

LANDLORD SERVICES ADVISORY BOARD

Thursday, 29 September 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

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 Q1 Performance Report (Extract from Corporate Report) (Pages 7 - 22)

The Corporate Performance Report, set out at Annexe 1, provides an analysis of the Council's performance for the first quarter of 2022-23

5 Rent Accounts Progress Report inc Hardship fund guidance update (Pages 23 - 28)

The purpose of the report is to share updated guidance on the use of the HRA Hardship fund following the Boards comments in July.

6 Senior Living Service Update (Pages 29 - 38)

The purpose of the report is to share the progress that has been made on the action plan that was created following the 2021 Senior Living tenant consultation for the Board's review and comment.

7 Presentation from Responsive Repairs and Voids contractor

Presentation to be delivered to the Board Members on the day. Hard copies will be made available.

8 **Work programme** (Pages 39 - 56)

9 **Date of next meeting**

LANDLORD SERVICES ADVISORY BOARD

28 July 2022

NOTES

Present:

Cllr Paul Rivers (Chairman)
Terry Daubney, Waverley Tenants' Panel
(Vice Chairman)
Cllr Jacquie Keen
Cllr Stephen Mulliner
Cllr John Robini
Gillian Martin, Waverley Tenants Panel

In attendance:

Councillor Paul Follows,
Chris Austin, Lucas Field Residents' Group
Dave Meadows, Waverley Tenants Panel
Sally Purcell, Waverley Tenants Panel
Rob Stratford, Waverley Tenants Panel
Simon Telling, Waverley Tenants Panel

Officers:

Annie Righton, Strategic Director
Andrew Smith, Head of Housing Delivery and Communities
Hugh Wagstaff, Head of Housing Operations
Louise Cotton, Operational Support Officer (Commissioning)
Candice Keet, Senior Accountant
Jeanette Englefield, Tenant Involvement Officer
Amy Walton, Housing Graduate Management Trainee
Kisi Smith-Charlemagne, Senior Governance Officer

1 Apologies for absence

Apologies for absences were received from Councillor Wicks, Danielle Sleightholme and Annalisa Howson.

2 Declarations of interest

There were no declarations of interest made.

3 Notes of the previous meeting

The notes of the meeting held on 30 June 2022 were agreed.

4 Financial Outturn report 2021/22 - Housing Revenue Account and Business Plan

Officers provided the Board with a report on the financial outturn (performance against budget) for the year 2021/22 for the Housing Revenue Account against

revenue and capital budget. Officers focused on areas such as housing and core capital budget underspend. Officers also highlighted risks and pressures for 2022/23 such as the cost of living, inflation and housing rents.

Board members raised questions concerning the staff shortage and queried what was being done to address the issue. The Head of Housing Operations advised the Board members that it was a housing and council-wide issue, and the Housing team was working with the HR Manager to develop a strategy to promote and advertise jobs more widely. Officers acknowledge that the staff shortage had impacted service delivery.

The Chairman sought further clarification regarding the variance in rental income. Officers informed the Board there had been challenges in forecasting the budget. Board members noted that the capital expenditure outturn was substantially lower than budget. Offices responded to the query and advised the Board members that there had been challenges delivering the programme.

5 Property Services procurement update presentation

Officers provided a presentation on procurement of contracts withing Housing and outlining the new role of the Operational Support Officer. Board members queried the timeline for noticeable improvements, the average length of the lease for council properties, and Section 20.

6 HRA Hardship Fund Update

Officers introduced a report on the HRA Hardship fund, Officers advised the Board members that this was a framework fund of £30,000 and officers had produced guidance as to who is entitled. However, the guidance required updating to allow the document to be used more widely by council officers.

The Vice-Chairman addresses the Board members and read a statement from co-opted member Danielle Sleightholme. Board members noted tenants are struggling with finances and renting, however, are reluctant to admit it and find themselves in difficulties. Members discussed the tenants on the cusp of financial difficulties and acting proactively to avoid financial hardship.

Board members discussed the low numbers of take-ups and discussed the application process. Board members also discussed advertising and raising the profile of the fund in places like food banks. Offices reminded members that the fund was only to be used as a last resort once other available funds routes had been exhausted.

7 Board terms of reference

The Chairman addressed the Board members and advised that the terms of references had been amended, he noted the increase in councillor numbers and that the Board needed to meet more often.

The Board members discussed how often Board members should be elected and agreed that this should be done on an annual basis. Councillor Follows took away a query regarding the political proportionalities.

