

LANDLORD SERVICES ADVISORY BOARD

Thursday, 28 July 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

To agree the notes of the previous meeting.

Notes for 30th June 2022 are to follow.

3 Declarations of interest

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

4 Financial Out turn report 2021/22 - Housing Revenue Account and Business Plan (Pages 3 - 12)

5 Property Services procurement update presentation

The presentation will be introducing the role of the Operational Support Officer (Commissioning) and the work that is currently being undertaken across Property Services as procurement tasks are reviewed. The presentation will focus on the Property Services procurement toolkit, current procurement priorities, future deliverable and risks factors.

6 HRA Hardship Fund Update (Pages 13 - 18)

7 Board terms of reference (Pages 19 - 24)

- 8 **Q1 Performance report** (Pages 25 - 30)
- 9 **Co-Portfolio Holder Verbal Update on Garden waste charges**
- 10 **Work programme** (Pages 31 - 48)
- 11 **Date of next meeting**

WAVERLEY BOROUGH COUNCIL

LANDLORD SERVICES ADVISORY BOARD

28 JULY 2022

Title:

FINANCIAL OUTTURN 2021/22
HOUSING REVENUE ACCOUNT (HRA) BUSINESS PLAN

Portfolio Holder: Cllr Mark Merryweather, Portfolio Holder for Finance, Assets & Commercial Services and Cllr Paul Rivers, Co-Portfolio Holder for Housing

Head of Service: Peter Vickers, Head of Finance and Property and Hugh Wagstaff, Head of Housing Operations

Key decision: Yes

Access: Public

1. Purpose and summary

- To report the financial outturn (the performance against budget) for the year 2021/22 for the Housing Revenue Account against revenue and capital budgets.
- To alert board members to emerging pressures and risks to the 2022/23 budget
- To note the ongoing strategic review of the HRA Business Plan

This report contains the following Annexes:

Annexe One – HRA revenue outturn 2021/22 summary

Annexe Two – HRA core capital outturn 2021/22 summary (planned works)

Annexe Three – HRA core capital outturn 2021/22 summary (housing delivery)

2. Recommendation

2.1 That the Board:

- i. note the 2021/22 outturn position for the HRA including the agreed budget carry forward amounts,
- ii. note the emerging pressures and risks set out in the report, and
- iii. identify any areas for further review and consideration for budget setting 2023/24

3 Reason for the recommendations

3.1 Reporting the financial outturn builds on the quarterly monitoring during the year and shows the extent to which the Council has kept within its income and expenditure budgets, demonstrating transparency and good governance.

3.2 This report follows up on actions identified in the budget report agreed by Council in February. It should be noted that the HRA business plan strategic review is underway and will be reported to the Executive, via Landlord Services Advisory Board and scrutiny committee, in the autumn.

4 Outturn Position 2021/22 – Housing Revenue Account

4.1 A summary of the HRA revenue outturn is shown at Annexe One. In total, there was a net underspend of £319k after allowing for agreed budget carry forwards. [Note + is an overspend or under achievement of income and – is a saving or over achievement of income]

4.2 The underspend of £319k represents a 3% movement from against the total service budget of £12million. This compares to a figure of £41k reported at Q3. The underspend was regularly reviewed during the year but increased unexpectedly in the last quarter due additional grant funding for staffing and services related to the impact of covid.

4.3 A summary of the main variations from the 2021/22 budget are listed below:

Budget item	Variance from latest budget 2021/22 £'000
Staff costs	-204
Other costs	-221
Income from fees and charges	-12
Other income	-18
Rent income	136
Total	-319

4.4 The underspend of staff cost had an impact on service delivery in particularly on capital projects eg new homes and replacement kitchen bathrooms and roofs.

4.5 Other costs include a reduction in forecast overspend on repairs and reduction in the general fund recharge to HRA eg savings on legal fees and insurance during the year.

4.6 The variance in rent income is due to a miscalculation in the rental income due.

4.7 The approved HRA carry forward items and amounts were noted in the Quarter 4 Performance Report and totalled £65k. Carry forward items are activities and budgets planned for 2021/22 that will now be completed in 2022/23.

4.8 Waverley borrowed £189m in 2012 to become self financing. The HRA have repaid £5million Public Works Loan Board debt and £5.5m in interest in 2021/22 as per the business plan. The principal debt remaining is £166m, which is a total debt (including interest) of £211m to be repaid annually for 19 years.

