposal. Officers took the opportunity to update the language and include additional information on joint tenant tenancies and succession.

4.25 Recommendation - The Co-Portfolio Holder for Housing and Head of Housing Operations agree the revised Tenancy Policy. Revised Policy to come into effect on Monday 4 September 2022

Proposed Tenancy Strategy

4.26 The Tenancy Strategy states the type of tenancies the Council recommends are issued by registered landlords in the borough providing affordable housing.

4.27 Summary of proposed amendments to Tenancy Strategy

Remove text	Include reference to:	Update
<ul style="list-style-type: none">flexible tenancy referenceslength of tenancy tablelocal letting plans	<ul style="list-style-type: none">Housing Affordability studyWaverley affordable rent caps	<ul style="list-style-type: none">change ethos from maximising use of homes to cohesive communitiesstock profile and registered applicants data

4.28 The proposed Tenancy Strategy can be found at [Annexe Four](#)

4.29 Findings - The proposed strategy has been updated to reflect the decision to stop promoting flexible tenancies. Officers took the opportunity to update the strategy to reflect the current stock and applicant profiles, the [Housing Affordability Study](#), change the language and include amendments to affordable rent caps and affordable rent conversions. Four housing providers responded to the consultation, and all agreed with the proposals. Two commented that they had also stopped issuing flexible tenancies and one had never implemented them.

4.30 Recommendation - The Co-Portfolio Holder for Housing and Head of Housing Operations recommend the Executive and full Council agree the revised Tenancy Strategy in July. Revised Strategy to come into effect on Monday 4 September 2022.

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.

7.2 Statutory consultation from 4 April to 29 May with:

- tenant legal notices,

- tenant face to face events,
- website consultation page,
- online, email and phone feedback facilities,
- direct contact with statutory and voluntary stakeholders,
- use of members bulletin and housing staff email,
- monthly reports to Landlord Services Advisory Board from February
- social media promotion,
- press release and
- Affordable Housing Provider Forum.

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.

6. **Governance journey**

- Changes to tenancy agreement term (length)– Portfolio Holder decision following statutory tenant consultation [Committees to agree July date]
- Changes to tenancy agreement terms (conditions)– Portfolio Holder decision following statutory tenant consultation [Committees to agree July date]
- Tenancy Policy – Portfolio Holder decision following public consultation [Committees to agree July date]
- Tenancy Strategy – Council decision following public consultation [19 July 2022]

Annexes:

- Annexe One Consultation Results
- Annexe Two Proposed Conditions of Tenancy
- Annexe Three Proposed Tenancy Policy
- Annexe Four Proposed Tenancy Strategy

Background Papers

There 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

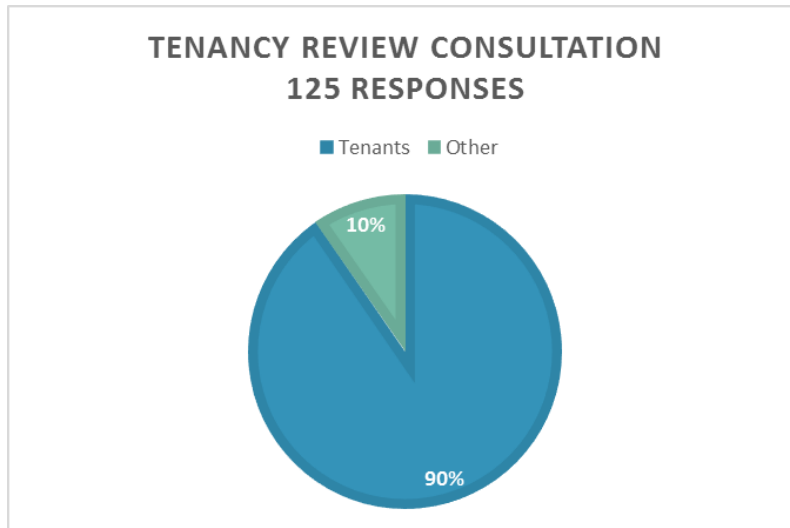
This page is intentionally left blank

Tenancy Review Consultation Report

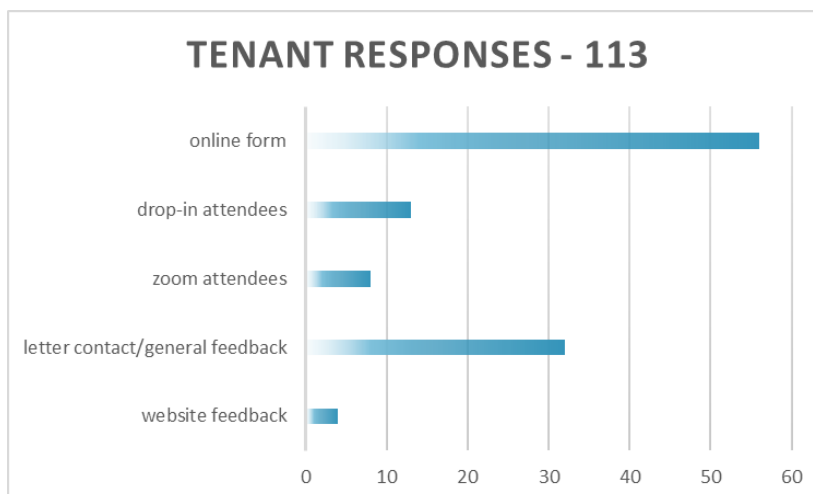
Consultation took place 4 April – 29 May 2022

Overview

125 Responses to the consultation were received during the consultation period. Of these 113 responses came from tenants. The other 12 responses came from Councillors, other housing providers, or colleagues from other statutory organisations.



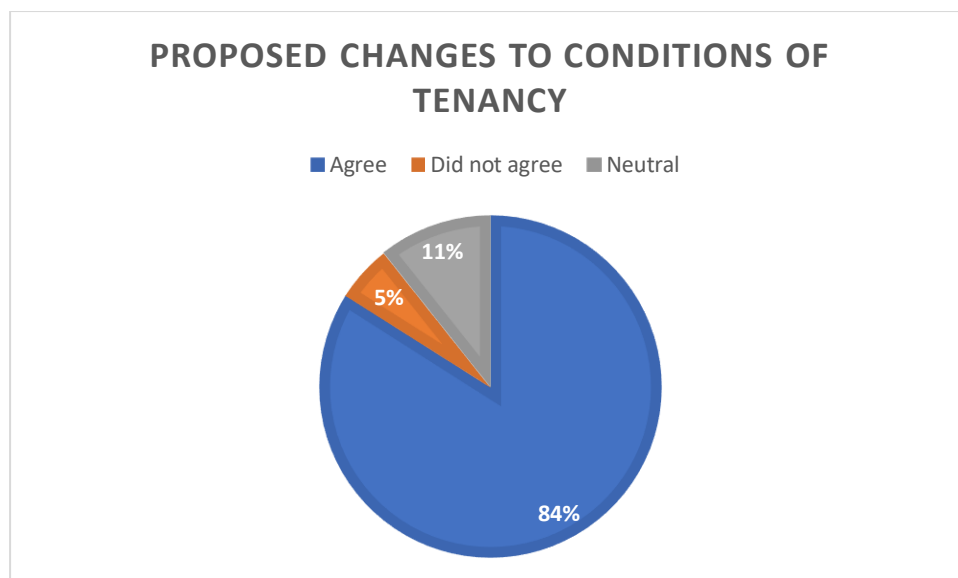
Most of the tenant response came from the online form. The other ways in which tenants could respond was beneficial to deal with enquiries, give space to ask questions and discuss any concerns.



Overall, most responses were positive across all response types and for both parts of the consultation.

Part 2 – Conditions of tenancy

84% of all respondents agreed with our proposed changes to conditions of tenancy. Only 5% (4) did not agree and 11% (8) had a neutral response. A number of concerns came from tenants who were upset how much paper was used to communicate these changes with them but these have been removed from the results, as well as other general enquiries.



Across all responses 13 unique points were raised. Of these six were directly related to the proposed changes. The remaining five were not directly related to the proposed changes but are related to conditions of tenancy (mostly).

All responses have been carefully considered. In relation to concerns raised that are directly linked to proposed changes in most cases it is felt that the proposed wording is the most appropriate to take forward and will continue to be used.

One response has led us to include additional information on circumstances in which the definition 'Assignment' may be used. We are waiting for further direction from our solicitor on the exact wording to insert and where in the conditions is most appropriate.

Despite not being directly related to a proposal one response did highlight an area that did not reflect current practices so has been revised for clarity. This is wording around gas checks and our solicitor has provided more suitable wording.

Due to the amount of response that was not directly related we will be publishing a formal response document on the website to provide clarity to tenants. We will also review webpages related to the topics tenants raised concerns with to see if there are any improvements required. We are also proposing to send all tenants a copy of the new tenancy agreement.

This page is intentionally left blank

The proposed changes to your conditions of tenancy

Summary of Proposed Changes

We are proposing to remove:

- The Flexible tenancy definition as we are proposing to stop using this type of tenancy.
- References to housing related support charge as this no longer exists.
- Flexible tenancy succession details as this will no longer be relevant.

We are proposing to include:

- A Social housing fraud definition
- Further complaints information
- Further compensation information
- Holiday let information
- Additional circumstances in which recharges can occur
- Septic tank maintenance information
- Access for electrical checks information
- The power to use Anti-social behaviour (ASB) closure orders
- Handling of weapons information
- Permission for Ring doorbells (with cameras)

We are also proposing to update the language to ensure clarity in these clauses:

- Sublet
- Repairs and maintenance
- Recharge at end of tenancy

All proposed changes

We have listed the proposed changes below. Each table represents a section from the current conditions of tenancy.

The header describes the content included in the column and is repeated on each page:

- “Old No.” refers to the paragraph number in existing Tenancy Agreement
- “Current” refers to existing text in current tenancy agreement
- “Proposed” refers to the new text we are proposing to be included in the amended tenancy agreement
- “New No.” refers to the new paragraph number and
- “Reason” explains why we are proposing to make the change

Definitions

Old No.	Current	Proposed	New No.	Reason
n/a	<p>Flexible Tenancy</p> <p>A flexible tenancy is a type of tenancy that lasts for a fixed period of time and is granted under Section 107A of the Housing Act 1985. A flexible tenant is a tenant under a flexible tenancy.</p>	Remove definition	n/a	The use of flexible tenancies is being reviewed. If they stop being used following consultation the definition will be deleted.

n/a	No current definition	<p>Social Housing Fraud If you part with possession of the whole of the property, or sub-let the whole of the property you will lose security of tenure which cannot be regained. The Council will take steps to end the non-secure tenancy and seek possession of the property. If you sub-let part of the property without our consent you will also be in breach of tenancy and the Council will take steps to end the tenancy and seek possession. Social housing is a scarce resource and the Council takes housing fraud very seriously. If you make an unlawful profit from sub-letting the Council may also ask the Court to order that you pay your profits to them in an Unlawful Profit Order. You may also be prosecuted.</p>	n/a	<p>New definition.</p> <p>The inclusion of this provides clarity to tenants on what constitutes social housing fraud.</p>
n/a	<p>Sublet To give another person the right to live in part but not all of the property (where you do not share any facilities as they have their own).</p>	<p>Sublet To give another person the exclusive right to live in part but not all of the property.</p>	n/a	<p>Insert 'exclusive' before 'right to live' Remove bracketed information.</p> <p>Clearer use of wording.</p>

n/a	No current definition	<p>Assignment An assignment is the transfer of the tenancy to another person or persons during the life of the tenant. Assignment requires the consent of the Council and is normally completed by the signing and witnessing of a Deed of Assignment.</p>	n/a	<p>New definition. Provides clarity of what Assignment means when used in housing terms.</p>
-----	-----------------------	---	-----	---

Important Information about this tenancy agreement

Old No.	Current	Proposed	New No.	Reason
n/a	As an introductory tenant you can be evicted much more easily than a secure tenant if you do not comply with the terms and conditions of your tenancy.	As an introductory tenant you can be evicted more easily than a secure tenant if you do not comply with the terms and conditions of your tenancy.	n/a	<p>Remove 'much' before 'more' Unnecessary wording.</p>
n/a	<p>What is a secure tenancy? You have the right to stay in your home for as long as you want and it remains your only or principal home unless you break one of the conditions of your tenancy or there are other legal reasons for us to apply to the court to evict you.</p>	<p>What is a secure tenancy? You have the right to stay in your home for as long as you want provided it remains your only or principal home unless you break one of the conditions of your tenancy or there are other legal reasons for us to apply to the court to evict you.</p>	n/a	<p>Replace 'and' with 'provided' Clearer use of language.</p>

Section 1 - Your Tenancy

Old No.	Current	Proposed	New No.	Reason
2.	<p>Your rights as a tenant</p> <p>a. You can pass on your tenancy when you die to your husband, wife, civil partner or other partner. This is called succession. There are other conditions and circumstances that apply, these are detailed in Section 11 of this agreement.</p>	<p>Your rights as a tenant</p> <p>a. You can normally pass on your tenancy when you die to your husband, wife, civil partner or other partner. This is called succession. There are other conditions and circumstances that apply, these are detailed in Section 11 of this agreement.</p>	2.	<p>Insert 'normally' before 'pass on'</p> <p>Provides clarity around exceptions.</p>
4.	<p>Ending your tenancy using a court order</p> <p>a. However, there are a few examples of situations when we may have to take court action, even if you are keeping to the tenancy agreement. These include if:</p> <ul style="list-style-type: none"> • the tenancy has been passed on to you after a relative has died and we have to move you to smaller accommodation. 	<p>Ending your tenancy using a court order</p> <p>a. However, there are a few examples of situations when we may have to take court action, even if you are keeping to the tenancy agreement. These include if:</p> <ul style="list-style-type: none"> • the tenancy has been passed on to you after a relative has died and we want to move you to smaller accommodation. 	4.	<p>Replace 'have' with 'want'</p> <p>Clearer use of language.</p>

7.	<p>Access to your information You can see the information we keep on file about you, or your home if you ask. You may usually only see information about other people at your home with their permission. This is governed by the rules of the Freedom of Information Act 2000, and the General Data Protection Regulations 2018, UK GDPR and any implementing legislation.</p>	<p>Access to your information You can see the information we keep on file about you. You may usually only see information about other people at your home with their permission. This is governed by the rules of the Freedom of Information Act 2000, the Data Protection Act 2018, UK GDPR and any other relevant legislation.</p>	7	<p>Removed 'or your home if you ask'.</p> <p>Includes new legislation the Council are required to follow.</p>
8. a	<p>Data protection We may share the personal information you provide with other council services if necessary (for example we may need to do this to prevent and detect fraud or other crimes). We are allowed to do this under the General Data Protection Regulations 2018 and any implementing legislation.</p>	<p>Data protection We may share the personal information you provide with other council services if necessary (for example we may need to do this to prevent and detect fraud or other crimes).</p>	8.a	<p>Remove last sentence, and the legislation may change in the future.</p>

8. b	<p>Data protection Under the General Data Protection Regulations 2018 and any implementing legislation, we must protect any personal information we collect from you and we will keep your personal information safe and secure. We will not share it with other organisations without your knowledge unless we are allowed to do so by law.</p>	<p>Data protection Under data protection rules we must protect any personal information we process and keep it safe and secure. We will not share it with other organisations unless we are allowed to do so by law.</p>	8. b	Update wording to reflect latest legislation and provide clarity around language used.
8	<p>Data protection We may use your personal information in other ways to support the proper management and delivery of our business and services. Details of this are set out in our privacy policy.</p>	<p>Data protection We may use your personal information in other ways to support the proper management and delivery of our business and services. Details of this are set out in our privacy policy which can be found on our website.</p>	8	Included 'which can be found on our website' to provide additional information to tenants on their data rights.