8 Q1 Performance report

The Head of Housing Operations presented a report on the Q1 performance. Officers advised that the new maintenance contract had been challenging with 238 jobs currently overdue. Board members discussed the new Anti-Social Behaviour. Officers advised that the new antisocial behaviour officer had made a difference given advice, handling difficult cases, and supporting early intervention.

Board members queried responsive repair times. Officers responded to queries advising Board members that there was a large range of jobs. It was also noted that a large proportion of the contractor's time was spent travelling between jobs, gaining access was also another challenge to ensuring that jobs are completed promptly.

9 Co-Portfolio Holder Verbal Update on Garden waste charges

The Chairman gave a brief verbal update on the garden waste options. The Chairman noted the green waste collection service review and its approach to make the service cheaper and encourage more take-up. The Chairman referred to the discussions with council officers and highlighted the suggested options.

The Board members discussed a reduction in costs, operated as a rebate from the housing revenue. The Board members also discussed sharing green waste bins. It was noted that the re-contracting of the waste services could not take place until at least 2027 and the current subscription cost for garden waste services were a source of income for environmental services.

Members felt that shared, waste bins could be problematic and suggested larger bins. Officer noted that larger bins would require a new contract as the current waste trucks could not lift a larger bin.

10 Work programme

The work programme was noted.

11 Date of next meeting

The next meeting will be held on Thursday 29 September 2022.

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Corporate
Performance Report
Q1 2022/23

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LANDLORD SERVICES EXTRACT: 1 September 2022

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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: on time, within the budget & resources achieving desired outcome.
On Track (in Green)	Action is on track to complete 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: 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: 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: 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

2.1 Performance Summary from the Management Board on Key Successes, Lessons Learnt, Areas of Concern – Q1 2022/23

2.1.1 Q1 2022/23 Chief Executive's summary:

This is the performance report for the first quarter of the financial year, i.e. April to June 2022. Detail can be found in the service chapters.

At this early stage of the year, we forecast a small (3%) adverse variance on revenue, which we will need to bring back on track. While the variance is modest at this stage, the management team is concerned at the state of the UK economy and its implications: i.e. lower income, higher costs, increasing demand on our services from those who find themselves in hardship and delays from supply chain disruption. We will continue to plan for scenarios and report risks.

Highlights of the last quarter included:

- Supporting more than 400 Ukrainian guests and 200 sponsor families
- Received a grant from the Local Authority Treescapes Fund and used it to plant 7,200 new trees.
- Agreed the core document that forms the basis of the collaboration with Guildford Borough Council.
- Implemented the new Council Tax energy payment scheme.
- Announced a reduction of 75% in the use of glyphosate pesticide.
- Supported No Mow May.
- Opened new bike shelters in council-owned car parks.
- Supported residents to celebrate HM The Queen's platinum jubilee.
- Elected Cllr John Ward as new Mayor.
- Expressed disappointment at the Secretary of State's decision to allow oil and gas exploration at Loxley Well and considered how to challenge this.
- Launched a re-design planning pre-application advice service and improved planning applications performance.

Looking ahead, risks and issues we are considering include:

- the economic downturn and its impact on local residents, as well as on the council
- difficulties in recruiting across a range of professions
- uncertainty of government policy with new national political leadership expected soon
- preparations for the polling district review, implementing the boundary review and the 2023 elections
- the next stage of the collaboration with Guildford Borough Council, with the creation of the Joint Management Team in October

I am grateful to so many colleagues who continue to work hard to deliver good local public services.

Tom Horwood – Chief Executive

3 Service Dashboard – Housing Operations

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 – Q1 2022/23

The new financial year started with the commencement of the new responsive repairs and voids contact 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.

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.

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.

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.

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.

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.

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.

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.

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

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>.

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 Landlord Service Advisory Board and Resources Overview and Scrutiny in late Autumn.

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.waverley.gov.uk/tenancyreview

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.

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.

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.

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.

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

advertises 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.

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

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%	0.84%	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%

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

3.2.2 Comment:

HO1 - as at end June total arrears £258,708 against estimated gross debit of £30.85m

HO2 - We completed and relet 67 properties in Quarter 1. Although there is still a backlog of voids from the Interim contract, a steady improvement is being seen, from a turnaround in April of 14 properties within 33 days to 22 properties within 26 days in June. Of the 26 properties in June, 2 were large voids and equated to a total of 170 working days. If these 2 properties were removed, the remaining 20 properties hit the target of 20 days. We are working with Ian Williams to continue improvements with the completion of works.