- 4.9 The HRA capital programme outturn and any budget carry forwards for 2021/22 is summarised at Annexe Two and Three. From the capital planned work budget of £5.8m there was an underspend of £0.9m.
- 4.10 From the new homes delivery budget of £18.6m there was an underspend of £9.7m.
- 4.11 During 2021/22 there were challenges in procurement and delivery due to difficulty in recruitment and escalating costs of and access to material. This impacted the ability to spend the budget in 2021/22.

5 2022/23 Budget and emerging pressures on the HRA business plan

- 5.1 The HRA business plan includes a forward look over the next four years to anticipate the spending pressures faced by Waverley. Planning now to meet known changes in the future provides greater opportunity to mitigate the impact. Good preparation will mean that Waverley has sufficient funds to meet unexpected costs and that limited financial resources are targeted to Waverley's residents' highest priorities.
- 5.2 It is five months since the Council set its 2022/23 budget so officers have reviewed the latest position and considered emerging pressures on the longer term outlook for Waverley's financial plans. These updates are summarised below:
- Cost of living and its economic impact on Waverley's community, businesses and residents – this is leading to higher demand for services, the need for closer monitoring of debts and greater demand for hardship funds, both Waverley and Government funded. An Executive working group for the Cost of Living was set up in June 2022 to investigate the impact of cost of living on the council and residents of Waverley.
 - Inflation on Waverley's budgets – pay, contracts, IT, utilities – currently £110k adverse variance projected in 2022/23 for General Fund but offset by buoyant income in car parks and treasury yield plus robust management of staff costs in Q1. There will also be impacts in the HRA, particularly on utility costs. This will have further negative impact in future years as inflation compounds.
 - Constraints on income – housing rents
 - Capital schemes – affordability and deliverability of capital schemes – need to reassess and reprioritise
 - Recruitment and retention – impact on services and cost of agency cover
 - Other national economic factors – including heightened cybercrime risk and increasing volatility in economic markets

5.3 Housing rent constraints, inflation on costs and affordability will be a key consideration in the ongoing HRA business plan strategic review which will be reported to members in the autumn.

6. Conclusion

HRA outturn demonstrates underspend during the year, due to challenges in recruitment, reduced general fund recharges and postponement of works. Where possible the budget has been carried forward to complete works in 2022/23.

Background Papers

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

CONTACT OFFICER:

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Position: Senior Accountant
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HRA Business Plan - Outturn 2021/22					
	In year Budget				Outturn
	Opening Budget	Movement	Approved Budget	Outturn	Variance to Approved Budget
	2021/22	2021/22	2021/22	2021/22	2021/22
INCOME					
Net Dwelling Rent	-28,784,000	-377,300	-29,161,300	-29,020,710	140,590
Net Garage Rent	-352,700	36,300	-316,400	-321,303	-4,903
Service Charges	-357,000	0	-357,000	-369,413	-12,413
Cost recovered	-325,950	-2,800	-328,750	-316,586	12,164
Other income	-271,526	0	-271,526	-272,982	-1,456
Interest receipts	-202,160	25,000	-177,160	-205,519	-28,359
Total Income	-30,293,336	-318,800	-30,612,136	-30,506,513	105,623
EXPENDITURE					
Cost of Operation	1,662,630	-242,313	1,420,317	1,328,660	-91,657
Operational Staffing	3,684,828	248,025	3,932,853	3,728,570	-204,283
Support Service Charges	425,780	137,622	563,402	412,087	-151,315
Back Funding Pension Cost	650,355	0	650,355	650,744	389
Responsive Maintenance	5,077,570	1,029,462	6,107,032	6,090,817	-16,215
Corporate and Democratic Costs	664,900	-49,970	614,930	590,394	-24,536
Mortgage Interest	5,484,494	0	5,484,494	5,482,733	-1,761
Contingency	265,000	-265,000	0	0	0
Total Expenditure	17,915,557	857,826	18,773,383	18,284,005	-489,378
Net INCOME -/ Net EXPENDITURE +	-12,377,779	539,026	-11,838,753	-12,222,508	-383,755
Working Balance Contribution to Reserves:					
Contribution to/from- Reserves					
New Build (Affordable Housing)	3,000,000	0	3,000,000	3,000,000	0