<p>12.</p>	<p>Complaints</p> <ul style="list-style-type: none"> We operate a complaints procedure in line with best practice and our corporate complaints procedure. You can find out more about this by visiting our website at www.waverley.gov.uk/complaints or by picking up a leaflet at one of our offices. <p>If you are still not satisfied after you have gone through the complaints procedure, you have the right to refer the matter to a Designated Person (Councillor, MP or Tenants Complaints Panel) and the Housing Ombudsman.</p>	<p>Complaints</p> <ul style="list-style-type: none"> We have a corporate complaints procedure which is in line with best practice recommended by the Housing Ombudsman Service. You can find out more about this procedure by visiting our website at www.waverley.gov.uk/complaints or, you can contact our Customer Services Team. <p>If you are still not satisfied after you have gone through our complaints procedure, you have the right to ask a Designated Person (Councillor, MP or Tenants Complaints Panel) to review your complaint. If the matter is not resolved by the Designated Person, you can take your complaint to the Housing Ombudsman. However, if you would prefer not to participate in the Designated Persons process you can wait eight weeks from the date of the Council's final response to your complaint and go directly to the Housing Ombudsman.</p>	<p>12.</p> <p>This provides clarity that best practices followed are those recommended by the Housing Ombudsman.</p> <p>Reflects the Council's ambitions to have greener working practices by removing the promotion of leaflets and instead directs to information online or via the customer service centre.</p> <p>Also provides tenants with clearer details of their rights in regard to complaints.</p>
------------	--	--	---

12. b	Complaints We operate a compensation policy in cases where you have had difficulties with our services, lost money or have made improvements to your home. We can provide you with details of the policy on request.	Complaints We operate a compensation policy in cases where you have had difficulties with our services which has led to you suffering inconvenience or loss of facilities, lost money , or you have made improvements to your home at your own expense and are moving to another property . We can provide you with details of the compensation policy on request.	12. b	Additional information on circumstances in which compensation may be awarded.
----------	---	--	----------	---

Section 2 – Your rent, other charges and outgoings

Old No.	Current	Proposed	New No.	Reason
6&7	Housing related support charge	Delete entire clause	n/a	Update by removing sections 6 and 7 as housing related support charge no longer exists.

Section 3 – Using your home

Old No.	Current	Proposed	New No.	Reason
---------	---------	----------	---------	--------

1. c	You must use the property as your only or main home.	I. You must use the property as your only or main home. II. You must not use your home for Airbnb, B&B, or other holiday let.	1. c	Include additional information 'you must not use your home for Airbnb, B&B, or other holiday let' to provide clarity to tenants around expectations of use of property. Split section into sub points to ensure information is presented in a clear way.
1. j	You and any other person, including children living in the property, are responsible, with other tenants or residents, for keeping any shared areas such as hallways and landings clean and tidy. You must not store or leave any items including personal belongings, rubbish or dangerous items in these areas. Or we will remove an recharge.	You and any other person, including children living in the property, are responsible, with other tenants or residents, for keeping any shared areas such as hallways and landings clean and tidy. You must not store or leave any items including personal belongings, rubbish or dangerous items in these areas. If you do, we will remove the items and you will have to pay our reasonable costs of doing so.	1.j	Amends wording around when we will recharge to use clearer language.
1.l	No current clause	If your property is serviced by a septic tank, you are responsible for ensuring that it is used properly and you will facilitate the emptying and maintenance of the system.	1.l	Includes additional point around the responsibility of emptying and maintaining septic tanks.

2. c	Access to your home By law we must check the safety of the gas appliances in your home every year.	Access to your home By law we must check the safety of the gas appliances in your home every year and electrical installations every five years.	2. c	Include that we will be checking electrical installations every five years.
------	--	---	------	---

Section 4 – Looking after your garden

Old No.	Current	Proposed	New No.	Reason
5.	Existing or new dividing fences, timber sheds and, greenhouses and conservatories are your responsibility to maintain and replace. When you take over the tenancy, they are your responsibility, unless we tell you otherwise.	Existing or new dividing fences, sheds and greenhouses are your responsibility to maintain and replace. When you take over the tenancy, they are your responsibility, unless we tell you otherwise.	5.	Remove ‘timber’ before sheds to provide clarity that all types of sheds are covered. Remove conservatories from being the tenants responsibility if pre existing in property in line with current legal guidance.

Section 5 – Nuisance and anti-social behaviour

Old No.	Current	Proposed	New No.	Reason
---------	---------	----------	---------	--------

1.	<p>General We will not accept any nuisance or anti-social behaviour and will take firm action to tackle this. We have a number of tools available to us to tackle nuisance and anti-social behaviour and we will use whatever tool we consider reasonable and proportionate in the circumstances, which may include mediation, an acceptable behaviour contract, a demotion order, injunctions, exclusion orders or a possession order.</p>	<p>General We will not accept any nuisance or anti-social behaviour and will take firm action to tackle this. We have a number of tools available to us to tackle nuisance and anti-social behaviour and we will use whatever tool we consider reasonable and proportionate in the circumstances, which may include but is not limited to mediation, an acceptable behaviour contract, a demotion order, closure order, injunctions, exclusion orders or a possession order.</p>	1.	<p>Additional wording to make clear that the list of tools provided are examples and not inclusive and other action can be taken provided it is reasonable and proportionate.</p> <p>Add closure order to the list in line with the Anti-social Behaviour, Crime and Policing Act 2014.</p>
2.	<p>Your responsibilities a. Unacceptable behaviour includes the following: <i>bullet point 6.</i></p> <ul style="list-style-type: none"> • using the property, the area nearby or any shared areas for any criminal, immoral or illegal purpose, including buying, selling or using any illegal drugs, or storing or handling stolen goods. 	<p>Your responsibilities a. Unacceptable behaviour includes the following: <i>bullet point 6.</i></p> <ul style="list-style-type: none"> • using the property, the area nearby or any shared areas for any criminal, immoral or illegal purpose, including buying, selling or using any illegal drugs, or storing or handling stolen goods or weapons 	2.	<p>Add 'weapons' to ensure clarity that handling weapons will not be tolerated to ensure communities are safe for all.</p>

Section 6 – Keeping animals and pets

Old No.	Current	Proposed	New No.	Reason
---------	---------	----------	---------	--------

1.	Permission will not be withheld as a general rule but we retain the right to withdraw permission at any time	We retain the right to withdraw permission at any time.	1.	Clearer use of language
----	--	---	----	-------------------------

Section 8 – Repairs and maintenance

Old No.	Current	Proposed	New No.	Reason
2.	<p>Your responsibilities</p> <p>f. If you, your friends, relatives, children or any other person living in or visiting the property damages any items, you are responsible for repairing, renewing or replacing these items at your own cost even if they are normally our responsibility. If we have to carry out the work, we will charge you the cost of the work.</p>	<p>Your responsibilities</p> <p>f. If you, your friends, relatives, children or any other person living in or visiting the property damages the property or any items, you are responsible for repairing, renewing or replacing these items at your own cost even if they are normally our responsibility. If we have to carry out the work, we will charge you the cost of the work.</p>	2.	<p>Add ‘the property or’ before any items.</p> <p>Makes clear our expectations around damages includes the property itself as well as any items in the property.</p>

Section 9 – When you need our written permission

Old No.	Current	Proposed	New No.	Reason
---------	---------	----------	---------	--------

3.	<p>Below is a list of the main things you need to ask our written permission for:</p> <ul style="list-style-type: none"> making structural changes, alterations, improvements or additions to the property. 	<p>Below is a list of the main things you need to ask our written permission for:</p> <ul style="list-style-type: none"> making structural changes, alterations, improvements or additions to the property. This includes laminate or wooden flooring. 	3.	<p>Include 'laminate or wooden flooring' to ensure this is clear.</p>
3.	<p>Below is a list of the main things you need to ask our written permission for: <i>Bullet point 8</i></p> <ul style="list-style-type: none"> fitting, a satellite dish or closed-circuit television system (CCTV) a CB or amateur-radio aerial to the property or within its boundaries 	<p>Below is a list of the main things you need to ask our written permission for: <i>Bullet point 8</i></p> <ul style="list-style-type: none"> fitting, a satellite dish or CB amateur-radio aerial or closed-circuit television system (CCTV) to the property or within its boundaries (this includes Ring doorbells or other cameras that view the outside of the dwelling). 	3.	<p>Ring doorbells have been included to ensure clarity for tenants.</p> <p>Additional information can be given to tenant around their responsibilities upon permission request.</p>

Section 11 – Succession Rule

Old No.	Current	Proposed	New No.	Reason
---------	---------	----------	---------	--------

1.	...Other family members as defined by s113 of the Housing Act 1985 may be able to succeed to an introductory tenancy.	...Other family members as defined by s113 of the Housing Act 1985 may be able to succeed to an introductory tenancy, or a secure tenancy granted before 1 April 2012, provided they lived with you for the 12 months before your death and the property is their only or principal home.		Include additional information on succession rules when tenancy pre-dates April 2012 to provide clarity.
3	Where a spouse/civil partner/other partner succeeds to a secure tenancy under point 11(1) they will obtain whatever type of tenancy the law prescribes at the time, for example a secure tenancy, or upon the immediate end of the secure tenancy, a fixed term for five years.	Delete 11.3	1 & 2	The use of flexible tenancies is being reviewed. If they stop being used following consultation point 3 will no longer be required in conditions of tenancy to reflect these changes.

Section 12 – Ending your tenancy

Old No.	Current	Proposed	New No.	Reason
---------	---------	----------	---------	--------

n/a	You can end your tenancy at any time by giving the Council at least four weeks' notice in writing. The notice period and the tenancy must end on a Sunday and the keys must be returned to our offices by 9.30am the next day. We can, at our discretion, waive the above requirements and accept shorter notice, or a notice ending on a different day, but we do not have to.	You can end your tenancy at any time by giving the Council at least four weeks' notice in writing. The notice period and the tenancy must end on a Sunday and the keys must be returned to our offices by 9.30am the next day. When a notice is given by a sole tenant or both joint tenants we can, at our discretion, waive the above requirements and accept shorter notice, or a notice ending on a different day, but we do not have to.	n/a	Insert additional text to ensure the circumstances in which we can use our discretion to accept a shorter notice.
-----	---	--	-----	---

Section 13 – Moving out of home

Old No.	Current	Proposed	New No.	Reason
c.	You must return all the keys, including shared door keys and fobs to our offices by 9.30am on the Monday that the notice period and your tenancy ends. If you fail to return keys, you agree to pay the costs of a lock change.	You must return all the keys, including shared door keys and fobs to our offices by 9.30am on the Monday after the notice period and your tenancy ends. If you fail to return keys, you agree to pay the costs of a lock change.	c.	Replace 'that' with 'after'. Provides clarity in language used as tenancy ends on Sunday.