HO3 The Compliance Team have been managing the gas contractor's performance intensely, and with a new interim Gas Contract Manager now in place who is working closely with the contractor performance has been improving. To ensure that gas servicing and breakdowns are managed over the winter period an action plan and risk log has been implemented.

HO4b and HO5b – The new Responsive Repairs and Voids Maintenance contract commenced in April 2022 however the outstanding jobs from the old contract has had an impact on service delivery coupled with on-going recruitment issues, which is a problem throughout the sector with trades extremely difficult to attract. Alongside this an interim management structure has had to be implemented due to inability to recruit to key manager posts. Ongoing work with the contract has seen the backlog cleared and focus is now on enhancing the service delivery and continuous improvement moving forward.

3.3 Service Plans – Progress Status

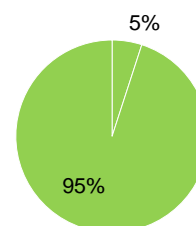
Summary Table and Pie Chart

Housing Operations – Q1 2022/23

Comment: All service plan actions are on track or have been completed. The Housing Asset Management Strategy was adopted by Council and the independent responsive repairs transactional survey was introduced in April 2022.

Q1 Progress on Housing Operations Service Plans
2022/25

Total	100%	40
Completed	5%	2
On track	95%	38
Off track - action taken / in hand	0%	0
Off track - requires escalation	0%	0
Cancelled / Deferred / Transferred	0%	0



3.4 Internal Audit Actions Progress Status

At the end of the first quarter there was one outstanding Internal Audit Action for this service area. IA 22 / 06.002.3 Review Interim Measurement at 1.2.

For further details please refer to the latest [Review of Progress in the implementation of Internal Audit Actions](#) (from the Audit Committee 13 June 2022)

3.5 Complaints Statistics

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

Q1 22-23	Housing Operations							
KPI	Description		Q1 21-22	Q2 21-22	Q3 21-22	Q4 21-22	Q1 22-23	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	16	22	21	29	29	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	15	21	19	25	22	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	94%	95%	90.48%	86%	76%	95%

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

KPI	Description		Q1 21-22	Q2 21-22	Q3 21-22	Q4 21-22	Q1 22-23	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	8	6	5	7	11	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	8	6	5	7	10	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 15 working days target)	%	100%	100%	100%	100%	91%	95%

3.5.3 Summary Comment on the statistics

The majority of complaints were regarding responsive repairs. As commented above the team's focus was to close the interim contract and start new contract in Q1. This led to a delay in formal responses been issued and cases closed on the system. However, tenants had been contacted and actions commenced in all cases.

3.6 Finance Position at the end of the quarter

3.6.1 Housing Operations General and Revenue Accounts Tables

General Fund Account					
Services	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000	Adverse/ Favourable	% Variance
General Fund Housing Ops					
Expenditure	282	282	0	Favourable	0%
Income	-282	-282	0	-	0%
General Fund Housing Ops Total	0	0	0	Favourable	0%

Housing Revenue Account

	Approved Budget	Forecast Outturn	Forecast variance	Adverse/ Favourable	% variance
	£'000	£'000	£'000		
Housing Ops					
Expenditure	29,879	29,866	-13	Favourable	0%
Income	-35,543	-35,578	-34	Favourable	0%
Housing Ops Total	-5,664	-5,711	-47	Favourable	1%

Capital - HRA

	Approved Budget	Forecast Outturn	Forecast Variance
	£'000	£'000	£'000
Communal & Estate works	150	150	-
Garage Works	20	20	-
Health & Safety Works	795	795	-
MRA Prog Decent Homes Occupied Properties	700	700	-
MRA Prog Decent Homes Void Properties	630	630	-
MRA Prog Disabled Adaptations Occupied Properties	472	472	-
MRA Programmed work	2,964	2,964	-
Roofing & Associated works	850	850	-
Structural & Damp works	271	271	-
Windows & Doors	450	450	-
Grand Total	7,302	7,302	-

3.6.2 Summary Comment

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

The variance in the HRA revenue budget is due to staff vacancies and a greater than forecast income on investments in Quarter One.

The team are forecast to spend the Capital budgets during the financial year.

4 Service Dashboard – Housing Delivery and Communities

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 – Q1 2022/23

Housing Delivery

Development

Contractors have started on site at Ockford Ridge (Site C), Aarons Hill (Godalming) and the contract is being finalised for the five sites at Chiddingfold.