Core Capital programme Contribution	5,824,990	-538,920	5,286,070	5,286,070	0
Principal Repayment	4,984,000	0	4,984,000	4,984,000	0
Approved carry forwards held in Working Balances		0	0	65,000	65,000
Contribution from Working Balance	-1,431,211	-106	-1,431,317	-1,112,562	318,755
Total to Reserves	12,377,779	-539,026	11,838,753	12,222,508	383,755
HRA Working Balance (min £2m)					
Opening Balance				11,916,558	
Funding towards corporate IT infrastructure				-12,776	
Movement in year - added/ + reduced				65,000	
From surplus /deficit				-1,112,562	
Closing Balance				10,856,220	

Annexe Two

HRA Core Capital Outturn 2021/22				
	Approved Budget	Outturn	Budget Carry Forward Agreed	Variation from Approved Budget
	£	£	£	£
Communal & Estate works				
Flooring	30,000	12,741		-17,259
Lighting	10,000	9,418		-582
Parking, Paths & Curtilage	177,600	177,579		-21
Scooter Store (Sheltered Schemes)	20,000	19,387		-613
Communal & Estate Works Total	237,600	219,125	0	-18,475
Garage Works				
Garage Works	30,000	7,840		-22,160
Garage Works Total	30,000	7,840	0	-22,160
Health & Safety Works				
Fire safety	148,952	0		-148,952
Riverside Court	520,000	423,776	44,654	-51,571
Water Main	108,000	109,619		1,619
Health & Safety Works Total	776,952	533,394	44,654	-198,904
Decent Homes Occupied Properties				
Rewiring	596,048	575,582		-20,466
Decent Homes Occupied Properties Total	596,048	575,582	0	-20,466
Decent Homes Void Properties				
Bathroom Work	140,000	110,696		-29,304
Kitchen Work	323,100	342,128		19,028
Decent Homes Void Properties Total	463,100	452,823	0	-10,277
Disabled Adaptations Occupied Properties				
Disabled new	500,000	376,466	122,308	-1,226
Disabled Adaptations Occupied Properties Total	500,000	376,466	122,308	-1,226
Programmed work				
Asbestos Removals	182,000	160,547		-21,453
Bathroom Work	270,040	189,028		-81,012
Heating Upgrade	435,000	394,421		-40,579
Kitchen Work	95,000	106,068		11,068
Dwelling Remodelling	100,000	0	85,000	-15,000
Housing Property Fees	80,000	50,404		-29,596
Grounds Maintenance HRA Land & Properties	35,000	32,563		-2,437
Staff Recharges	749,990	664,540		-85,450
Programmed work Total	1,947,030	1,597,572	85,000	-264,458
Roofing & Associated works				
Energy efficiency	200,000	50,349		-149,651
Roofline & Fascias	150,000	173,477		23,477
Re-roofing	400,000	284,729	115,000	-271
Roofing & Associated works Total	750,000	508,556	115,000	-126,444
Structural & Damp works				
Cesspool Emptying	0	200		200
Internal Remodelling	150,000	156,118		6,118
Structural Works	187,360	157,507		-29,853
Structural & Damp works Total	337,360	313,825	0	-23,535
Windows & Doors				
Glazing	186,900	3,874		-183,026
Windows & Doors Total	186,900	3,874	0	-183,026
Grand Total	5,824,990	4,589,057	366,962	-868,971

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Housing Delivery Board - Outturn 2021/22