<p>h.</p>	<p>Please remember that we will charge you for any of the following at the end of your tenancy: <i>Bullet 2</i> We will charge you our costs if we have to clear rubbish or personal belongings left behind in the property or within the boundaries of the property.</p> <p><i>Bullet 3</i> We will charge the costs involved in repairing damage to the property, putting right any alterations made to the property without permission</p>	<p>Please remember that we will charge you for any of the following at the end of your tenancy: <i>Bullet 2</i> We will charge the costs involved in clearing the home, repairing damage to the property, putting right any alterations made to the property without permission or with conditional permission for their removal at the end of the tenancy, or changing locks.</p>	<p>h.</p>	<p>Combines bullet points around costs incurred through clearing the property with repairing damage to the property and any alterations made without permission.</p> <p>Also clarifies charges will be incurred with alterations made to property with conditional permission for removing at the end of tenancy if this fails to happen.</p>
-----------	---	---	-----------	---

Section 14 – Altering your agreement

Old No.	Current	Proposed	New No.	Reason
---------	---------	----------	---------	--------

n/a	<p>Except for any changes in your rent or service charges, or if the law changes (including future legislation), your tenancy agreement can only be changed with the written permission of both you and us, or if the court orders it. For example, you may become a demoted tenant by court order and you will then get a new Demoted Tenancy Agreement.</p> <p>We also have the legal right to change the tenancy conditions of this agreement after consulting with you.</p>	<p>Except for any changes in your rent or service charges, or if the law changes (including future legislation), your tenancy agreement can be changed with the written permission of both you and us, or if the court orders it. For example, you may become a demoted tenant by court order and you will then get a new Demoted Tenancy Agreement.</p> <p>We also have the legal right to change the tenancy conditions of this agreement after consulting with you.</p>	n/a	<p>Remove 'only' before 'be changed'.</p> <p>Provides clarity to tenants given the ability to review after consultation.</p>
-----	--	--	-----	--

Section 16 – Additional rights (secure tenants only)

Old No.	Current	Proposed	New No.	Reason
---------	---------	----------	---------	--------

<p>a.</p>	<p>You can take in lodgers to share your home with your family as long as you do not overcrowd the property. You do not need our written permission to do this but must notify us in advance of the name and age of who is to live in your home.</p>	<p>You can take in lodgers to share your home with your family as long as you do not overcrowd the property. You do not need our written permission to do this but must notify us in advance of the name and age of who is to live in your home. You agree that if we notify you that a proposed lodger is unsuitable because of our knowledge of their past behaviour or history, you will not allow them to live with you.</p>	<p>a.</p>	<p>Add additional information to make clear that where we find a proposed lodger unsuitable they will not be allowed to reside at the property.</p>
		<p>You must not make a profit from your home. This means that any payments you receive from lodgers and subtenants for whom you have permission must be less than the rent you pay.</p>	<p>c.</p>	<p>Additional clause to ensure clarity that profit cannot be made from council property.</p>

This page is intentionally left blank

Waverley Tenancy Policy

1.0 Purpose of the tenancy policy

- 1.1 The purpose of this Tenancy Policy is to explain the types of tenancies that will be offered in properties owned and managed by Waverley Borough Council. The policy, effective from 5 September 2022, is to ensure that the most appropriate tenancies are granted to maintain cohesive communities and enable the best use of the Council's homes. In adopting this Tenancy Policy the Council has had due regard to its adopted Tenancy Strategy.
- 1.2 The main types of tenancies that the Council can grant are secure tenancies, flexible tenancies and introductory tenancies.

2.0 Background and scope of the tenancy policy

- 2.1 The Regulatory Framework for Social Housing in England from April 2012, published by the Homes and Communities Agency (HCA) in March 2012, requires the Council to publish clear and accessible policies, which outline their approach to tenancy management, including interventions to sustain tenancies and prevent unnecessary evictions, and tackling tenancy fraud. The Regulatory Framework specifies what should be included in a tenancy policy.
- 2.2 In accordance with paragraph 2.1 of the Tenancy Standard within the Regulatory Framework requires the Council to issue tenancies that are compatible with the purpose of the accommodation, the needs of individual households, the sustainability of the community and the effective use of their housing stock.
- 2.3 Following a review and consultation the Council decided to cease issuing Flexible tenancies in July 2022. The Council recognised that there are more disadvantages than advantages in operating flexible tenancies. The Council are proactive in tackling stigma associated with social housing tenants, recognise the charter for social housing residents' commitments and support tenants and communities to thrive. Offering all new and existing tenants a lifetime tenancy assists in achieving these aims and make best use of council resources.

3.0 The type of tenancies that will be granted

- 3.1 The Council will only grant introductory, secure or temporary non secure tenancies. From 5 September 2022 the council will not issue flexible tenancies as enacted by the Localism Act 2011. [subject to consultation feedback] The tenancies that Waverley Borough Council will grant are:

Type of tenancy	Legal basis	Definition	Tenancy length
Secure tenancy	Housing Act 1985, Part IV, Sections 79-81	Lifetime tenancy, following an introductory tenancy	Lifetime
Introductory tenancy	Housing Act 1996, Part V, Chapter 1, Sections 124-125	one year tenancy issued to new tenants for the first year of their tenancy	one year
Temporary Non secure tenancy	Housing Act 1985, Schedule 1	Non secure tenancy granted to homeless households in temporary accommodation.	Periodic tenancy

- 3.2 All new tenants will be granted an introductory tenancy for the first 12 months, followed by a secure tenancy, provided the conditions of tenancy have been met. The Council has the option of extending an introductory tenancy by an additional six months if the terms and conditions of the tenancy have not been met.
- 3.3 Temporary non-secure tenancies are granted to homeless household or ineligible successors while alternative accommodation is secured.
- 3.4 All existing fixed term tenancies will be transitioned to secure lifetime tenancies. This may be during or at the end of a fixed term, depending on the results of individual consultation with all tenants currently holding a fixed term tenancy.

4 The policy on granting discretionary succession rights

Succession rights to secure and flexible tenancies granted after 1 June 2013 will be restricted to spouses, partners and cohabiters, unless Waverley Borough Council choose to use its discretionary succession rights in accordance with paragraph 2.1.9 of the Tenancy Standard within the Regulatory Framework for Social Housing in England from April 2012, published by the Homes and Communities Agency (HCA) in March 2012, where the granting of the succession takes account of the needs of vulnerable household members. The Council has chosen not to grant discretionary succession rights beyond the legislation given the housing need in the borough.

5 Joint tenancies

The council grant joint tenancies to joint applicants following a successful bid and offer process. Requests to add a tenant (sole to joint) will be considered and the proposed tenant's eligibility assessed. The proposed tenant must demonstrate that they are the spouse, partner or cohabitee of the sole tenant, provide evidence

that they have been occupying the home for 12 months as their only or principal home and that they meet the allocation scheme eligibility criteria for social housing.

Proposed Copy

This page is intentionally left blank

Tenancy Strategy

July 2022

Proposed Copy

Introduction

Waverley Borough Council's Tenancy Strategy sets out how social housing in the borough will be let. It provides a framework for what new tenancies the council and local Affordable Housing Providers should use and how long these tenancies should be granted. The objectives of the strategy are to:

- create sustainable communities,
- make the best use of the affordable housing stock; and
- meet the housing needs of Waverley residents who are unable to secure a home for themselves in the private sector

The Tenancy Strategy will help local people to understand how the Council and Affordable Housing Providers develop their tenancy policies and respond to local housing need.

The updated Tenancy Strategy for Waverley will come into force in September 2022.

Key proposals:

- Support the allocation of social housing to those with the greatest housing need.
- Support the use of introductory and starter tenancies across the social housing stock
- Support the use of lifetime tenancies (secure and assured tenancies)
- Council to cease the use of flexible tenancies
- Continue to encourage the delivery of social rented homes to provide accommodation that low-income households in housing need can afford.
- Support the delivery of homes let at 'Affordable Rent' where this is the only option to increase housing supply.
- Support Affordable Housing Providers in converting up to 50% of their existing stock to "Affordable Rent" if this is affordable to tenants and leads to more investment in housing development in Waverley

Local Context

Waverley has a population of 121,600 living in 50,790 dwellings. There are just under 7,000 affordable homes in the borough, of which 6,200 are social rented. The breakdown of council and homes from other affordable housing providers (social rent, affordable rent and shared ownership) in Waverley is shown below:

Stock profile ¹	1 bed	2 bed	3+ bed	Total	Percentage
Council housing	1,840	1,404	1,549	4,842	71%
Housing Association	829	969	619	2,418	29%

¹ As at 01.04.21. New data to be available May/ June 2022

Total	2,780	2,139	1,996	6,915	100%
-------	-------	-------	-------	-------	------

The demand for affordable housing in Waverley far exceeds the supply. New affordable homes completions have averaged 81 properties per year over the last ten years and there are approximately 300 homes relet each year.

There were c1,100 households' registered on the Housing Needs Register as at December 2021. The allocation scheme ensures that those in housing need with greatest local connection are prioritised.

Type of tenancies

The Council expects new tenancies to meet the needs of each household type and ensure that they have security in their home and community. The Council's preference is for secure or assured tenancies to be granted. If lifetime tenancies are not used the Council expects at least five years fixed term tenancy to be renewed for a further term if a household's circumstances remain unchanged.

Affordable Housing Providers in Waverley issue one year starter tenancies for all new tenants, before granting a full tenancy. The Council issues 12 months introductory tenancies before granting a full tenancy. If the new tenancy is for a fixed term, this will be preceded by the one year trial tenancy effectively extend the proposed length of each new tenancy by one year.

Life time tenancies	Fixed Term tenancies
Secure tenancy- council lifetime tenancy	Flexible tenancy – council five year time set tenancy
Assured Tenancy – affordable housing provider lifetime tenancy	Fixed term tenancy – affordable housing provider time set tenancy

Exceptional circumstances where a tenancy of less than five years could be granted

In exceptional circumstances, social housing providers can consider granting a tenancy of less than five years. The Council considers the following circumstances to be exceptional and could result in a two year tenancy term:

Exceptional circumstances	Tenancy length
If an Introductory tenancy has been extended due to anti-social behaviour	two years
If a household is statutorily overcrowded, but no alternative accommodation is available	two years

In a geographical areas where shorter tenancies could help to tackle anti-social behaviour	two years
Where a Notice of Seeking Possession has been issued due to rent arrears and the Court has accepted a payment agreement which the tenant has kept to	two years
In supported or move on accommodation to meet the objectives of the scheme	two years

Circumstances when a tenancy will not be re-issued

Before the end of the tenancy, social housing providers must carry out a review to assess the individual circumstances of each tenant, in order to make a decision about whether the tenancy will be re-issued or brought to an end. The welfare needs and housing needs of the tenant must be considered with special consideration for vulnerable and elderly tenants. The Council considers the following examples as circumstances where landlords may not grant another tenancy term at the current home:

Situation	Reason
Property is under-occupied – eg. children have moved out	To make the best use of the existing stock
Property is no longer suitable for the tenant's needs – eg. an adapted property is no longer required	To make the best use of the existing stock and target resources where they are needed most
Tenant's circumstances have changed – eg. the tenant has sufficient income to be able to afford market housing, the tenant has come into legal ownership of another home or property	To make the best use of a scarce resource
Tenant and/or their advocate do not engage in the tenancy review process	Failure to comply with conditions of tenancy agreement
Possession proceedings have commenced or tenancy obligation has been broken – eg. anti-social behaviour, rent arrears	Failure to comply with conditions of tenancy agreement
Disposal or refurbishment of property	To manage housing assets

Where a fixed term tenancy is brought to an end the Council expects social landlords to support the tenant to secure alternative housing, preferably in their own stock and refer tenants to independent advice ie local authority Housing Options and Citizens Advice.

Income thresholds for social lettings

The Council considers that households with an income of £60,000² or savings of £30,000 are financially able to access housing in the market sector. These figures are taken from the Council's Allocation Scheme. The figures will be reviewed to take account of future house price and any financial changes.

Social Rents and Affordable Rents

Social rented housing remains a priority for the Council as it meets the needs of households on the lowest incomes. The Council expects Affordable Housing Providers to retain the majority of their stock for social rent, because they are more affordable for local residents. Homes England funding is available to develop new social rented housing.

In 2011, the Government introduced 'affordable rented' homes, where rents could be up to 80% of market rent, to reduce the amount of public subsidy paid to Affordable Housing Providers for new development, so that even more homes can be built.

Affordable Housing Providers who have received grant funding from the Homes and Communities Agency (HCA) are able to charge the new affordable rents on any new homes they build and can convert some of their existing housing when it become available for letting.

The Council expects Affordable Housing Providers to aim to keep Affordable Rents either below the Local Housing Allowance³ rates for the area or 80% of market rent; whichever is lower. However, a recent [Housing Affordability Study](#) has indicated that if occupants are not receiving full or any benefits, they are very unlikely to afford rents set at 80%. This has the unintended consequence of being a disincentive to work for tenants.

Provision of Affordable Rents at 80% on new developments can result in a high concentration of non-working households which would not make for a sustainable community in the long term. An Affordable Homes Delivery Strategy was agreed by Executive Committee in April 2022. See www.waverley.gov.uk/housingstrategy for the strategy document '[Build More – Build Better – Build for Life](#)'. The strategy states that, rents on one and two bedroomed homes will be capped at 70% of open market rent and 65% of market rent for three beds and four beds in order to make affordable rents more affordable.

Conversions

The Council expects Affordable Housing Providers to convert no more than 50% of their existing social housing stock to Affordable Rent when a property becomes available for re-letting. Affordable Housing Providers are expected to convert one and two bed flats ahead

² £60,000 is currently the maximum an applicant can earn to be considered for shared ownership schemes

³ LHA is set annually by the Valuation Office Agency Rent Officers for each Broad Rental Market Area and is the maximum rent that can be met by benefits

of larger family homes, ensure conversions are evenly spread across the borough and ensure that planned conversions do not breach any legal agreements such as under Section 106 agreements.

Consultation

The Council has consulted with Affordable Housing Providers, Housing Register applicants and tenants in council-owned properties to inform the development of the Tenancy Strategy. The Council also invited the views of statutory stakeholders, Town and Parish Councils, Waverley's Equality and Diversity Forums and the Tenants' Panel.

Equality Impact Assessment

The Council has carried out an Equality Impact Assessment to make sure that the impact on those with protected characteristics is mitigated. However, if an impact is identified in implementing the strategy, action will be taken to address it.

Monitoring and Review

The Council will monitor the compliance and effectiveness of the strategy through regular meetings with Affordable Housing Providers, analysing performance data and collecting information on key trends that affect housing in the borough.