These schemes will deliver a total of sixty new homes, built to the Council's Design Standards that were adopted in July 2021.

An event was held at Laurel Close (Site B) Ockford Ridge on 26 July to mark the official handing over of the homes and was attended by the Mayor and Leader.

Work continues on the deep retrofit refurbishment of seven homes at Ockford Ridge. Consultants' reports have taken time to secure, and tenders should go out at the beginning of September 2022.

The Housing Revenue Account (HRA) Strategic Review continues, and the initial report is due for completion by the end of September 2022. Only schemes in contract are being actively progressed while the Review takes place. Predevelopment work, however, is continuing on schemes in Churt, Elstead, Ewhurst and at Riverside Court in Farnham, as well as two further sites at Ockford Ridge.

Strategy and Enabling

The Affordable Homes Delivery Strategy 2022-2025: *Build More; Build Better; Build for Life* was unanimously approved by full Council on 26 April 2022. This document sets out the Council's vision to build and help deliver more affordable and sustainable homes for all types of households in need. The strategy prioritises affordability, and in particular, lower rents, which are much needed in Waverley in the context of very high house prices and a national cost-of-living crisis. Closer joint working with affordable housing providers and partner organisations will be key to delivering the strategy action plan.

Officers continued to work with Legal and Planning Services on the complex issue of Affordable Housing Additionality, which is becoming more common due to Homes England funding being made available for additional affordable housing. Monitoring of sites with additionality began on 1 April, and a 6-monthly update will be presented to Executive in November of this year.

Officers began work on revisions to the Affordable Housing Supplementary Planning Document this quarter. The updated document will reflect the lower rent levels in the Affordable Homes Delivery Strategy, national policy changes e.g. First Homes, and the preferred tenure split for affordable housing. Subject to Executive approval, public consultation on the changes is planned for 19 September to 31 October 2022.

Eighty-four affordable homes were completed during this quarter; 21 by Waverley and 63 by our affordable housing partners, A2, Aster, Clarion, Landspeed, Southern and VIVID.

Work started on site on 37 affordable homes at Sturt Farm, Haslemere (Stonewater). There were no new planning permissions for affordable housing this quarter.

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 June 22 there were 1066 applicants on the Housing register – compared to 1034 in June 2021.

The Homechoice Team will be implementing an IT upgrade in July 2022 and are 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.

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	Q1 21-22	Q2 21-22	Q3 21-22	Q4 21-22	Q1 22/23	Q4 Target
HD2	Number of Affordable homes - Granted planning permission (Data only - higher outturn is better)	No.	105	4	0	73	0	Data only
HD4b	Number of affordable homes delivered by the Council (gross) (Data only - higher outturn is better)	No.	3	0	2	0	21	Data only

4.2.2 Comment:

The Council completed 17 homes at Laurel Close, Ockford Ridge and acquired four homes from Brookworth Homes at The Green, Ewhurst.

4.3 Finance Position at the end of the quarter

4.3.1 Housing Delivery & Communities Service's General Fund Account Table

	Approved Budget £'000	Forecast Outturn £'000	Forecast variance £'000	Adverse/ Favourable	% variance
HRA Strategy					
Expenditure	1,445	1,334	-111	Favourable	-8%
Income	-805	-805	0	-	0%
HRA Strategy Total	640	529	-111	Favourable	-17%

Capital - HRA

	Approved Budget	Forecast Outturn	Forecast Variance
	£'000	£'000	£'000
85 Aarons Hill Starter Homes (Land adj)	666	666	-
Badgers Close Modular Homes	5	5	-
Borough Wide Refurbishment	216	216	-
Hartsgrove	88	88	-
Housing Development-Turners Mead	62	62	-
HRA Property Purchase	2,500	2,500	-
Ladymead	4	4	-
Latent defects contingency	83	83	-
Ockford Ridge	197	197	-
Ockford Ridge - Site A	79	79	-
Ockford Ridge - Site B	1	1	-
Ockford Ridge - Site C	4,063	4,063	-
Pathfield	195	195	-
Pre-development Expenditure	816	816	-
Queensmead	1,256	1,256	-
S106 Affordable Housing Properties	2,469	2,469	-
Zero carbon retrofit pilot	981	981	-
Grand Total	14,271	14,271	-

4.3.2 Summary Comment on revenue position at the quarter end

For HRA the favourable variance on expenditure is due to a forecast saving on establishment in relation to vacancy savings.