Project	Description	Approved budget £	Outturn £	Budget Carry Forward Agreed £	Variation from Approved Budget £
General					
Feasibility Studies	Staff recharge costs	57,620	3,376	-	54,244
Latent defects contingency	Hidden flaws in schemes	25,543	17,363	-	8,180
Pre-development Expenditure		242,096	198,281	-	43,815
Acquisitions					
Property Purchase	Buy backs etc.	1,005,107	268,507	-	736,600
S106 affordable housing units	Purchase of affordable homes from private devs	3,548,105	1,078,733	2,469,300	- 72
New Build					
Aarons Hill	4 one bed homes	698,948	61,534	-	637,414
Badgers Close	2 modular homes	387,262	350,320	-	36,942
Crossways	Net gain 8 units. Mixed number of rooms	465,496	16,521	-	448,975
Hartsgrove - Chiddingfold	Net gain 3 units - two & three bed units	1,119,169	44,174	-	1,074,995
Ockford Ridge	Wider site costs	198,616	8,408	-	190,208
Ockford Ridge - Site A	Net gain 16 units	13,265	143,667	76,500	206,902
Ockford Ridge - Site B	Net gain 3 units	3,631,992	3,343,550	1,000	287,442
Ockford Ridge - Site C	Net gain 12 units	2,332,231	181,927	320,000	1,830,304
Ockford Ridge - Site D	Net gain 8 units	-	354	-	354
Ockford Ridge - Site E	Net gain 8 units	443,621	20,100	-	423,521
Ockford Ridge - Site F	Net gain 6 units	575,101	76,810	-	498,291
Parkhurst Fields	4 two bed homes	215,645	12,894	-	202,751
Pathfield - Chiddingfold	Net gain 4 units - one & two bed units	1,335,194	60,959	-	1,274,235
Queensmead - Chiddingfold	Net gain 4 units - one & two bed units	954,666	60,062	-	894,604
Springfield, Elstead	Net gain 16 units	290,349	87,521	-	202,828
Station Road	Prior year project	-	5,700	-	5,700
Turners Mead - Chiddingfold	2 two bed homes	372,751	24,110	-	348,641
Stock Remodelling					
Borough Wide		230,717	10,641	-	220,076
Ockford Ridge Refurb phase 2	9 units	2,117	27,060	-	24,943
Ockford Ridge Refurb phase 3	7 units	4,171	20,778	-	24,949
Ockford Ridge Refurb phase 4/zero carbon	7 units	480,570	43,056	-	437,514
Total		18,630,352	6,112,741	2,866,800	- 9,650,811

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WAVERLEY BOROUGH COUNCIL

LANDLORD SERVICES ADVISORY BOARD

28 JULY 2022

Title:

HOUSING REVENUE ACCOUNT HARDSHIP FUND UPDATE

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 provide an update on the guidance and use of the HRA Hardship fund during Quarter One. Board to review performance for comment and/or review.

2. Recommendation

It is recommended that the Board considers the report and guidance

- 1) identifies any areas for comment or further exploration,
- 2) considers a financial threshold and application limit, and
- 3) makes any recommendations to senior management or the Portfolio Holders for Housing as appropriate,

3. Reason for the recommendation

To provide review and challenge to housing service implementation of the fund.

4. Background

4.1 The Council agreed a £30,000 Housing Revenue Account hardship fund, in the 2022/23 budget. This discretionary fund is aimed to assist tenants who are financially impacted by the 2022/23 rent increase.

4.2 Since the budget approval further resources have been made available to residents experiencing financial hardship due to the pandemic and/ or cost of living increase. Therefore, the take up and request for funds from the HRA Hardship fund is expected to be lower than originally envisaged. No referrals have been made in the first quarter of the year.

4.3 The Household Support Fund has been extended by Surrey County Council, to help the most vulnerable households with the cost of essentials such as food,

clothing and utilities. Waverley residents can apply directly, details on the Council website.

4.4 Utility providers have additional funds to assist with the increase in energy costs and other charitable organisations have increased funds available to tackle food and fuel poverty. Citizens Advice can assist residents with making claims.

4.5 The government have also announced a £650 cost of living payment for all on means-tested benefits. Payment will be made in two lump sums in July and in the autumn.

4.6 The HRA Hardship Fund was developed to assist tenants experiencing financial hardship due to the 2022/23 increase in rent and will be used when all other funding options have been considered and exhausted.

4.7 The Rent Accounts team work closely with tenants with financial difficulties and support and signpost accordingly.

4.8 The Board are asked to consider if the eligibility guidance should include a financial threshold to be eligible for support eg a month's arrears and if there should be a limit to the number of times a tenant may seek assistance through the HRA Hardship fund.

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.*"

Annexes:

Annexe 1 –HRA Hardship Fund Eligibility Guidance

Background Papers

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

CONTACT OFFICER:

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Position: Housing Service Improvement Manager
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Waverley Borough Council HRA Hardship Fund Eligibility Guidance

Introduction and Overview

The Council agreed a £30,000 Housing Revenue Account hardship fund, in the 2022/23 budget. This discretionary fund is aimed to assist tenants who are financially impacted by the 2022/23 rent increase.

This set of criteria is to be used as a guide and not as a definitive set of rules - the Rent Account Officer will use their discretion in assessing cases and making recommendations to the Rent Account Manager to agree payments.

Guidance *to be* developed in partnership with Tenants Panel.

