

LANDLORD SERVICES ADVISORY BOARD

Thursday, 27 October 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

Austin, Lucas Field Residents' Group

Stratford, 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 Verbal matters arising update (Pages 7 - 10)

- Executive Head of Service (and recruitment)– Andrew Smith
- Gas – Heather Rigg
- H&P and warm winter welcomes – Annalisa Howson
- Follow ups from Sept meeting – Annalisa Howson

5 HRA Business Plan Strategic Review Outcomes (Pages 11 - 26)

HRA Business Plan Strategic Review Outcomes, including a presentation from Annalisa Howson.

6 Housing Service Plan Mid-Year Progress Report (Pages 27 - 36)

7 **Work programme (Pages 37 - 54)**

8 **Any other business**

9 **Date of next meeting**

LANDLORD SERVICES ADVISORY BOARD

29 September 2022

NOTES

Present:

Cllr Paul Rivers (Chairman)	Annie Righton
Terry Daubney, Waverley Tenants' Panel (Vice Chairman)	Annalisa Howson
Cllr Jacquie Keen	Candice Keet
Cllr Stephen Mulliner	David Brown
Cllr John Robini	Amy Walton
	Tracy Morgan
	Adrian Bryant

In attendance:

Chris Austin, Lucas Field Residents Group
 Rob Stratford, Waverley Tenants Panel
 Kris Shipway, Ian Williams
 Kate Green, Ian Williams

1 Apologies for absence

Apologies were received from Hugh Wagstaff, Andrew Smith, Daniela Sleightholme and Jeanette Englefield.

2 Notes of the previous meeting

The minutes for the meeting of the 28 July 2022 were agreed by the Board.

The Chair noted that in relation to the Garden waste charges the Board had not received a clear way forward and little could be done in the short term. The Chair felt that it was important to keep the matter in mind. A comment was made relating to the cost of living and the possibility of losing subscribers.

3 Declarations of interest

There were no declarations made.

4 Q1 Performance Report (Extract from Corporate Report)

Annalisa Howson, Housing Service Improvement Manager introduced the report and noted that Q1 covered April - June. She informed the Board that the council started its new response and voids contractor with Ian Williams at the start of the period and Kris Shipway was in attendance from Ian Williams to provide an update on the contract and service delivery.

Annalisa Howson highlighted some of Q1 activity such as Homes for Ukraine project, the success of the fraud officer in regaining council properties, the Tenancy Review and Senior living away day. Annalisa Howson discussed the performance

targets with the Board, she noted that Housing Services was on target with service plans actions and the report also now included the financial information on capital works.

Councillor John Robini raised a query regarding the bike shelters placed in car parks, he noted that he had received feedback from local residents who were not happy with losing parking spaces to bike shelters, that he advised were not well used. Annie Righton, Joint Strategic Director agreed to investigate Councillor Robini's query. Councillor Stephen Mulliner sought further information on the recovery of council properties, he queried if it was a large problem for the council. Annalisa Howson confirmed that it was a minor problem with few than 10 homes affected. The Board noted that range of ways in which tenancy fraud was addressed, most importantly by tenants.

Councillor Jackie Keen raised a query regarding 'No Mo May', she noted that the grass was cut late, once it had turned into hay, and blown away, blocked a number of drains and caused flooding. She made a plea to ensure that the grass was cut on time or collected not blown away. Councillor Mulliner concurred with Councillor Keen's request. Members raised a number of complaints from residents regarding responsive repairs with Kris Shipway from Ian Williams.

Terry Daubney from the Tenants Panel, commented on the complaint's information, he felt that the data should contain information regarding the nature of the complaint, so that the Board may identify any trends. Annalisa Howson provided further information on the complaints data, she confirmed the designated tenant's complaints panel would be reformed into a customer experience group to continue to review and feedback on the complaint's information.

Councillor Mulliner queried the complaints performance data against its targets, Annalisa Howson noted that the responsive repairs team were focused on mobilising the new contract in Q1. She noted that the complaints were dealt with, but the team were slower to formally close the complaints on the systems. Annalisa Howson confirmed that the contract was operating well, focus had shifted, and the complaints performance data had improved. She also informed the Board that it could expect to see improvements in Q2.

5 Rent Accounts Progress Report inc Hardship fund guidance update

Annalisa Howson introduced the report, she noted that the report had been brought to the Board in July 2022 and the Board made suggestions how to promote, advertise and access the fund. Annalisa Howson noted that since the July meeting the policy document had been updated incorporating the Boards comments. Councillor Mulliner sought clarification on returning applicants. Annalisa Howson noted that the council did not want to be too prescriptive or limit those who needed support on more than one occasion.

Councillor Robini raised a query regarding the application processing time and the process for submitting applications if a tenant's Housing Officer was unavailable. Councillor Keen queried the advertising and promotion of the fund. Annalisa Howson confirmed that the application process was 10 working days and that

applications would be picked up by the Housing duty officer if the tenant's regular Housing Officer was away. She also confirmed that an article regarding accessing the fund would be in the next issue of Homes and People.

6 Senior Living Service Update

David Brown, Senior Living and Careline Service Manager introduced the report. He noted that the progress report was for the Boards to review and comment on progress, he confirmed that the annexe was the updated action plan. David Brown advised the Board that his team had participated in an awayday and made good progress in relation to identifying some of the priorities for improving the service. He noted that those priorities included improvements such as providing clarification to the Senior living job roles and improving communication. David Brown also commented on the articles in Homes and People promoting the service, the modernising of the schemes and building and major fire safety work.