4.3.2 Summary Comment on capital position at the quarter end

There are no variances forecast on capital at the moment. However, this will change once the strategic review process has been completed and budgets reprofiled. At this point either savings will be declared or carry forwards requested.

WAVERLEY BOROUGH COUNCIL

LANDLORD SERVICES ADVISORY BOARD

29 SEPTEMBER 2022

Title:

CORPORATE PERFORMANCE REPORT
Q1 2022-2023
(APRIL 2022 – JUNE 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 first quarter of 2022-23.

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, 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 is 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 Q1 2022-23 Corporate Performance 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: Jenny Sturgess and Annalisa Howson
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Agreed and signed off by:

Legal Services: N/A – standing report
Head of Finance: Internal SMT meeting on 16 August 2022
Strategic Director: Internal SMT meeting on 16 August 2022
Portfolio Holders: Internal Executive Briefing meeting on 16 August 2022

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WAVERLEY BOROUGH COUNCIL

LANDLORD SERVICES ADVISORY BOARD

29 SEPTEMBER 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 share updated guidance on the use of the HRA Hardship fund following the Boards comments in July.

2. Recommendation

It is recommended that the Board considers the report and guidance and:

- 1) identifies any areas for comment or further exploration,
- 2) supports the implementation of the guidance 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 as at 15 September 2022.

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 Energy Bills Support Scheme will deliver £400 to households with a domestic electricity meter, from October 2022.

4.7 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.

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

4.9 In July the Board were asked 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. The Board also made suggestions to broaden the use and widen the promotion of the HRA Hardship Fund to ensure tenants knew help was available.

4.10 Officers have updated the eligibility guidance accordingly for the Board's review.

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

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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HRA Hardship Fund Policy

Service Improvement Team

September 2022

CONTENTS

- 1. Introduction**
- 2. Statement of Objectives**
- 3. The Policy**
- 4. Applying for an Award**
- 5. Criteria for an Award**
- 6. Notification of Award**
- 7. Rights of Appeal**

1. Introduction

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 Housing Officer will use their discretion in assessing cases and making recommendations for payments.

We will raise awareness of the fund through the Tenant Newsletter and officer engagement.

The policy will be routinely reviewed at the Landlord Services Advisory Board, and formally reviewed at the next budget setting.

2. Statement of Objectives

This policy has two objectives to assist those tenants affected by the introduction of Waverley's 2022/23 rent increase.

1. Enable the council to consider awarding a discretionary sum of money, to a household that experiences severe financial difficulties and whose circumstances are such that they cannot meet essential day to day living costs as a result of the introduction of Waverley's 2022 rent increase
2. To prevent tenants going into arrears, putting their tenancy at risk as a result of the 2022/23 rent increase

3. The Policy

The main features of the policy are:

1. It is discretionary and the decisions are taken by Housing Officers for awards up to £500, and by the Rents Account Manager when above £500
2. There is an initial sum set aside of £30,000 which is subject to change over the year
3. Any unsuccessful applications can be appealed in writing to the Rent Account Manager for applications of up to £500 and by the Head of Housing for anything above this
4. Applications are considered on a case-by-case basis and awards given to assist tenants to maintain their tenancy.

4. Applying for an award

Any application for a discretionary payment must be made in writing by a Housing Officer.

The application must:

- Be made on behalf of a Waverley Council tenant
- Provide evidence in support of an application, e.g., rent account, bank account, utility bill

5. Criteria for an award

The Council will:

- Seek alternative financial assistance
- Treat all applications on their individual merit
- Assess all applications on a basis of financial need
- Consider whether there are sufficient funds in the Council's budget to make an award

Applications will be considered on a basis of financial need and only where an applicant has:

- Satisfied the council that they have taken all reasonable steps to resolve their situation prior to making the application
- Been awarded all other eligible discounts and benefits
- Provided all necessary and relevant information within the required time scale

6. Notification

The council will notify the applicant of the outcome of their application within fourteen days of the application.

Where the application is successful, we will tell the applicant:

- the amount of the award
- the manner in which it will be awarded, e.g., added to the rent account, given as a voucher, direct ordering of goods

Where the request for a discretionary award is unsuccessful, we will explain the reasons why the decision was made.

WAVERLEY BOROUGH COUNCIL

LANDLORD SERVICES ADVISORY BOARD

29 SEPTEMBER 2022

Title:

SENIOR LIVING SERVICE REVIEW – PROGRESS REPORT

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

1.1. The purpose of the report is to share the progress that has been made on the action plan that was created following the 2021 Senior Living tenant consultation for the Board's review and comment.