The Tenancy Strategy will be reviewed annually to ensure it is meeting the objectives and updated accordingly.

WAVERLEY BOROUGH COUNCIL

LANDLORD SERVICES ADVISORY BOARD

30 JUNE 2022

Title:

INTRODUCTION TO TENANT INVOLVEMENT

Portfolio Holder: Co-Portfolio Holder for Housing Paul Rivers

Head of Service: Hugh Wagstaff, Head of Housing Operations

Key decision: No

Access: Public

.

1. Purpose and summary

To review and consider current performance and proposed actions for Tenant Involvement in line with the regulatory Tenant Involvement and Empowerment standard.

2. Recommendation

It is recommended that the Landlord Services Advisory Board:

- makes comments on the report
- advises the Portfolio Holder for Housing on methodology for future recruitment and selection of the Landlord Services Advisory Board members.

3. Reason for the recommendation

To gain an understanding of the Tenant Involvement service and to support and assess ongoing developments and improvements.

4. Background

4.1 Tenant Involvement continues to successfully develop through our valued volunteers, officers and elected members working together to co-regulate the service to meet regulatory standards.

4.2 In 2021 the [Tenant Involvement Strategy](#) was launched. It celebrated successes and shared aims for the next three years (please refer to Annexe One).

4.3 The strategy states that tenants are the experts of living in council homes. Therefore, engaging with our tenants means the service can develop by listening and working with that customer experience.

Tenant Involvement Standard

4.4 We recently conducted a review of the Government's tenancy involvement regulations against the information available on Waverley's website to assess how well the service complies across a variety of standards, from accessibility to the quality of information provided.

4.5 The website met the standard in terms of providing advice to solve issues before they need to be escalated to the council. The website also provides repair responsibilities and escalation process for complaints. Furthermore, it provided ample opportunity to provide feedback and how to get involved with the Tenants Panel, although it was less clear on direct ways of reporting complaints or scrutiny opportunities.

4.6 There were a couple of ease of access issues for sections such as home improvements. These were sections included under headings that didn't effectively point users to the correct section of the website. So, while available, were not particularly easy to find.

4.7 There is room to improve information on holding the council publicly accountable against the regulations via the website, and more generally on signposting to the standards that tenants can expect from their landlord.

4.8 Overall, the website adequately met the standard of 10 of the 21 relevant regulations, with some level of ambiguity or need for minor improvement on eight of the standards, and three in need of improvement.

4.9 Those in need of improvement are easily rectified and we will be working with the relevant internal teams and tenant volunteers to do so by 30 September 2022.

Tenants Panel

4.10 Established in 1995 the Panel remain robust and actively engaged with officers, elected members, and tenants.

4.11 In 2021 the members celebrated their 25th (plus one) anniversary. The occasion drew together all those involved with the group including previous Panel Chairs and members of the public. The event offered the opportunity to reflect on past achievements, look to the future and most importantly to thank those who have been part of the Panel's success.

4.12 There have been challenges for the Tenants Panel, not least working together during the pandemic. The Panel have welcomed the changes by developing their use of platforms such as Zoom or Microsoft Teams. Throughout this period, they managed to work together, meet virtually with officers, and recruit new members.

4.13 In 2022 the group continue to meet quarterly with the Head of Housing Operations and Portfolio Holder for Housing, sharing, and discussing Panel and Housing work.

Customer Experience Group

4.15 Newly launched in May 2022 the Customer Experience Group will be replacing the Designated Persons Panel when the role ceases to be recognised by the Housing Ombudsman.

4.16 Group members will scrutinise performance data and complaints to ensure quality and parity of the housing service. Members will report their findings quarterly to senior officers and present a report to the Landlord Services Advisory Board six monthly.

Local groups

4.17 Waverley housing formally recognise two tenant community groups.

4.18 The Meads, Haslemere. In 2013 resident's mere established an association with the support of officers. The purpose of the group is to encourage residents to take part in both community and social activities. The aim is to make a positive difference to the lives of residents.

Nine years later the group remain strong and inclusive to all. Their events have helped to improve the community and residents' wellbeing.

4.19 Lucas Fields, Haslemere. Established in March 2022 the residents have already made a difference to their local area. In April 2022 they secured funding from Haslemere Town Council to purchase seating and tables for their shared communal space which brings the community together. Working with Waverley officers and members the group have established a working action plan for issues in the area.

4.20 Both groups are supported by Waverley through officer assistance, training (if required) and start-up funding.

Landlord Services Advisory Board

4.21 In 2022 the Landlord Services Advisory Board was created. Part of the democratic process the board focuses on the housing service and reports directly to the Co-Portfolio Holder of Housing and Executive. The Tenants Panel currently hold three places on the board with one member acting as joint chair with the portfolio holder. Meetings are open to the public and provide an open forum for discussion on housing issues within the agenda.

4.22 As the board progresses there will be a requirement to recruit new members. Both officers and Tenant Panel members would recommend that the selection is made through existing engaged tenants and leaseholders. They can be from a wide range of activities for example Tenants Panel, Local groups, Customer Experience or Leaseholder groups. Engaged tenants can put themselves forward, on an annual basis, or as vacancies arise, for the Board and meet with the Tenants Panel Chair and Co-Portfolio Holder for Housing Operations. If there are more volunteers than positions the Chair and Vice chair of the board will select.

Conclusion

4.23 The Tenant Involvement Officer, wider housing team and members recognise the value of tenant involvement and engagement.

4.24 The Tenant Involvement Strategy was launched in 2021. It shares previous tenant involvement successful outcomes and an action plan for the next three years. The strategy also welcomes tenants to get involved in any way they can, support and training is available for all.

4.25 Self-assessment demonstrates Waverley housing meet the majority of the Tenant Involvement regulatory standard and that there are plans to update and ensure clarity of information.

4.26 The Landlord Service Advisory Board is developing into a strong group focusing on the ongoing management and improvements of the housing service and gaining assurance that the Housing Service meets regulatory requirements.

4.27 Waverley housing officers would like to thank all tenants who volunteer or engage in the service. Their contribution is valued and welcomed.

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 Southeast and to be acknowledged so by our tenants.*"

6. Governance journey

Information only for board

Annexes:

Annexe 1 – Tenant Involvement Strategy

Background Papers

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

CONTACT OFFICER:

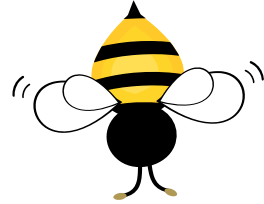
Name: Jeanette Englefield and Joseph Warriner

Position: Tenant Involvement Officer and Housing Graduate Management Trainee
Telephone: 01483 523196
Email: tenant.involvement@waverley.gov.uk

This page is intentionally left blank

Tenant involvement strategy 2021 to 2024

You are the experts of living in council homes.



Tenant involvement strategy 2021 to 2024

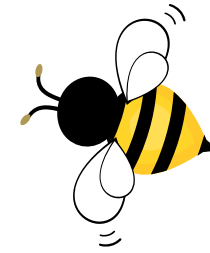
You are the experts of living in council homes.

We are proud of our tenant-involvement activities, including our Waverley-wide events in 2019 to celebrate 100 years of social housing.

Our tenants and leaseholders, the Tenant's Panel and the Scrutiny Group have all played a critical role in shaping and monitoring our housing services during the period of the last tenant involvement strategy (2016 to 2019).

In the next three years we want to increase the number of ways you can be involved and have your say in your homes and communities.

We want to involve more of you in more ways, and make sure that if you are interested in working with us, you can get any support you need.



Bee involved

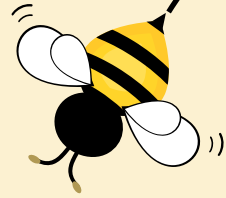
If being involved in your community appeals to you, we would love to hear from you.

This document is for leaseholders as well as tenants. Throughout this strategy, the term 'tenants' means tenants and leaseholders.



Contents

Foreword from the Housing Head of Service	4
Foreword from the Tenant’s Panel Chair	5
Achievements	6
Key priorities	10
Meet the team	12
Our plans for the next three years	14



Foreword from the Housing Head of Service

Welcome to the Waverley Tenant Involvement Strategy 2021 to 2024.

I am delighted to introduce our vision to give everyone the opportunity to influence and shape our services for the next three years.

This strategy sets out how we intend to consult you and demonstrates how we will help you to get involved with us.

Your feedback is vital. We are committed to putting you at the heart of everything we do to make sure our communities thrive.

This strategy comes at an unprecedented and challenging time in our living history. We are adapting how we work to keep everyone safe during the Covid-19 pandemic. This presents an opportunity for you to get involved and contribute to how the service evolves.

It is encouraging to see more tenants using technology to keep in touch. This will not replace other ways we work together but does allow us to continue to hear what matters to you during this difficult time and to reach more tenants.

I look forward to working with you to improve our services and to create an environment that makes a positive difference to you and the wider community.

Thank you for being a Waverley tenant.

Hugh Wagstaff,
Housing Head of Service



Help us
bee the
best

Foreword from the Tenant's Panel Chair

The Waverley Tenant's Panel support this Tenant involvement strategy 2021 to 2024 and welcome the many opportunities it brings for tenants to have their say on how Waverley Borough Council should provide services to Waverley tenants and leaseholders over the next three years and beyond.

We truly believe Waverley Borough Council are fully committed to providing the best possible service to all tenants and leaseholders.

This strategy clearly lays out the council's intention to:

- provide homes that are fit for purpose, safe and secure
- provide a clean and safe environment around our homes, and
- continue to treat everyone with dignity.

The strategy also:

- tells us the many ways that tenants and leaseholders can become involved and be at the heart of future decisions on services, and
- enables tenants and leaseholders to help shape the future of local social housing, by becoming involved through housing groups like the Tenant's Panel or Scrutiny Group, attending open meetings, or contacting the housing officers or the Tenant's Panel to offer suggestions or raise issues.

Waverley provide the accommodation we live in, but we make it our home. Let's work with Housing Services to make sure we are provided with safe and secure homes for our future and the future of our families.



Achievements

Here are some examples of tenant-involvement achievements from 2016 to 2019.

A successful partnership between the Tenant's Panel, councillors and council staff

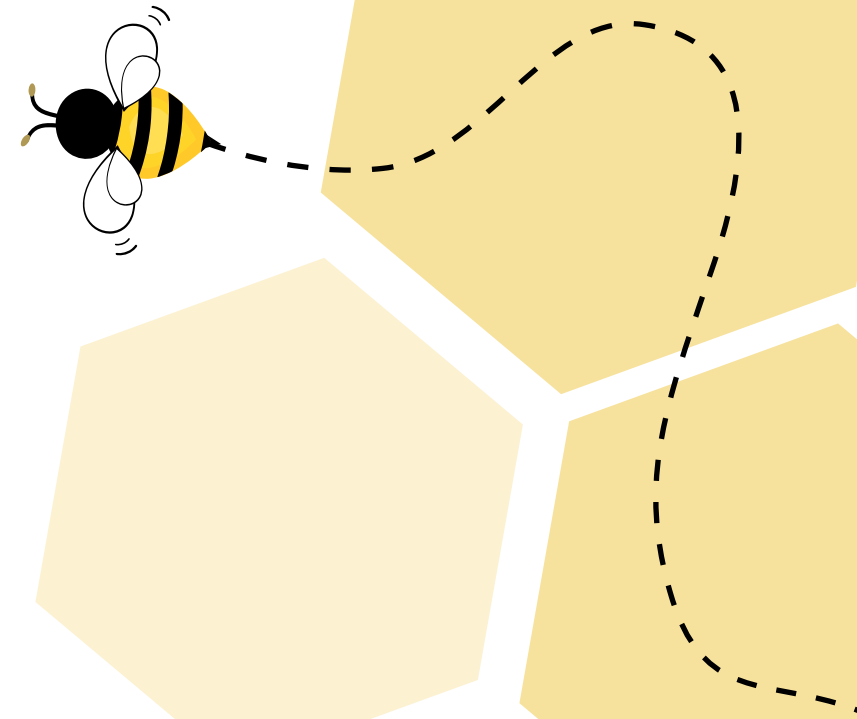
In response to the Government's 'A new deal for social housing', the Overview and Scrutiny Housing Committee carried out a survey to identify if there was a stigma to social housing and being a social-housing tenant. They also examined tenants' views of their homes, to develop future services, promote pride and remove stigma.

We shared our findings through the Chartered Institute of Housing (CIH). We and the other members of CIH are working to challenge prejudice and to improve homes and services, in order to prevent negative stereotypes and make sure everyone has a home they can be proud of.

Tenant's Panel celebrate their 25th anniversary

The Tenant's Panel continue to be a strong and independent voice for all tenants. They use a variety of methods to gather and express views about our service and share feedback from Waverley tenants. Panel members meet regularly with the Head of Service, the Housing Portfolio Holder and councillors on the Overview and Scrutiny Housing committee.

The panel have also established links with other tenant groups, through the Housing Quality Resident Network (a national best-practice network), particularly Guildford Borough Council's TAG (Tenant Action Group) and the Community Housing Group Association.



**Bee
proud**

Having a say in repairs contracts

In 2018/2019, tenants were part of the process of awarding a £32m contract for repairs. We collected tenants' views before the contract specification was written, to make sure it reflected what was important to you. Three tenant volunteers took part in assessing the contractors' terms relating to working with tenants and then scored each contractor. We invited all the tenants involved in the process to a small gathering to thank them.



Presenting views on recharges, empty properties and the mutual exchange process

The Scrutiny Group gather information, interview council staff and contractors, and gather tenants' views on a variety of housing-related matters.

In 2018/19, Waverley Scrutiny Group presented three reports to the Overview and Scrutiny Housing Committee and senior council staff. The reports focused on the following.