Eligibility criteria

This funding is for those council tenants who have **either** exhausted all other support options:

- Housing Benefit
- Universal Credit
- Citizen's Advice
- Household Support Fund
- Savings
- Other benefits
- Charitable funds

and are still at risk of losing their tenancy,

Or those who are low income or who have had a reduction in income and are struggling to pay rent due to the rent increase.

In either case, the main factor to consider in administering this Hardship Fund is whether the tenancy would be at risk due to arrears without it.

Eligibility Criteria Recommendations:

- Rent Account Officers to identify tenants in arrears and needing assistance
- Not specific figures or **A month in arrears? ?limit to number of applications?**

- Evidence of a reduction in income leading to difficulty in rent payments (e.g., Housing Benefit does not cover rent and income too low to make up difference alongside other costs)
- Fund discretion for tenants who need financial support but not eligible or in receipt of benefits or charity funds
- Fund discretion for tenants whose support and income only just covered expenses and rent increase has caused difficulty

Application Process

- Tenants in financial hardship to contact Rent Account Officer (RAO)
- Applications made by Rent Account Officers to provide:
 - Some form of initial evidence that minimum criteria is met
 - Evidence of increased costs
 - Evidence that all other avenues explored and exhausted (other benefits, CAB)
 - Reason for discretionary payment
- Rent Account Manager review and accept or refuse request for payments
- Tenant advice of outcome by RAO and payment made direct to rent account

Review

Use of Hardship fund will be reported Quarterly as part of the budget monitoring process. Guidance to be reviewed as financial picture changes, or at least six monthly.

Waverley Borough Council HRA Hardship Fund Eligibility Guidance

Introduction and Overview

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Since the budget approval further resources have been made available to residents experiencing financial hardship due to the pandemic and/ or cost of living increase. The Household Support Fund has been extended by Surrey County Council, utility providers have additional funds to assist with the increase in energy costs and other charitable organisations have increased funds available to tackle food and fuel poverty. Therefore, the take up and request for funds from the HRA Hardship fund is expected to be lower than originally envisaged.

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WAVERLEY BOROUGH COUNCIL

LANDLORD SERVICES ADVISORY BOARD

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

CONTACT OFFICER:

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Annexe 1

Council – 19 October 2021

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~~ Waverley tenant members (one may be a leaseholder), ~~two of which will be Waverley tenants, and one two which will be a Waverley leaseholders.~~ The Vice-Chairman will be elected from the co-opted tenant members.

Commented [AH1]: checking legal def of co-opt as working group not cmte may not need to be co-opt

~~Co-opted~~ Tenant members of the Board will be selected from existing engaged tenants and leaseholders~~the Tenants Panel~~ (via an application and interview process on an annual basis or as vacancies arise. ~~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. If there are more volunteers than positions the Chairman and Vice-Chairman of the Board will select members.

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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 reschedule or call ad hoc meetings as required.

Meetings of the Board will normally meet in ~~the absence of the press and public~~ and attendance by ~~tenants~~ tenants, leaseholders and members is encouraged. ~~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.

WAVERLEY BOROUGH COUNCIL

LANDLORD SERVICES ADVISORY BOARD

28 JULY 2022

Title:

HEAD OF HOUSING OPERATIONS UPDATE

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 provide an interim report on performance, to advise the Board in a timely manner. Board to review performance for comment and/or review.

2. Recommendation

It is recommended that the Board considers the commentary of the housing service, 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

To provide review and challenge to housing service performance.

4. Background

4.1 The full Quarter One performance report will not be completed until later in the summer. In the meantime Hugh Wagstaff, Head of Housing can share his draft commentary on performance and KPIs.

4.2 The new financial year started with the commencement of the new responsive repairs and voids contract with Ian Williams. Since the new contract started on 1 April c2400 jobs have been completed (av 800 a month) and 584 jobs have been requested and in progress, however are 238 overdue.

4.3 The Property Services team are working hard with Ian Williams to manage the contract and secure operatives and managers to fulfil the contract promises. Challenges with recruitment for roofing and flooring operative has caused delays and impacted performance.

4.4 The interim contract had not been closed with over 300 jobs outstanding with a value of c£200k. This work was expected to be complete by the end of June. The team are working closely with Ian Williams to develop an updated action plan to close the contract as soon as possible – to complete all works outstanding for tenants and close the budget.