2. Recommendation

2.1. It is recommended that the Landlord Services Advisory Board:

- review the progress that had been made on the action plan, and
- make any comments to the Senior Living and Careline Manger

3. Reason for the Recommendation

3.1. To ensure that the views of tenants are being used to develop and improve the service and to support ongoing scrutiny of the Senior Living Service.

4. Background

Summary of Service

4.1. The Senior Living Service has eight schemes across the borough and are home to 245 people aged over 60 (or over 50 with a recognised disability). Each scheme has about 30 independent purpose-built apartments with a telecare alarm and access to the communal lounges, laundry, and gardens.

4.2. The service aims to provide an environment in which tenants can live independently. There are six Senior Living Officers who work across the eight schemes to manage the building safety and maintenance, manage the tenancies of residents, and promote independence by encouraging residents to organise social activities and signposting them to relevant support services.

Progress on Action Plan from 2021 Consultation Outcomes

4.3. The 2021 consultation demonstrated that there was widespread satisfaction across Senior Living residents about the service provided with 85% of respondents stating that the service was excellent, good, or satisfactory.

4.4. The results also highlighted some areas of concern around the response rate, use of communal areas, maintenance, and understanding of the role of the Senior Living Officers. The feedback from the consultation was used to create an action plan.

Level of Consultation Response

4.5. There were concerns highlighted at the February meeting of this board about the percentage of residents who responded to the consultation and the variable response rate across schemes. This has been reviewed and officers have confirmed that every resident was given a physical copy of the questionnaire and were offered assistance in completing it. A meeting was also held with tenants at the scheme with lowest response rate, which was attended by approx. 5 tenants. These tenants were positive about the scheme and other tenants when asked if completed the form explained they simply chose not to, but not due to any particular reason.

4.6. The 2022 consultation is due to take place over the coming months and tenants will have different options as to how they can give us their feedback, eg. in person meetings or by completing a questionnaire.

Communal Areas

4.7. Concerns were raised in the consultation about the use of communal areas. Communal rooms had to be closed during COVID-19 lockdown and since reopening the use of communal lounges has declined significantly, since pre pandemic. Officers are promoting the communal rooms in the scheme newsletters and each scheme has since had social events organised by residents.

4.8. Concerns were also raised about the accessibility of some communal areas. A specific project group, including residents, has been set up to review this and recommend the necessary actions. A meeting was held on 16

September 2022 to agree the Terms of Reference and the scope of this project.

Home Improvements

- 4.9. Many of the responses to the consultation included specific service requests about the heating, windows, or bathrooms and each of these requests have been reviewed by the Senior Living and Careline Manager.
- 4.10. Several responses requested information about when upgrades to the Sky TV would be available within the scheme. Due to changing technology, it will be more useful long term to install Wi-Fi in each flat instead. This is now being investigated.
- 4.11. Some responses mentioned requests for spyholes to be installed in doors for security reasons. It is not possible to retrofit spy holes to the existing doors and a request has been placed that all new doors have factory fitted spy holes.

Independence and Support

- 4.12 The Senior Living Officers continue to promote the 'Good Neighbour' scheme among residents to encourage them to support one another and reduce social isolation.
- 4.13 There were some requests to install CCTV at the communal entrances. It is intended that this is to be installed. A tender has been awarded to a contractor and this project is awaiting sign off by the relevant officer(s).

Promotion and Celebration of Senior Living

- 4.14 The Autumn edition of Homes and People includes several articles promoting the Senior Living Service including a 'day in the life' of a Senior Living Officer to improve transparency with residents about what their role entails.
- 4.15 Officers from each scheme has also invited councillors and ward members to the schemes. A number of whom have since visited and given positive feedback on the homes, officers and communal spaces.

Landlord and Tenant Relationship

- 4.16 The Tenants Panel chair has been invited to attend the Senior Living team meeting with the Senior Living team on a quarterly basis to provide a direct line of communication between them.

4.17 Tenant Panel (TP) representatives have also been invited to attend the monthly scheme tenants meetings, and dates of these have been shared.

Clarity of Senior Living Community Officer Role and Responsibilities

4.18 The job description has been reviewed and updated to reflect current circumstances and focus. A draft copy is ready to be shared with the team for comment and subsequent Human Resources approval.

Conclusion

4.19 The team have progressed the action plan responding to queries and improving services. Communications are improving and plans are in place for further tenant led improvements and consultation.