- Recharges (expenses we charge tenants, usually for repairs)
- Empty properties
- The mutual-exchange process

Each report contained recommendations which were incorporated in an action plan. As a result of the recommendations:

- the standard that homes must meet to be let out to tenants was reviewed
- a recharge policy was put in place, and
- the mutual-exchange process was put online.



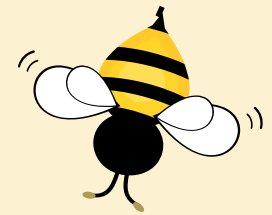
**Bee
vocal**

Family-friendly events providing opportunities to hear what matters to our tenants

Since 2016 we have held 12 family events that visit Godalming, Farnham, Haslemere and Cranleigh. These events, supported by the Tenant's Panel and the Scrutiny Group, have given us the opportunity to meet residents and hear what matters to them.

In 2019 we met with over 100 tenants at our parties celebrating 100 years of social housing.

Bee inquisitive



Making sure people in our senior-living housing are happy with where they live

In 2017, the Tenant's Panel took part in the review of the Senior Living Service. They presented a report of the comments they received, and their findings, to a Surrey County Council committee.

The Panel continue to monitor the service.



Representing tenants

Tenant's Panel members represent tenants. They work with us and the tenant to resolve issues specific to housing.

The panel provide a way for tenants to find out about developments within the Housing Service and raise concerns. During the period from 2017 to 2019, 'All Tenants Open Meetings' were held around Waverley every three months.

Dealing with complaints

The Designated Person's Complaints Panel are volunteers who can help to settle complaints relating to housing. Tenants who have not been able to resolve an issue with us can have their complaint reviewed by the panel before it is passed to the Housing Ombudsman Service.

The panel meets every three months to study information on complaints and Housing Ombudsman case studies.

Improving design standards

Members of the Tenant's Panel were involved in improving the design standard for our new homes – sharing their thoughts on what makes a home and what is best value for now and the future.

Communicating and receiving feedback has been an essential part of managing major building work at Ockford Ridge in Godalming. Local residents have helped by sharing their views and making sure we support the local community.

Bee more involved in your community

Key priorities

We promise to:

- increase the number of ways we can work together
- make it easier for you to be involved, and
- listen to, consider and act on tenants' feedback.

Making it easier to be involved

‘Tenant involvement’ can mean different things to different people and covers a range activities. The activities can be informal (for example, giving feedback as a compliment, complaint, comment or suggestion) or more formal, such as joining the Tenant’s Panel.

Whether the involvement is informal or formal, long term or short term, it gives us vital information about what matters to you in your homes and communities.

Over the next three years, we will be developing new ways of measuring the benefit of your involvement, with the help of tenant groups, to make sure that even more of what we learn helps us to improve services in the future. We want to be able to clearly show you the effect your involvement has had as we work together.

We recognise that tenant involvement requires a commitment from you, and that there may be barriers which prevent you from becoming involved, such as:

- lack of confidence
- transport issues
- family commitments
- limited time, and
- expense.

Bee a team



We can support you by:

- providing training and support, and even supporting you to get a qualification, to boost your confidence
- offering alternative ways for you to voice your views
- reimbursing your travel or care costs, and
- arranging meetings at locations and times to suit you.

We are improving the training and support opportunities we offer. These range from helping you with the skills to join online meetings, to learning research skills. They will be available to tenants who are more formally involved with us, such as members of the Tenant’s Panel.

We will carry out a large-scale satisfaction survey in 2021. This will give all tenants a chance to have a say. Look out for the 2021 STAR survey in the summer and the results in autumn. You know your community better than we do, and it is important that we learn what matters to you from you.

Listening, considering and acting

We are open to listening to and learning from you and are committed to tackling difficult issues. All tenant-involvement activities give you the opportunity to have your say and influence future changes and improvements to the service.

Bee involved



Meet the team



Tenant's Panel

If you join the panel, you will be offered:

- full training and support
- a chance to develop new skills
- a chance to meet new people
- a channel to learn about us, and
- the opportunity to take part in community-based activities.

You can also sign up to their more specialist roles, which involve:

- chairing meetings
- looking after the panel's budget and accounts
- communications on social media
- organising events, and
- taking notes during meetings.

For more information, email tenantspanel@waverley.gov.uk or phone **01483 523196**.



Tenant Involvement Officer – Jeanette Englefield

Jeanette helps tenants who are more formally involved (for example, members of the Tenant's Panel) to focus and develop their ideas, activities and communications to make sure they get their say. The role involves arranging and hosting meetings, supporting volunteers and making sure that tenants know what others are thinking.

tenantinvolvement@waverley.gov.uk

Scrutiny Group

Being involved in the Scrutiny Group makes a difference by helping us to:

- focus on customers when designing and providing services
- make the best use of resources available to us, and
- continuously improve services.

If you have an eye for detail, enjoy being part of a team and can be unbiased, being a member of the Scrutiny Group may suit you.

For more information, email scrutinydirect@waverley.gov.uk or phone **01483 523196**.



Designated Persons Complaints Panel

The Designated Persons Complaints Panel can help to settle tenants' complaints if they cannot agree a resolution with us. The panel can review a tenant's complaint before it is referred to the Housing Ombudsman Service, to try to reach a solution.

Panel meetings are held every three months, unless the group are called to review a complaint before the next meeting is due.

For more information, email tenantinvolvement@waverley.gov.uk or phone **01483 523196**.



Making comments, complaints or suggestions

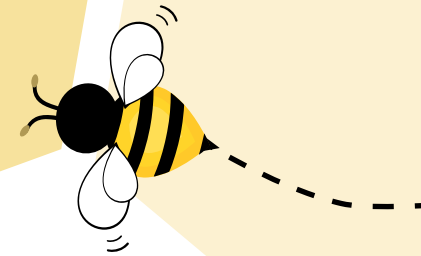
If you do not want to be more formally involved in a group or panel, you can give comments and suggestions to your local housing officer. To do this, please phone the Housing Customer Services team on **0330 119 3000** or email housingcustomerservices@waverley.gov.uk.

Our plans for the next three years





With your support we want to plan for the future and offer more exciting ways for you to become involved. To help build on this we have created an action plan setting out what we will do.





Actions are prioritised from bronze to gold, with gold being the highest priority.

Let's get
buzzing and
make this
happen



Aim	Actions	Responsibility	Priority
<p>Keep to the 2020/23 Housing Service Plan</p>	<p>In line with the Corporate Plan, we will do the following.</p> <ul style="list-style-type: none"> • Continue to support and develop an effective Tenant's Panel and Scrutiny Group. • Make sure our partners such as the Tenant's Panel and councillors receive information in good time. • Give members of the Tenant's Panel and the Scrutiny Group the opportunity to meet councillors, senior council staff and contractors. • Help volunteers to use platforms such as Zoom or Microsoft Teams, to give better access to opportunities to get involved. • Work with the Tenant's Panel and the Scrutiny Group to develop an annual planner for tenant-involvement activities. • Evaluate, track and monitor tenant-involvement activities, in terms of satisfaction and value for money. 	<p>Service Improvement Team</p>	<p>Gold</p>

Aim	Actions	Responsibility	Priority
<p>Promote and maintain a sense of responsibility for our environment – promoting biodiversity and protecting our planet</p>	<p>In line with the Corporate Plan, we will do the following.</p> <ul style="list-style-type: none"> • Create a new ‘Green Group’ of volunteers to monitor and carry out the actions in Waverley’s Climate Emergency Declaration. • Encourage members of the group to consider the effect their actions have on the borough, homes and the environment. 	Service Improvement Team and the Sustainability Manager	 <p>Gold</p>
	<ul style="list-style-type: none"> • Create ‘Neighbourhood Champions’ to support local communities and monitor contracts for the use and maintenance of green spaces. 	Service Improvement Team, Housing Management and Commercial Services	 <p>Bronze</p>
<p>Continue to develop the council website and digital services to increase access services</p>	<p>In line with the 2020/23 Housing Service Plan, we will do the following.</p> <ul style="list-style-type: none"> • Research examples from other organisations to find successful digital practice. • Explore the possibility of online forums or virtual meetings for the Green Group and Neighbourhood Champions. This action would reduce the need to travel and provide an accessible channel for residents to share their views. • Trial digital options to increase feedback from previously underrepresented groups. • Explore offering an online calendar which would include tenant-involvement and community activities. 	Service Improvement Team and Communications	 <p>Gold</p>
	<ul style="list-style-type: none"> • Explore developing an online version of our Homes and People newsletter. • Help volunteers be part of the Homes and People editorial group. 	Service Improvement Team and Communications	 <p>Gold</p>

Aim	Actions	Responsibility	Priority
Survey tenants and residents to help us plan and improve services	In line with the 2020/23 Housing Service Plan, we will do the following. <ul style="list-style-type: none"> • Measure our performance with organisations such as HouseMark. • Involve members of the Tenant’s Panel in designing the survey and deciding on action in response to the findings. 	Service Improvement Team	
Review the government standards that set out the expectations and outcomes that housing providers such as Waverley must achieve	In line with the 2020/23 Housing Service Plan, we will do the following. <ul style="list-style-type: none"> • Work with the Tenant’s Panel to review government standards. 	Service Improvement Team	
Promote the worth of all residents, regardless of income, wealth, age, disability, race, sex, gender or sexuality	In line with a council priority, we will do the following. <ul style="list-style-type: none"> • Offer a variety of training options to support all volunteers in their roles and their personal lives. • Encourage interested volunteers to gain a CIH qualification, with our help. • Provide training in IT skills. 	Service Improvement Team and the IT officer	
	<ul style="list-style-type: none"> • Consider tenant involvement in all areas of the Housing Service, using feedback to improve services and involve tenants in a meaningful way. 	All housing officers	

Waverley Equality Statement

‘For our communities to thrive we need feedback and engagement from as many different groups in our communities as possible. To fairly represent the population of our tenants. We are particularly concerned that we do not have any formal involvement from tenants under the age of 35.

‘Waverley do not discriminate and would like to encourage involvement from all who would like to get involved regardless of age, gender, sexual orientation, race, culture, religious beliefs or disability.’

The bee's knees

Climate Statement

‘All over the world, climate breakdown is causing serious damage, impacting on people and ecosystems – from rising sea levels, shrinking glaciers and dying coral to increasingly severe flooding, droughts, hurricanes and other extreme weather. Waverley Borough Council has responded by officially declaring a Climate Emergency. This commits the council to regard climate change as a serious threat that requires urgent action to reduce carbon emissions and conserve biodiversity. In 2021 we will be offering you the opportunity to take part in our Green Group. Working with you we will develop plans to help both the environment and nature in your local community.’

This page is intentionally left blank

WAVERLEY BOROUGH COUNCIL

LANDLORD SERVICES ADVISORY BOARD

30 JUNE 2022

Title:

CORPORATE PERFORMANCE REPORT
Q4 2021-2022 & END OF YEAR OUTTURN
(JANUARY 2022 – MARCH 2022)

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

Head of Service: Hugh Wagstaff

Key decision: No

Access: Public

1. Purpose and summary

1.1 The Corporate Performance Report, set out at Annexe 1, provides an analysis of the Council's performance for the fourth quarter of 2021-22 including the end of year outturn.

1.2 The Housing Service performance information has been extracted for the Landlord Services Advisory Board. The full performance report can be found on the council [website](#).

1.3 The report is being presented to each of the Overview and Scrutiny Committees and the Landlord Services Advisory Board for comment and any recommendations they may wish to make to senior management or the Executive.

2. Recommendation

It is recommended that the Board considers the performance of the housing service areas, and

- 1) identifies any areas for comment or further exploration, and
- 2) makes any recommendations to senior management or the Portfolio Holders for Housing as appropriate,

3. Reason for the recommendation

The quarterly review of the Council's performance and annual review of KPIS, is subject to internal as well as external scrutiny. This approach allows for a transparent assessment on how each service performs against its set goals and targets. It also allows Board members to raise any areas of concern to senior management and the Executive, which in turn drives service improvement.

4. Background

4.1 The Council's Performance Management Framework provides the governance structure to enable the delivery of the Council's objectives. Performance monitoring is conducted at all levels of the organisation, from the strategic corporate level, through the operational/team level, leading to individual staff performance targets.

The focus of this comprehensive report is the corporate level performance analysis. The data is collated at the end of each quarter and a broad range of measures have been included to provide a comprehensive picture, and these are:

- Key performance indicators
- Progress of Internal Audit recommendations
- Complaints monitoring
- Workforce data
- Financial forecasting
- Housing Delivery monitoring

4.2 The report is comprised of the corporate overview section with the Chief Executive's and Section 151 Officer's (Finance Director) comments, followed by service specific sections with Heads of Service feedback on the performance in their area. The report is used as a performance management tool by senior management.

4.3 Annexe One has been edited to provide performance related to the landlord service.

5. Relationship to the Corporate Strategy and Service Plans

Waverley's Performance Management Framework and the active management of performance information helps to ensure that the Council's Corporate Priorities are delivered.

6. Implications of decision

6.1 Resource (Finance, procurement, staffing, IT)

The report presents the performance status of a wide range of measures from across the Council, including the quarterly update on the budget position and staffing situation.

6.2 Risk management

The scrutiny process of key performance indicators, goals and targets, laid out in this report, allows for an ongoing assessment of potential risks arising from underperformance and the monitoring of improvement or mitigation actions put in place to address potential issues.

6.3 Legal

There are no legal implications arising directly from this report, however some indicators are based on statutory returns, which the council must make to the Government.

6.4 Equality, diversity and inclusion

There are no direct equality, diversity or inclusion implications resulting from 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.

6.5 Climate emergency declaration

The report does not have direct climate change implications. The service plans, the delivery of which is monitored through this report, were revised in January 2020 to take into consideration new environmental and sustainability objectives arising from the [Corporate Strategy 2020-2025](#) in light of the [Climate Emergency](#) introduced by the Council in September 2019.