4.5 The voids performance remains a challenge due to a number of longer term vacancies. The team are reviewing the end to end process to maximise the use of the notice period and ensure current outgoing tenants leave their home in good repair for reletting. The majority of spend on empty homes has been carpentry and preparing for decoration – areas which are generally the tenants responsibility.

4.6 We appointed a new Gas Contract Manager in June – unable to recruit directly we've employed a temporary consultant. I'm delighted to see an improvement in the performance of the gas safety checks with only four homes with an overdue safety check at the end of June.

4.7 The Compliance Team continue with the routine fire risk assessment and identification of issues to provide greater safety. Work started, in Faulkner Court, Farnham in June. The work can be completed with the tenants in situ and there is no requirement for waking watch fire wardens. Fire Safety works have also been identified at Blunden Court, Bramley. Preparing for work to start in September 2022.

4.8 The Housing Management team supported the Homes for Ukraine project. With little guidance or notice they commenced a programme of home visits and DBS checks to ensure safe homes for our Ukrainian guests. This work became a priority and impacted the capacity of the team to complete proactive work ie tenancy audits. The Homes for Ukraine and refugee support projects were handed over to new Resettlement team in the Housing Delivery and Communities service in July 2022.

4.9 We have also recruited a temporary officer to resolve backlog of Tenancy audits. Their priority is to confirm details of under occupiers to advice the EasyMove officer, who can target support to tenants who wish or need to move for health or social reasons.

4.10 The Housing Management team also have the support of a new Anti-Social Behaviour Officer through joint funding with the Communities team.

4.11 The housing fraud investigation work during the quarter has resulted in six properties being recovered from tenants who were not using the properties in accordance with the tenancy terms and conditions. Five of these properties were a result of action taken by the council as the tenants were not residing at the properties. The remaining property had been sublet to others whilst the tenant was residing abroad. This work has successfully enabled six households on the housing register to be allocated a home to live in. This work reinforces Waverley's stance that our properties should be used in accordance with our tenancy terms and condition. The support from our tenants is paramount in ensuring that this is achieved. Tenants are asked to raise any concerns they may have relating to housing tenancy fraud at <https://www.waverley.gov.uk/Services/Pay-Report-Apply/Report-it/Report-council-housing-fraud>.

4.12 I am working with Head of Housing Delivery and Strategy and Head of Finance to complete a strategic review of the HRA Business Plan. When setting the budget last year we committed to a review to consider future funding challenges for new homes, stock improvements and energy efficiency of homes. The review outcomes and recommendations will be shared with the LSAB in the Autumn.

4.13 During April and May the Service Improvement team ran a significant and large scale Tenancy Review consultation. The team consulted on the future use of flexible tenancies, amendments to the conditions of tenancy and updated Tenancy Policy and Tenancy Strategy. The results were presented to the Landlord Service Advisory Board in June. The Board advised the Co Portfolio Holder to stop using Flexible tenancies, adopt the tenancy policy and update the tenancy agreement. Work is now in place to give notice to all tenants of the change in tenancy conditions from 5 September 2022. All flexible tenants are invited to register to convert from a flexible to secure tenancy (project to run from September to December). Letters will be staggered over the last week of July and first week of August. Further information available www.waverly.gov.uk/tenancyreview

4.14 Eight members of the Housing Service attended the Chartered Institute of Housing Conference in Brighton in May. Hearing direct from the CIH Chairman, Regulator for Social Housing, Housing Ombudsman and DLUC. Key themes and discussions were held on the cost of living crisis, supply of affordable homes, future of regulation, building safety, tenant engagement and the importance of data and communications. These themes are all reflected in the Housing Service Plan for 2022/23 as part of our ongoing service improvements.

4.15 A Senior living away day was held in May to review the roles and responsibilities of the team, the needs of residents and future of the service. The awayday was arranged following the LSAB discussions on the outcomes of the Senior Living consultation. The team have faced many challenges during covid and following the withdrawal of support funding. The team identified key areas of responsibilities, ways to promote the service and identified risks to the service. A new Housing Graduate Management Trainee has been recruited to work with the team to develop and manage the improvement project.

4.16 Officer and Tenants Panel representatives support a review of the Allocation Scheme by an O&S task and finish group. They provided tenants views, context and background information. The group reported their findings to Resources O&S in June. Recommendations regarding income thresholds, joint residency and debt were made.