Annexes:

Annexe 1 – Senior Living Consultation Action Plan

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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**Senior Living Tenants Consultation 2021
2022 Action Plan – Updated September 2022**

Action number	Related to survey question	Action	Responsible officer	Resources */ support	Date
1	Response rate	Review any barriers to completing/ engaging with consultation process with Faulkner Court residents	Senior Living and Careline Manager (SL&CM)	Senior Living Officer (SLO) and request Tenant Panel support	May 2022
Update 21/03/22		SL&CM arranged meeting and drop in sessions for Faulkner Court residents on 6 April to identify any barriers to engagement and views of service. Quarterly Tenant Meetings have been reviewed and SLOs piloting drop in sessions during 2022 to provide one to one communications as an alternative and/or addition to group meetings.			
Update 13 April 2022		Meeting held on 6 April, five attendees with SLCM, SLO, two TP members and TIO. No barriers identified to engagement. Tenants had either forgotten and missed the deadline or were not interested in completing and one tenant preferred to talk in person. Positive feedback re SLO and home raised issues with repairs. COMPLETED April 2022			
2	1 Overall	Write to all tenants to share findings from consultation including confirmation of Senior Living Officer role, availability and contact details	Senior Living and Careline Manager	Request Tenant Panel review letter	April 2022
Update 21/03/22		SL&CM to work with SIT to draft letter including action points 2,4 and 12. To request review by Tenants Panel to send mid April 2022			
Update 13 April 2022		SL&CM agreed scope of letter with SIT first draft expected 25/04 COMPLETED May 2022			

3	2 Communications	Senior Living Officers to review and refresh noticeboards monthly	Senior Living and Careline Manager	Senior Living Officers	March 2022
Update 21/03/22		SL&CM confirmed with SLO to diarise fortnightly noticeboard check and update. COMPLETED March 2022			
4	2 Communications	Write to all tenants to share findings from consultation including ways to feedback for two way communications (with action 2)	Senior Living and Careline Manager	Request Tenant Panel review letter	April 2022
Update 04/03/22		Refer to action 2			
5	3 Communal areas	Ongoing promotion and support for tenant led social activities. Senior Living Officers to empower at least one tenant per scheme to host an activity. To promote in summer edition of tenants newsletter.	Senior Living and Careline Manager	Senior Living Officers	August 2022
6	3 Communal areas	Request, review and share decoration programme for each scheme communal lounge	Senior Living and Careline Manager	Senior Surveyor	June 2022
7	3 Communal areas	Review accessibility of communal, lounges and access to gardens with tenants	Senior Living and Careline Manager	Request Tenant Panel and/or EDI Group representative	June 2022
Update 20/09/22		SLO supported tenants arrange social activity in each scheme. Two articles in Autumn Homes and People. August 2022 Decoration programme - In discussion with our Planned Works team to confirm details Commenced review of communal areas with tenant/officer project group first meeting held on 16 Sept 2022 IN PROGRESS			

8	4 Home Improvements	To review level of demand and seek estimates of works and costs for spy holes	Senior Living and Careline Manager	Senior Surveyor	May 2022
Update 20/09/2022		Unable to retrofit spy holes. To include in future door replacement programmes. COMPLETED July 2022			
9	4 Home Improvements	Review specific service requests made scheme by scheme including heating, windows and bathrooms	Senior Living and Careline Manager	tbc	April 2022
Update 21/03/22		SL&CM commenced review of c200 individual comments/service requests. NB. Questionnaires were completed anonymously so it has not been possible to identify all individual comments. COMPLETED June 2022			
10	4 Home Improvements	Investigate delay in Sky upgrade and escalate as necessary	Senior Living and Careline Manager	Asset Manager	May 2022
Update 20/09/22		Sky upgrade to be replaced by proposal for WiFi. Discussions with provider are ongoing. COMPLETED September 2022			
11	5 Signposting and support	To review negative responses to establish if pattern of lack of support from signposted services	Senior Living and Careline Manager	tbc	May 2022
Update 20/09/22		No pattern recognised ... majority concerns regarding responsive repairs – raised with Property Services COMPLETED May 2022			
12	7 Contact SLO	Action 2 letter to confirmation of Senior Living Officer role, availability and contact details. Information to be on noticeboards and contacts on office door at each scheme	Senior Living and Careline Manager	Senior Living Officers	April 2022 Completed April 2022