7. Consultation and engagement

7.1 The report goes through an internal sign off process by the Senior Management Team. The external scrutiny stage starts with the Overview and Scrutiny Committees at the quarterly committee cycle and monthly Landlord Services Advisory Board, if required due to any substantial recommendations, travels to the Executive to seek its consideration and response.

7.2 The corporate key indicator set presented in this report gets reviewed on annual basis in January/February and travels to March O&S cycle in a stand-alone report, which then continues its journey to the Executive for approval in March/April ahead the new financial year. The service plans, which delivery gets monitored through this report, are reviewed on annual basis between September and November with the new proposals for the year ahead coming to January O&S cycle and travel next to the Executive for the formal approval.

8. Other options considered

Standing report on the Landlord Services Advisory Board and Overview and Scrutiny Committees Agenda, no further considerations required.

9. Governance journey

The Landlord Services Advisory Board will pass on their comments and recommendations to senior management and/or the Portfolio Holders for Housing, who will initiate any improvement actions where required.

Annexes:

Annexe 1 Q4 2021-22 Corporate Performance Report and End of Year Outturn Report - Landlord Services Extract

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(S):

Name: Nora Copping and Annalisa Howson
Title: Policy and Performance Officer and Housing Service Improvement Manager
Telephone: 01483 523 465 and 01483 523453
E-mail: nora.copping@waverley.gov.uk and annalisa.howson@waverley.gov.uk

Agreed and signed off by:

Legal Services: N/A – standing report
Head of Finance: Internal SMT meeting on 24 May 2022
Strategic Director: Internal SMT meeting on 24 May 2022
Portfolio Holders: Internal Executive Briefing meeting on 7 June 2022

This page is intentionally left blank



Corporate
Performance Report
Q4 2021/22 and
End of Year Outturn

Document Version: Final version

Last update: 23/06/2022 14:56

LANDLORD SERVICES EXTRACT: 20 June 2022

Lead Officer: Nora Copping
Title: Policy & Performance Officer
Telephone: 01483 523 465
Email: nora.copping@waverley.gov.uk

1 Performance Assessment with RAG Rating (Red, Amber, Green)

The Report content has been presented in a visual format and a further explanation of the RAG rating used throughout the report can be found in the tables below.

1.1 Performance Indicators RAG Rating per Status Type

Key Performance Indicators (KPIs) Status Types	Explanation of the Status Type
Data only or Data Not Available/ collection on pause (in Grey)	Data only indicators are those that monitor performance of an area which has not yet established performance patterns allowing an improvement target to be introduced, or those which are out of our direct control such as the number of queries we receive from our residents. We also indicate in grey, statistics for which we were not able to obtain up-to-date figures or areas for which the monitoring activity has been temporarily suspended/paused.
Green	The indicator has performed on or above a set target, no concern.
Amber	Up to 5% off target – Officers investigate the causes of underperformance to establish if an improvement action is required.
Red	More than 5% off target – Officers investigate the causes of underperformance to establish if an improvement action is required.

1.2 Service Plans, Internal Audit, Project Management

Action Status Types	Explanation of the Status Rating Type
Completed – on track (in Green)	Action was completed: <ul style="list-style-type: none"> on time, within the budget & resources achieving desired outcome.
On Track (in Green)	Action is on track to complete <ul style="list-style-type: none"> on time, within the budget & resources and expected to achieve desired outcome.
Completed – off track (in Amber)	Action was completed but off track meaning that: <ul style="list-style-type: none"> Was delivered not on time or/and Requiring additional budget or resources or/and Not fully achieving desired outcome
Off track – action taken / in hand (in Amber)	Action has fallen slightly off target: <ul style="list-style-type: none"> on time or/and budget or resources or/and or quality, however corrective/improvement actions are already being undertaken to bring it back on track.
Partially Completed	Action has not been fully achieved
Off track – requires escalation (in Red)	Action has fallen significantly off track: <ul style="list-style-type: none"> on time or/and budget or resources or/and quality and a managerial intervention/escalation is required in order to bring it back on track.
Cancelled (in Grey)	Cancelled Action Status indicates that we will no longer pursue delivery of this action.

Action Status Types	Explanation of the Status Rating Type
Deferred (in Grey)	Deferred Action Status indicates that the action will not be pursued at present but will/might be in the future.
Transferred (in Grey)	Transferred Action Status indicates that although the action was not yet fully completed its delivery will continue in the coming year or that the action ownership has now changed.

2 Corporate Dashboards – Summary of All Services

2.1 Performance Summary from the Management Board on Key Successes, Lessons Learnt, Areas of Concern – Q4 2021/22 and End of Year

2.1.1 Q4 2021/22 and End of Year Chief Executive's summary:

This is the performance report for the fourth quarter of the financial year, i.e., January to March 2022. It also serves as the end-of-year report. Details can be found in the service chapters.

The whole year was marked by the continuing challenge of supporting the community and public services during the global Covid-19 pandemic. The council team of councillors and officers has responded to this challenge with great dedication, commitment and professionalism. The social, economic and service consequences of the last two years continue, with regular pressure from Covid-related absences, particularly within our contracted waste and recycling service and renewed demand on Planning services. Performance in these high-profile services is improving, as can be seen later in this report. Full Council meetings were held at larger venues in Godalming and Farnham to enable social distancing and ventilation, while still available to view on our website. Committee meetings returned the Council Chamber once the Government's permission to allow online 'virtual' meetings (via Zoom or similar) lapsed in May 2021.

While 80.5 percent of service plan actions were completed, the quantity of key performance indicators flagged as 'red' throughout the year is concerning: i.e., those that are more than 5% off target. Our start-of-year targets remained essentially blind to the impact of the pandemic on service performance, and so a higher proportion of reds is not surprising. Explanations of performance against specific targets are within this report. Our financial forecast for the end of the year shows a modest favourable variance, without any call on the Covid impact contingency, due to careful cost control.

As reported in Overview and Scrutiny meetings, and in previous performance reports, our Where Work Happens project continues to provide a more flexible way of office working, taking advantage of the technology that we have used throughout the pandemic, but providing a better balance for customers and our workforce, most of whom value a return to office working and the important team contact that that entails. It also has potential to reduce carbon emissions and supports the future development of options for our sites in Godalming, supporting the town and reducing our costs.

Q4 highlights were:

- Waverley council and community responded to the crisis in Ukraine via the Homes For Ukraine scheme.
- The start of Waverley's new kerbside collection service for unwanted textiles and small electricals.
- The council prepared to implement the Government announcement of a £150 payment to homes in council tax bands A-D to help with rising energy bills.
- The Local Government Boundary Commission announced new ward boundaries for the borough council to take effect from May 2023.

Waverley Borough Council also paid its respects to Cllrs Brian Adams and Peter Isherwood who both sadly passed away.

Having commenced in the new role of Joint Chief Executive of Guildford and Waverley Borough Councils in December, I was pleased that both councils agreed new governance arrangements in March. These included the heads of terms for the inter-authority agreement and a Joint Governance Committee. This governance framework is an important building block for the collaboration. The processes for creating the Joint Management Team are now underway.

Looking ahead, the following are some key areas of focus and risk for the coming year:

- Mitigating the cost-of-living crisis and its impact on local residents and on the council, in terms of reducing income and higher costs associated with the rapid rise in inflation.
- Support to the community and to our Ukrainian guests amid the uncertainty of the war, and the associated increase in homelessness presentations.
- The inspection in July for the draft Local Plan Part 2.
- Challenges to our carbon neutral action plan from economic and supply chain pressures.
- Performance recovery as we move away from the initial immediate effects of the pandemic and lockdowns to whatever the 'new normal' will be.
- The potential for higher staff turnover, as we see in many organisations, pent-up during the pandemic.
- Implementing the council resolution on the creation of the Joint Management Team with Guildford Borough Council.

Working in public services at this time entails immense challenge. Medium term sustainability of local public services is at risk and requires us again to demonstrate the resolve and commitment that have been hallmarks of the councillor and officer team at Waverley.

Tom Horwood, Chief Executive

3 Service Dashboard – Housing Operations

(remit of Resources O&S)

This service area includes the following teams: Asset Management, Housing Management, Property Services, Rent Account and Senior Living. The service is also supported by the Service Improvement Team.

3.1 Key Successes & Lessons Learnt, Areas of Concerns

3.1.1 Summary from Head of Service – Q4 2021/22 and End of the year reflection

The team have seen a second unprecedented year, starting the year predominately working from home and gradually increasing face to face visits and meetings as guidance changed. The team have delivered a full range of activities and initiatives to provide services and respond to challenges. We reach the end of the year with a positive rent collection performance figure, improving responsive repairs service, additional housing management support and an evolving Landlord Service Advisory Board (LSAB).

During the year we have promoted the ongoing professional development of the team, by offering Chartered Institute of Housing (CIH) membership and funding for qualifications. I am delighted to report that ten officers have successfully completed qualifications, this year, to support the professional delivery of services. Congratulations to Matt Alexander, Adrian Bryant, Peter Buzwell, Rhiannon Dunkey, Paul Harrington, Robert Killick, Heather Rigg, Timothy Hopper, Drew Roberts and Timothy Tyler.

In October 2021, the council pledged to support five to ten refugee families from Afghanistan into housing over the next two years, through the Home Office Resettlement programme. The first family were housed in November 2021 and we welcomed second Afghan family, in March 2022. There was a four month delay from central government allocating a family to the home Waverley had identified in December. On the 29 March, the Home Office gave reassurances that they had “significantly increased capacity with the matching team”. A third home was identified and work commenced to ensure suitability.

The Refugee Support Worker been in post since October 2021 working with the government agency to receive nominations and support families to settle in the borough. Homes have been identified through council housing, and additional homes are being sought from the private rented sector but there are challenges with securing affordable and longer term lets to give stability. The two families have successfully begun to establish themselves in their neighbourhood and community, through accessing school and nursery placements, volunteer support, English lessons and making social connections.

A major procurement project, for the responsive repairs service, was completed during 2021/22 with the successful appointment of Ian Williams. During Quarter Four the team worked with a range of internal project teams (including customer services and IT) to mobilise the contract which commenced on 1 April 2022. Initially feedback is positive with an increased number of operatives and dedicated planners for the Waverley Contract.

The team have completed a range of fire safety works, to address failures, identified at a senior living scheme, during a routine Fire Risk Assessment in June 2021. Surrey Fire and Rescue Authority were notified accordingly, and an enforcement notice was served in July 2021. The team worked promptly to resolve immediate issues and to procure works to mitigate the risks. Work to remove the timber ceiling, install a new fire alarm system and compartmentation have been completed and all fire safety works were finalised in April 2022. The Planned Works team have arranged internal redecoration to

be completed. I would like to thank the residents for their understanding and patience with the intrusion of works and visitors as we ensured their safety.

The Housing service secured £114k of additional government funds, through the Contain Outbreak Management Fund (COMF) during 2021/22. The money provided an additional resource to help respond to the outcomes and consequences of the Covid-19 pandemic.

The funds have provided support for vulnerable groups and targeted community interventions through six housing projects. The majority of the fund has secured additional Housing Management support with the appointment of two floating support officers. The pandemic “stay at home” rule meant that people were at home for prolonged periods of time, with neighbours in close proximity, at a time of stress, which has resulted in an increase in the number of neighbour nuisance and anti-social behaviour and reports and mental health issues. Other initiatives included funding additional services including gardening, assisted bin collection, communal cleaning, meditation and mentoring. The funds also supported nil rent on two community rooms to those providing covid response activities for 18 months. The COMF is expected to continue into 2023/23 to extend the period of floating support, assisted bin collection, community room rent and additional cleaning. The use of the fund will be reviewed every three months.

The LSAB has continued to grow and develop and receive a range of reports at monthly Board meetings which reflects the key areas of work completed by the team. The Board reviewed the Housing Revenue Account budget, Housing Operations Service Plan and quarterly performance reports, engaged in consultation for the Regulator of Social Housing Tenant Satisfaction Measures, the Housing Asset Management Strategy and Affordable Homes Delivery Strategy

The Board also reviewed the Senior Living Consultation results, from a survey in December and supported the proposal to commence consultation on the use of flexible tenancies, following a review of their use. The LSAB is held on the third Thursday of the month, agendas, reports and minutes are published on the Council website. The meetings are open to all, to attend in person or via zoom and are live streamed and recorded.

The Service Improvement team are also keeping a watching brief on the developments of the Housing Ombudsman Service and Regulator of Social housing as progress is made in delivering the Charter for Social Housing Residents White Paper. Engaging with consultations and briefings on Tenant Satisfaction measures, draft regulatory clauses to guidance and proposed standards.

I wish to acknowledge the Rent Accounts Team as the Star Team for Quarter Four. The team have maintained the rental income collection during a challenging year. At the end of financial year the total arrears were £237k, 0.79% arrears of £29.6m estimated rent roll, compared to £278k, 0.96% at the end of 2020/21.

The team work with tenants in financial difficulties to assist and signpost to access funds and charity services available. Working closely with Housing Benefit for discretionary housing benefit payments, receiving £39,800 in 2021/22, and the Communities Team to access £31,400 Household Support Fund (HSF) for tenants. 52 tenants were assisted through the HSF from a £52 payment to meet a week’s rent following hospitalisation, to £1,700 for a tenant who was the victim of financial abuse and needed to downsize. This national fund has been extended into 2022/23 for six months. Therefore the new HRA hardship fund is not expected to be needed as originally anticipated. The team will continue to assist tenants to seek all funds available and will refer to the HRA hardship fund as a last resort.