4.17 The wider team have also been working effectively with tenants at Lucas Fields. A new residents group has been created, with officers, residents and support from Cllr Keen. The Tenant Involvement Officer and Housing Graduate Management Trainee have created an action plan to address issues raised by the group and improvements are being made, including new street signs, formation of Neighbourhood Watch and improved access to water meters.

4.18 I continue to face the challenge of recruiting to vacant posts. The 2021/22 outturn report identified that savings were generally due to staff costs savings, but

this has an impact on our ability to deliver services and improvements. No applicants were received for the compliance roles despite numerous adverts and therefore I have had to appoint consultancy staff, to the gas and electric officer posts at a premium payment. I am working with Human Resources to simplify the recruitment process and promote opportunities.

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.*"

Annexes:

Annexe 1 – Draft Housing Operations Quarter One KPIs

Background Papers

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

CONTACT OFFICER:

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Housing Ops - Hugh Wagstaff								
KPI	Description	Data Type	Q1 21-22	Q2 21-22	Q3 21-22	Q4 21-22	Q1 22/23	Q1 Target
HO1	Total current tenants rent arrears as a percentage of the total estimated gross debit (lower outturn is better)	%	0.87%	0.96%	1.18%	0.79%		1%
HO2	Average number of working days taken to re-let 'normal void' property (lower outturn is better)	Days	26	29	28	26	28	20
HO3	Percentage of annual boiler services and gas safety checks undertaken on time (higher outturn is better)	%	99.9%	100%	99.9%	99.5%	99.91%	100%
HO4	Responsive Repairs: How would you rate the overall service you have received? (Tenants' view of the service) (higher outturn is better)	%	Suspended until April 2022				79%	90%
HO4b	Responsive Repairs: Average number of days to complete a repair (lower outturn is better)	Days	14	15	15	40	12	7
HO5	Responsive Repairs: Was repair completed right first time? (Tenants' view of the service) (higher outturn is better)	%	Suspended until April 2022				58%	78%
HO5b	Responsive Repairs: Percentage of jobs not completed within 28 days (lower outturn is better)	%	22%	15%	32%	39%	8%	10%
HO6	% of tenancy audits completed against scheduled appointments in a quarter.	%	91%	Suspended until July 2022				95%

HO1 awaiting final figure – as at end June total arrears £258,708 against rent roll of c£30m
HO4 and HO5 indicative figures from 270 surveys completed in April, May and June

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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
	Outcomes – Board recommended Co-Portfolio Holder for Housing adopt proposals to end the use of flexible tenancies, updated conditions of tenancy and tenancy policy and tenancy strategy. Suggestions for clarity on condition of tenancy regarding video door bells and further information regarding permissions and joint tenancies on website and/or tenant newsletter. To consider fencing at budget setting meeting.				
	Tenant Involvement Progress Report	Review and consider current performance and proposed actions in line with regulatory Tenant Involvement and	To comment on report and recommend methodology for future recruitment and selection of resident board members. Feedback	Board	At meeting

		Empowerment Consumer Standard	comments to Service Improvement Manager		
Outcomes – Board thanked officers for engagement work. Suggested further publicity of Tenant Involvement Strategy, recommended LSAB tenant membership be extended to engaged tenants and leaseholders and officers meet with Communications team to review housing service and LSAB communications.					
	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
Outcomes – Board noted cQ4 performance and budget savings due to challenges in recruitment.					
	LSAB Terms of Reference review	To consider updated terms to reflect membership, frequency of meetings and Co-Portfolio Holders	To review and advise on adoption	Executive	September
Outcomes – item deferred to July meeting					

Meeting date	Report TBC	Reason	LSAB action	Decision by	Decision date
28 July 2022					
	Q1 Performance report	Review and consider current performance	Identify any areas wish to comment on, explore or examine further.	Board	Ongoing

			Feedback comments to Head of Housing Operations		
	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 reporting cycle. Feedback comments to Rent Accounts Manager	Board	At meeting
	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		
	2021/22 Financial Out turn Report	To review previous year budget	Identify any areas wish to comment on, explore or examine further. Feedback comments to Head of Housing Operations	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		
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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	
	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
	Health and Safety performance report – intro to Compliance Team	Review and consider current performance and proposed actions in line with regulatory Home Consumer Standard	Identify any areas wish to comment on, explore or examine further and agree reporting cycle. Feedback comments to Compliance Manager	Board	At meeting

Meeting date	Report	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 repo

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

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