Update 04/03/22		Refer to action 2			
13	8 Independence	Continue to support and promote independent living. To work with HomeChoice to promote schemes and achieve moves for least two under occupied tenants. To promote in summer edition of tenants newsletter.	Senior Living and Careline Manager	EasyMove Officer	August 2022
Update 20/09/22		Team assisted at least three downsizers since April. Two articles in Autumn Homes and People. COMPLETED August 2022			
14	8 Independence	Investigate delay in CCTV installation and escalate as necessary	Senior Living and Careline Manager	Head of Environmental Services	May 2022
Update 20/09/22		Issued raised Head of Service to escalate IN PROGRESS			
15	9 Support	Continue to support tenants with good neighbour scheme. Senior Living Officers to empower at least one tenant per scheme to befriend a neighbour. To promote in summer edition of tenants newsletter.	Senior Living and Careline Manager	Senior Living Officers	August 2022
Update 20/09/22		Ongoing message shared with tenants and tenant led activities recommenced COMPLETED August 2022			
16	10 EDI	Review opportunities to promote EDI in schemes. Review current EDI information held regarding tenants in each scheme and consider any reasonable adjustments required.	Senior Living and Careline Manager	Senior Living Officers	August 2022
Update 20/09/22		SLO maintain EDI info and identify any reasonable adjustments. To be included in review of communal areas			

		IN PROGRESS			
	11 Response to pandemic	To continue to build landlord relationship post pandemic, acknowledge challenges and ensure ongoing two way communications. Consider opportunity for scheme champions to support and develop communications.	Senior Living and Careline Manager	Tenant Engagement Officer	Completed August 2022
Update 20/09/22		Working with Tenants Panel with four members living in senior living.			
		IN PROGRESS			
18	Recommendation from LSAB	Appraisal of Senior Living Service – to review staff availability and responsibilities, provision of support and scheme facilities to ensure the service meet needs of current and future tenants.	Head of Housing Operations	SL&CM, SLO, tenants, applicants, Tenants Panel and Members	May to October
Updated 20/09/22		SLO awayday held reviewing service and future. Clarified roles and responsibilities with JD review and developing SLO handbook for clarity and consistency of service.			
		IN PROGRESS			

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

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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					
4	2021/22 Financial Outturn Report	To review previous year budget	Identify any areas wish to comment on, explore or examine further.	Board	At meeting

			Feedback comments to Head of Housing Operations		
	Outcome – Board noted report and the underspend on revenue and capital budgets. Discussed the problems experienced with contractor performance and emerging pressure and risks. Also raised concerns about staff shortages and queried how to address the issue. Board to monitor finance reports through Quarterly performance, to ensure budgets spent to deliver services improvements to tenants.				
5	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		
	Outcome – Officer shared progress and priority of the procurement work to appoint contractors to deliver services related to tenants homes. Board to monitor performance of contractors through quarterly budget and KPI performance.				
6	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
	Outcome – Board reviewed guidance note, agreed recommendation that all other forms of support be sought before HRA hardship application. Board also made suggestions to advertise the fund and broaden access. Updated eligibility guide to be brought back to September meeting and monthly reporting on use of funds.				
7	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
	Outcome – Board agreed revised terms of reference to increase membership and frequency of meetings.				

8	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
Outcome – Board noted the report and queried responsive repairs performance. Board to continue to monitor performance of contractors through quarterly budget and KPI performance					
9	Verbal Update on garden waste charges	Feedback for Tenant Panel/Board enquiry	To comment	Executive	Feb budget setting
Outcome - Co-Portfolio Holder advised Board of options Environmental services would consider to reduce costs and increase take up of service.					

Meeting date	Report TBC	Reason	LSAB action	Decision by	Decision date
29 September 2022					
	Rent Accounts Progress Report inc Hardship fund update	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
	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
	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 reporting cycle. Feedback comments to Operations Manager	Board	At meeting
	Q1 Performance Report (extract from Corporate report)	Review and consider current performance	Identify any areas wish to comment on, explore or examine further.	Board	Ongoing

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 Revenue Account Business Plan Strategic Review	To share review findings and seek views on range of recommendations and priorities to ensure financial viability	Feedback comments to Portfolio Holder for Housing and Head of Housing Operations	Council	Dec 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
	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
	IT review of databases and digital services	Review and consider current performance and proposed actions	Feedback comments to Service Improvement Manager	Board	at meeting
	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	
	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	

Internal notes

Potential briefings:

AH 7 June 2022

- 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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