In conclusion, we have seen a number of successful projects hit milestones and completions that will enable us to deliver services, including (in no particular order); the procurement of Responsive Repairs and Voids contract; development of a Housing Asset Management Strategy; undertaking STAR survey (Satisfaction of Tenants and Residents); within Senior living schemes resolved a longstanding

legionella case and improved fire safety; the implementation of Tenant Involvement Strategy and Rent policies; publishing tenants newsletters and celebrating 25+1 years of the Tenants Panel.

I believe we can continue to build on these successes to maintain and improve services. The team have commenced individual annual performance agreement meetings and are focussed on delivering the 2022/23 service plan.

Hugh Wagstaff, Head of Housing Operations

3.2 Key Performance Indicators Status

3.2.1 Table of Service Specific Performance Indicators presenting data for the five past quarters and their performance against the target

KPI	Description	Data Type	Q4 20-21	Q1 21-22	Q2 21-22	Q3 21-22	Q4 21-22	Q3 Target
HO1	Total current tenants rent arrears as a percentage of the total estimated gross debit (lower outturn is better)	%	0.96% / 0.7% target	0.87%	0.96%	1.18%	0.79%	1% (New target Q1 2021/22)
HO2	Average number of working days taken to re-let 'normal void' property (lower outturn is better)	Days	36	26	29	28	26	20
HO3	Percentage of annual boiler services and gas safety checks undertaken on time (higher outturn is better)	%	99.4%	99.9%	100.0%	99.9%	99.5%	100%
HO4 *	Responsive Repairs: How would you rate the overall service you have received? (Tenants' view of the service) (higher outturn is better)	%	N/A	N/A	N/A	N/A	N/A	93%
HO4b	Responsive Repairs: Average number of days to complete a repair (lower outturn is better)	Days	New PI April 2021	14	15	15	40	7
HO5 *	Responsive Repairs: Was repair completed right first time? (Tenants' view of the service) (higher outturn is better)	%	N/A	N/A	N/A	N/A	N/A	78%
HO5b	Responsive Repairs: Percentage of jobs not completed within 28 days (lower outturn is better) *	%	New PI April 2021	22%	15%	32%	39%	10%
HO6 *	% of tenancy audits completed against scheduled appointments in a quarter.	%	N/A	91%	N/A	N/A	N/A	97%

* Suspended until April 2022. The collection of data to be restarted from Q1 2022-23.

3.2.2 Comment:

The team have continued to be challenged during the year with the aftermath and ongoing impact of pandemic on tenants' income and contractors' resources.

HO1 At the end of March the Rent Accounts team successfully achieved KPI target with a total arrear of £237k, 0.79% arrears of £29.6m estimated rent roll, compared to £278k, 0.96% at the end of 2020/21.

HO2 The team let 48 homes in Quarter Four and a total of 241 normal relets in 2021/22. There has been fluctuating performance during the year with the previous contractor and pandemic backlog, interim contract mobilisation and resources issues. During January and February the team achieved target. As at 31 March there were 20 normal voids, 11 of which have been vacant for over 20 working

days. The new responsive repairs and voids contract started in April with a dedicated voids direct labour team. The team are expecting to see continuous improvement in performance to relet homes promptly to provide homes to those in need and maximise rental income.

HO3 There were 22 homes without gas certificates at the end of March, this under performance presents a risk to the health and safety of tenants. The team are working closely with our contractor to rectify the poor performance and to reduce the backlog caused by a booking issue and lack of operatives. As at 6 May, 16 of the 22 outstanding have had their checks, a further two are booked and are being escalated.

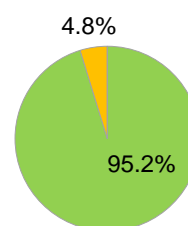
HO4b and HO5b – The team have been working closely with the responsive repairs contractor to clear a range of outstanding jobs, before the commencement of the new contract on 1 April 2022. The interim contractor inherited outstanding repairs from the outgoing contractor in January 2020 and a backlog of repairs accrued during the pandemic. The performance indicators have risen due to the completion of these outstanding jobs with extended timescales. For example there were many overdue roofing jobs due to challenges in appointing operatives. The majority of legacy jobs have now been completed and the new contract started on a good footing.

3.3 Service Plans – Progress Status

3.3.1 Summary Table and Pie Chart

Housing Operations - End of year progress assessment

Progress per Status	No of Action	Percentage %
Completed - on track	20	95.2%
Completed - off track	1	4.8%
Partially completed	0	0.0%
Cancelled / Deferred / Transferred	0	0.0%
Total	21	100%



Comment: At the end of the 2021/22 financial year 95.2% of actions were completed. Only one action was completed off track and the details were listed in the table below.

3.3.2 Detailed Table presenting specific Service Plans actions on exception basis

Code	Title	Planned Start Date	Original Due Date	Final Outcome	Complete by date	Final Closing Comment
SP21/24HO 2.1	Procure, design and project manage comprehensive satisfaction survey - STAR (Survey of Tenants and Residents) to inform the service improvement plan.	01-Apr-2021	30-Jun-2021	Completed - Off track (100%)	21-Sep-2021	Fieldwork was completed in May /June 2021 with the report received on the 30 July 2021. The findings were presented to Housing O&S Committee in September 2021 Agenda item 9 and shared/discussed with tenants at September Socials. Original due date June 2021, action completed slightly off-track.

3.4 Internal Audit Actions Progress Status

At the end of fourth quarter there were no outstanding Internal Audit Actions for this service area.

3.5 Complaints Statistics

3.5.1 Table presenting statistics of Level 1 complaints for this service area for the past five quarters

Q4 21-22 Housing Operations – Level 1 Complaints

KPI	Description		Q4 20-21	Q1 21-22	Q2 21-22	Q3 21-22	Q4 21-22	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	20	16	22	21	29	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	17	15	21	19	25	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	85%	94%	95%	90.48%	86%	95%

3.5.2 Table presenting statistics of Level 2 complaints for this service area for the past five quarters

Q4 20-21 Housing Ops - Level 2 Complaints

KPI	Description		Q4 20-21	Q1 21-22	Q2 21-22	Q3 21-22	Q4 21-22	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	11	8	6	5	7	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	11	8	6	5	7	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	100%	100%	100%	100%	100%	95%

3.5.3 Summary Comment on the statistics

Four level one complaints were not answered within timescale. Of these cases all were responded to within 15 working days. The complaints were generally out of target due to the complexity of investigations and delay in external responses. However the complainants were advised of the extended timeframes and kept informed.

3.6 Finance Position at the end of the quarter

3.6.1 Housing Operations General and Revenue Accounts Tables

General Fund Account					
Services	Opening Budget £'000	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
Housing Operations – Refugee Support					
Expenditure	0	69	0	0%	-
Income	0	-139	1	0%	Adverse
Housing Operations Total	0	-70	1	-1%	Adverse

Housing Revenue Account					
Services	Opening Budget £'000	Approved Budget £'000	Variance £'000	% Variance	Adverse/ Favourable
Housing Operations					
Expenditure	26,126	22,043	-506	-2%	Favourable
Income	-34,132	-34,516	304	-1%	Adverse
Housing Operations Total	-8,007	-12,473	-202	2%	Favourable

3.6.2 Summary Comment

This is a Q4 estimate and not a final outturn position as finance are still working through year end transactions. The full financial outturn report will be taken to the Executive and the Council in July 2022.

The General Fund budget related to the Afghan and Syrian Refugee Projects. The expenditure is met by central government grant funding.

Staff savings in HRA above vacancy target form £174k of the above savings. There are also savings on legal fees and insurance.

4 Service Dashboard – Housing Delivery and Communities

(remit of Resources O&S)

This service area includes the following teams: Housing Development, Housing Options, Private Sector Housing, Service Improvement and Communities.

4.1 Key Successes & Lessons Learnt, Areas of Concerns

4.1.1 Summary from Head of Service – Q4 2021/22 and End of the year reflection

Housing Delivery

In spite of increasing challenges throughout the year, including losing a key development officer and finding it very difficult to recruit, the **Housing Development Team** continues to make steady progress in delivering the new build programme,

Following concerns raised by some tenants about poor drainage in their rear gardens at Whitebeam Close (Site A), Ockford Ridge, consultants have investigated, and remediation works are being undertaken by the contractor. The contractor plans to install further drainage to help remove the water which remains despite completed remediation works.

All 17 homes have now been handed over at Laurel Close (Site B).

Demolition has been completed at Site C. The tendering process for the build contract is nearing completion. Thakeham Partnerships has been identified as the preferred contractor to deliver 30 homes on Site C. A Pre-construction Services Agreement is in place to facilitate design work. Start on site is expected in late Spring 2022

An Employers Agent has been appointed for Site E. The site is particularly challenging, and a build contractor will be appointed to develop and deliver the scheme. Engagement with owner occupiers who share boundaries with the site continue to facilitate survey work and address encroachment.

Officers continue to work up proposals for Site F – there is one tenant left to move. Officers continue to work up proposals for Site F and the final tenant is expected to move into their new home at Ockford Ridge in early April.

Work has commenced on the next refurbishment phase – seven homes. Officers continue to engage with one tenant, due to decant from their home whilst deep retrofit works are completed. Final draft tender documentation is under review before issue in April or May 2022.

Tendering for a build contractor is nearing completion for five sites in Chiddingfold: Hartsgrove, Pathfields (x2), Queens Mead and Turners Mead, with start on site expected later in 2022. Pre-Construction Services Agreement has been entered into with the contractor, W Stirland, to facilitate design works.

Parkhurst Fields, Churt, has been granted planning permission. Feedback now received from planning officers regarding Crossway Close. The two sites will be tendered as one package (subject to planning permission for Crossway Close being granted).

Final issues with the footpath at the site at Aarons Hill, Godalming, have been resolved. A build contractor has now been appointed (Ermine Construction). The new homes delivered will be carbon neutral/net zero in operation.

All surveys and reports are being prepared to inform designs and preparation for a planning application for Springfield, Elstead. Officers continue to engage with Ward Councillors, Elstead Parish Council and Surrey County Council as well as supporting tenants affected by the proposed redevelopment scheme.

Further pre-application advice to be sought from planning officers on the developed designs for the site. Officers will arrange a visit to Site B Ockford Ridge for Ward and Parish Council members.

The new modular homes at Badgers Close, Farncombe, were manufactured in a factory and delivered to site by the Council's contractor, Beattie Passive. The tenants are being supported by the Council's Rough Sleeper Support Officer.

At Riverside Court, Farnham, planning permission was granted for an extension and alterations to an existing flat to provide two new one-bedroom flats, and at Downhurst Road, Ewhurst, surveys have been commissioned to inform the design and future planning application for this site. Engagement with the leaseholder continues.

The Council has recently acquired four new properties at The Green, Ewhurst, built by Brookworth Homes. There are other sites in progress. Properties being advertised by the Homechoice Team ahead of handover of four new homes expected mid-April. There are other sites in progress.

The Housing Revenue Account (HRA) Business Plan, presented to the full Council meeting on 22 February 2022, stated that a strategic review will be undertaken of the 30-year HRA Business Plan during 2022/23. The review will determine the scope and direction of the Council's development programme.

The Housing Strategy and Enabling Team continued to progress a new Affordable Homes Delivery Strategy. Between January and February 2022 stakeholders were consulted including Town and Parish Councils, affordable housing providers, developers, partner organisations, residents (including those living in, or in need of, affordable housing), local businesses and employers.

The Landlord Services Advisory Board and Services O&S committee were consulted. The majority of respondents supported the rent caps proposed. (**Note:** the final Strategy was adopted by full Council on 26 April 2022).

The team set up an officer Affordable Housing Viability Project Group to monitor and scrutinise every planning application where a viability argument is made to reduce or remove affordable housing, before these are presented to committee and also fed into a national roundtable discussion on First Homes run by the Chartered Institute of Housing to raise concerns about the affordability of this tenure.

Officers worked with Legal and Planning Services to produce a briefing note for Members on Affordable Housing Additionality, which is becoming more common due to Homes England funding being made available for additional affordable housing.

Planning permission was granted for 73 new affordable homes during the quarter, including for Waverley's Riverside Court scheme.

Work started on site on 39 affordable homes in quarter 4: 35 at Sturt Farm, Haslemere (Stonewater) and 4 at Aarons Hill, Godalming (Waverley BC)

Eighty-two affordable homes were completed during Quarter 4 by our affordable housing partners, A2, Aster, Clarion, Southern and VIVID.

The team worked with Legal on the detail of the S106 agreement for Coxbridge Farm, Farnham. This is a large strategic site in the Local Plan providing 320 homes, of which 96 will be affordable.

The Housing Options and HomeChoice Teams

The Homechoice Team has continued to advertise and let social housing tenancies and, along with the Options Team, manage the Council's Housing Register. At the end of March 22 there were 1079 applicants on the Housing register – compared to 1021 in March 2021.

The Homechoice Team will be implementing an IT upgrade during 22-23 and continuing to build on the success of the Easy Move/Transfer Officer work that encourages those under occupying family sized homes to move to smaller accommodation to release much needed larger homes.

The Overview and Scrutiny Housing Allocations Task and Finish Group completed its review of the Council's Housing Allocation scheme, and a final report is being drafted and will be presented at a future Services O&S Committee.

For the update on the work of the Service Improvement Team, please see the Housing Operations Performance Report.

Andrew Smith, Head of Housing Delivery and Communities

4.2 Key Performance Indicators Status

4.2.1 Table of Service Specific Performance Indicators presenting data for the five past quarters and their performance against the target

KPI	Description	Data Type	Q4 20-21	Q1 21-22	Q2 21-22	Q3 21-22	Q4 21-22	Q4 Target
HD2	Number of Affordable homes - Granted planning permission (Data only - higher outturn is better)	No.	4	105	4	0	73	Data only
HD4b	Number of affordable homes delivered by the Council (gross) (Data only - higher outturn is better)	No.	New sub-KPI to HD4	3	0	2	0	Data only

4.2.2 Comment:

A solid number of homes were completed during the fourth quarter, giving a total of 192 for the year. Although the Council only delivered five homes, the 17 homes at Laurel Close (Ockford Ridge) were handed over in April 2022, and considerable work continued throughout the year to enable sixty homes to start on site in Spring 2022.

4.3 Finance Position at the end of the quarter

4.3.1 Housing Revenue Account Table

Housing Revenue Account					
Services	Opening Budget £'000	Approved Budget £'000	Variance £'000	% Variance	Adverse/Favourable
Housing Delivery & Communities					
Expenditure	1,366	1,387	-249	-18%	Favourable
Income	-752	-752	75	-10%	Adverse
Housing Delivery & Communities Total	613	635	-174	-27%	Favourable

4.3.2 Summary Comment

This is a Q4 estimate and not a final outturn position as finance are still working through year end transactions. The full financial outturn report will be taken to the Executive and the Council in July 2022

The savings above mainly relate to staffing savings. There are also IT project savings of £19k above which are planned to be delivered in 2022/23..

This page is intentionally left blank

WAVERLEY BOROUGH COUNCIL

LANDLORD SERVICES ADVISORY BOARD

30 JUNE 2022

Title:

Proposed amendment to Terms of Reference and number of members

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

Head of Service: Robin Taylor, Head of Policy and Governance

1. Purpose and summary

1.1 At its meeting on 19 October 2021, the Council agreed to adopt a protocol for the establishment of Executive Working Groups; and established the Landlord Services Advisory Board under that protocol. This report proposes an update to the Terms of Reference of the Board.

2. Recommendation

2.1 That the Landlord Services Advisory Board recommend to the Executive that the amended Terms of Reference, as attached at Annexe 1 to this report, be agreed.

3. Reason for the recommendation

3.1 To ensure that the Terms of Reference of the Landlord Services Advisory Board are up to date and fit for purpose.

4. Background

4.1 At its meeting on 19 October 2021, the Council agreed to adopt a protocol for the establishment of Executive Working Groups; and the establishment of the Landlord Services Advisory Board. Since the first meeting of the Board, the Leader of the Council delegated certain housing related decisions to the Co-Portfolio Holders for Housing and the Terms of Reference should be updated to reflect that the Board may be making recommendations to either the Executive or the Co-Portfolio Holders.

4.2 The Board will also note that, following a resignation, there was a vacancy on the Board for part of 2021/22. Therefore, it is proposed to increase the Councillor membership from 3 to 4, to ensure sufficient Councillor representation at the meetings; and to increase the co-opted members from 3 to 4 to ensure equality of representation on the Board between Councillors and tenants/leaseholders.

4.3 The original Terms of Reference stated that the Board would meet 5 times a year. It was subsequently felt that this should be increased to meeting monthly, except

the month of August, and the Board been meeting monthly for some time so it is proposed that the Terms of Reference are amended to reflect this.

The proposed changes to the Terms of Reference are attached at Annexe 1 to this report.

5. Relationship to the Corporate Strategy and Service Plan

- 5.1 The recommendations in this report contribute to the Council's commitment to open, democratic and participative governance.

6. Implications of decision

6.1 Resource (Finance, procurement, staffing, IT)

There are no resource implications arising from this report.

6.2 Risk management

None for the purposes of this report.

6.3 Legal

The Council's Constitution enables the Executive to create and appoint to Executive Working Groups, and the responsibility for amending the terms of reference of any working groups set up under the protocol falls to the Executive.

6.4 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.

6.5 Climate emergency declaration

There are no implications for the council's environmental and sustainability objectives arising from this report.

7. Consultation and engagement

- 7.1 None for the purposes of this report.

8. Other options considered

- 8.1 The Executive could choose not to establish a working group. However, it is felt that due to the current financial pressures on residents, that establishing a working group which would make recommendations to the Executive is the most efficient and effective approach.

9. Governance journey

- 9.1 The amended Terms of Reference, and any comments of the Board, will be reported to the next available meeting of the Executive for approval.

Annexes:

Background Papers

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

CONTACT OFFICER:

Name: Louise Fleming

Position: Democratic Services and Business Support Team Manager (Deputy Monitoring Officer)

Telephone: 0148 3523517

Email: louise.fleming@waverley.gov.uk

This page is intentionally left blank

~~Annexe 3 – Landlord Services Advisory Board Terms of Reference~~**HOUSING LANDLORD SERVICES ADVISORY BOARD**

The Council has established a Landlord Services Advisory Board under the Executive Working Group protocol to promote tenant and leaseholder engagement in decisions relating to the Council's housing stock and to provide assurance of the Council's commitment to the Charter for Social Housing Residents.

The Board will consist of:

- The Executive Co-Portfolio Holder with responsibility for Housing (Operations) (Chairman)
- ~~Three~~ Four non-Executive members (politically balanced where possible)
- ~~Three~~ Four co-opted members, two of which will be Waverley tenants, and ~~one~~ two which will be a Waverley lease-holders. The Vice-Chairman will be elected from the co-opted members.

Co-opted members of the Board will be selected from the Tenants Panel (via application and interview process) during year 1, with arrangements for elections of co-optees to be developed and agreed by the Board by the first anniversary of its constitution.

Substitutes are not permitted.

The Board will normally meet ~~5 times a year~~ once a month, except the month of August, co-ordinated with meetings of the Overview and Scrutiny Committees and Executive, but the Chairman may call ad hoc meetings as required.

Meetings of the Board will normally meet in ~~the absence of the press and public, unless the Board agrees alternative more flexible arrangements for part or all of its meetings.~~

Specific terms of reference

The Landlord Services Advisory Board will receive reports on matters relating to the Council's landlord functions. These will include:

- The HRA Business Plan and budget, the Housing Delivery Programme, and the Housing Service Plan
- Other matters relating to the delivery of the housing landlord function, with an emphasis on meeting the requirements of the Charter for Social Housing Residents
- Reviews of existing policies or the introduction of new policies relating to or affecting Council's tenancies
- Matters relating to tenant scrutiny and challenge as part of delivering co-regulation of the housing landlord service
- Performance of the housing landlord function

Where those reports relate to items which will be submitted to the Council's Executive or to the Co-Portfolio Holders for Housing exercising their delegated authority, the comments and recommendations of the Landlord Services Advisory

Board will be submitted to the Executive or Co-Portfolio Holders for Housing with the officer report.

The Landlord Services Advisory Board has an advisory role only and cannot itself take decisions.

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 2021	<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 2021					
	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 2022					
	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 2022					
	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	Reason	LSAB action	Decision by	Decision date
24 February 2022					
	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
	Outcome – Board questioned methodology and if service meeting published commitments. Recognised draft action plan but requested further in depth review to ensure service fit for the future. Head of Housing Operations to scope project. Senior Living Service to be standing item on LSAB agenda.				
	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
	Outcome – report postponed. Financial information to be included in Q3 Performance report due March 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
	Outcome - Board unanimously agreed to advise the Portfolio Holder to commence implementation plan and consultation to end the use of flexible tenancies and review conditions of tenancy. Project plan and tenancy conditions, policy and strategy to be presented to Board Spring/Summer dates tbc.				

Meeting date	Report	Reason	LSAB action	Decision by	Decision date
31 March 2022					
	Introduction to TLF (The Leadership Foundation) responsive repairs feedback contractor	Meet contractor and raise awareness of survey methodology and performance reports	Identify any areas wish to comment, explore or examine further and agree reporting cycle. Feedback to Operations Manager	Board	At meeting
Outcome – Board advised of project and pilot. To receive KPIs on tenants satisfaction during the year					
	Asset Management Strategy	To review draft strategy key themes and commitments	Feedback comments to Portfolio Holder for Housing and recommend LSAB ongoing monitoring and Council adoption	Council	April
Outcome – Board recommended an Executive Summary be developed, that the Executive approves the Housing Asset Management Strategy for adoption by the Council and the Board monitors the implementation of the strategy.					
	Q3 Performance report	Review and consider current performance and consider 2022/23 KPIs	Identify any areas wish to comment on, explore or examine further. Feedback comments to Head of Housing Operations	Board	Ongoing
Outcome – Board congratulated the team on performance and recommended the Co-Portfolio Holders request capital budgets in 2022/23 Q reports and the approval of 2022/23 KPIs.					
	Senior Living Service	To provide verbal progress report on actions following consultation	To comment service review and action plan to Senior Living Manager	Board	Ongoing
Outcome – action plan share with Board and agreed monthly updates on progress against plan.					

	Tenancy Review Project	To provide verbal progress report on project inc proposed amendments to tenancy conditions	To comment on project and advice on tenant consultation. Feedback comments to Service Improvement Manager	Board	Ongoing
	Outcome – Board advised of consultation process and discussed proposals to change to tenancy conditions.				

Meeting date	Report	Reason	LSAB action	Decision by	Decision date
28 April 2022					
	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
	Outcome – Board pleased to hear progress and commitment to Waverley contract. Action – to circulate powerpoint presentation and Kris Shipway be invited to attend September meeting.				
	LSAB req report Garages	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 Strategic Asset Manager	Board	At meeting
	Outcome – Board resolved to request a service plan action and budget for garage appraisals in 2023/24.				

	Tenancy Review Project	To provide progress report on project and consider proposed Tenancy Policy and Tenancy Strategy	Feedback comments to Service Improvement Manager	Board	Ongoing
	Outcome – Board noted update and supported proposed changes to Tenancy Policy and Tenancy Strategy				
	Senior Living Service	To provide (verbal or written) progress report on actions following consultation	To comment service review and action plan to Senior Living Manager	Board	Ongoing
	Outcome – Board noted update and letters to be distributed w/c 2 May 2022				

Meeting date	Report TBC	Reason	LSAB action	Decision by	Decision date
26 May 2022					
	Tenancy Review project – self assessment against Regulatory Tenancy Standard	To provide written progress report on project and regulatory context	Feedback comments to Service Improvement Manager	Board	Ongoing
	Outcome – Board noted self assessment and sought assurance on promotion and accessibility of mutual exchange service and suggested mutual exchange inspections be included asset records.				
	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

	Outcome – Board thanked team for work and requested senior managers ensure that recruitment and retention of staff is addressed. Officers to report back on HRA Hardship Fund guidance.				
	Tenants Panel – Garden Waste Collection	To consider cost and scale of service	To identify issues to raise with Executive	Board	At meeting
	Outcome – The Board agreed that consideration should be given to possible concessions for those on Universal Credit and the Head of Housing Operations agreed to draft a note for the Portfolio Holder to consider issues raised on report.				
	Head of Housing Operations Matters Arising	To consider live operational and strategic issues	To consider areas for further review and future reports	Board	At meeting
	Outcome – Board noted issues regarding gas safety checks, decoration following fire prevention works and stock condition survey plans. HofHO to report aback monthly.				

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
30 June 2022					
	Tenancy consultation findings inc Agreement	To review findings from tenancy agreement consultation	Advice HofH and PH to serve statutory notice to amend tenancy conditions	Hof H in consultation with Portfolio Holder for Housing	June
	Tenancy Policy	Review and comment on draft document	Advice HofH and PH to adopted updated Tenancy Policy and stop use of flexible tenancies	Hof H in consultation with Portfolio Holder for Housing	June
	Tenancy Strategy	Review and comment on draft document	Advice HofH and PH to request Exec recommend adoption of Tenancy Strategy and stop use of flexible tenancies	Council	July
	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	Board	At meeting

	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
	Head of Housing Operations Matters Arising	To consider live operational and strategic issues	To consider areas for further review and future reports	Board	At meeting

Meeting date	Report TBC	Reason	LSAB action	Decision by	Decision date
28 July 2022					
	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
	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
	Review of HRA Hardship Fund	Review objectives, take up, costs and outcomes of scheme	Identify any areas wish to comment on, explore or examine further and agree	Board	At meeting

			reporting cycle. Feedback comments to Rent Accounts Manager		
	Property Services Roadmap and action plan	To gain awareness of the Property services work plan future projects and challenges	Identify any areas wish to comment on, explore or examine further and agree reporting cycle. Feedback comments to Operations Manager		
	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
	Senior Living Service	To provide (verbal or written) progress report on actions following consultation	To comment service review and action plan to Senior Living Manager	Board	Ongoing

Meeting date	Report TBC	Reason	LSAB action	Decision by	Decision date
29 September 2022					
	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	Hof H in consultation with Portfolio Holder for Housing	October
	Senior Living Service	To provide (verbal or written) progress report on actions following consultation	To comment service review and action plan to Senior Living Manager	Board	Ongoing
	IT review of databases and digital services	Review and consider current performance and proposed actions	Feedback comments to Service Improvement Manager	Board	at meeting
	Presentation from Responsive Repairs and Voids contractor	Meet contractor, review performance against service promises.	Identify any areas wish to comment on, explore or examine further and agree	Board	At meeting

			reporting cycle. Feedback comments to Operations Manager		
--	--	--	--	--	--

Meeting date	Report TBC	Reason	LSAB action	Decision by	Decision date
27 October 2022					
	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	Board review Council adopt new SP	Feb 2023
	Housing Asset Management Strategy Implementation Progress report	Monitor implementation of strategy agreed April 2022 to effectively and efficiently manage and maintain homes	Feedback comments to Strategic Asset Manager	Board	

Meeting date	Report	Reason	LSAB action	Decision by	Decision date
24 November 2022					
	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 - included AMS report
- Intro to Housing Development - inc in Q performance reports
- Intro to Housing Management – tbc July/Sept report
- Intro to Property Services –included March and April report
- Intro to Compliance – tbc July/Sept report
- Intro to Rent Accounts Team – May report
- Intro to Senior Living - 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 quarter include or expand upon in Quarterly performance reports

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 projects and other projects – 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