Councillor Mulliner welcomed the report and noted the clarity of the action plan. He sought clarification on 4.11 regarding retrofitting spyholes to existing doors. David Brown confirmed that it would compromise the fire safety of the door, and this was the response from the compliance team. Annie Righton noted that anything that breaches the integrity of the fire door, invalidates its warranty. Terry Daubney commented on Riverside, he noted that there were still a number of snagging issues. David Brown confirmed that there was a snagging list, and he was also keen to see the jobs completed.

Chris Austin sought clarification on the term Senior Living Scheme and guidance on how he could support senior residents on the scheme where he lived. Annalisa Howson advised that she could provide a crib sheet to assist Mr Austin with queries brought to him by residents. She also confirmed that the term Senior Living Schemes referred to building owned and supported by the council. She also advised Mr Austin that senior residents living independently were also entitled to support by their Housing Officer. She suggested arranging to meet Mr Austin's housing officer.

7 Presentation from Responsive Repairs and Voids contractor

Kris Shipway Addressed the Board, he provided the Board with a presentation on the progress to date. He noted that the presentation would contain details of the new contract and how Ian Williams would be working with the council, challenges in staffing and the key priorities. Kris Shipway advised the Board that the team had gone from a 4-hour emergency response to 2 hours, which was a big shift for the team and one of the team's biggest successes.

Kris Shipway took the Board Members through the scope of the contract, including working with sub-contractors. He discussed the structure of the team supporting Waverley including the challenges with staffing. He noted that the key priorities had not changed, and clear and concise communication was vital. Kris Shipway highlighted the key performance Indicators for Q1, he confirmed that April was a good month, he also highlighted the good performance on the jobs completed in one visit.

Councillor Keen queried the standard of the void properties returned to the council and the level of work required to bring them up to standard for reletting to tenants. Councillor Mulliner sought further clarification on the post inspection indicator. Kris Shipway confirmed that the standard of void properties varied from bad to good, he also confirmed that a post inspection was where a completed job is quality checked by an independent engineer. Councillor Mulliner raised a query regarding the IT interfaces between the Councils repair response team and Ian Williams. Kate Green from Ian Williams addressed the Board and confirmed that there was an interface, and it was working. However, there was work being done to upgrade the interface to improve the quality of live data and information.

Terry Daubney sought clarification on the outstanding jobs from the previous contractor. He also wanted clarification on the policy for removing carpets. Kate Green confirmed that the backlog had been cleared. Kris Shipway advised that he needed to go away and investigate the details regarding removing carpets. Members discussed the reusing and recycling of unwanted items in good condition. Annalisa Howson advised the Board members that she had been tasked with carrying out a void review.

8 Work programme

The Chair noted the work programme at pages 53-54 of the papers. Annalisa Howson noted that the main item in October would be the Strategic Review of the HRA Business plan. She also noted the six-month review of the service plan, and the development of the new plan would also be on the agenda in October.

9 Date of next meeting

The date of the next meeting was confirmed as the 27 October 2022.

September LSAB – Follow ups

Tenancy Fraud

In addition to the tenancy checks, neighbour reporting, [report-it website](#), and confidential report-it line 01483 523586, Waverley's Audit Team take part in the [National Fraud Initiative](#) (NFI). An exercise that matches electronic data within and between public and private sector bodies to prevent and detect fraud. Data is collated annually by NFI and matches reported to the Audit Team in January for investigation.

Cycle Spaces in Haslemere

Richard Homewood Executive Head of Regulatory Services reported that:
There are both bicycle and motorcycle bays at the High Street Haslemere car park. No other carpark in Haslemere has either bicycle or motorcycle bays

As with any change to transport infrastructure, it takes time (often years) for habits and usage patterns to adapt. This is particularly true for cycle shelters supporting longer term cycle parking. Usage is less driven by opportunistic parking, adjacent to a destination, than by local employees wanting to keep their cycles covered throughout the day. Changing habits, encouraged by the availability of covered cycle parking, is likely to be slow, driven by employment turn-over in the town centre.

The provision of the cycle shelter in Haslemere, High Street Car Park should be considered as a strategic investment ahead of the delivery of the Local Cycle and Walking Infrastructure Plan for Haslemere town centre. The argument can be made that a relatively modest investment in parking capacity is a necessary enabler ahead of the larger investment in a cycle route network for Haslemere.

Occupancy rates in the High Street Car Park are around 70% on average through the day. There are short periods of it being full at around midday and after 5pm due to lunchtime and home time shopping. The cycle spaces are free to use therefore there is no occupancy data.

No Mow May

Grounds Maintenance Team confirmed that the greenspaces within housing land curtilages will not be part of No Mow May, next year, the same as this year.

The team also advised that Surrey County Council are taking back the agency function for highway verge maintenance as of 1 April 2023. Therefore, Waverley will no longer be cutting the highway verges, spraying the weeds on highway areas and treating invasive weeds along the highway, this will all be done by Surrey County Council and their contractors. They will be cutting the grass at four cuts per year on urban verges and two cuts on the rural verges.

Further information, including grass cutting schedules can be found online [Waverley Borough Council - Maintaining parks and grass verges](#) and queries raised to parksandcountryside@waverley.gov.uk

Voids and carpets

The Voids team confirmed that the general policy is for outgoing tenants to clear their home including floor coverings. However, there is officer discretion to retain floor coverings, in exceptional cases, if they are in very good condition.

Responsive Repair required Cllr intervention

Kris Shipway and Annalisa Howson reviewed the case identified by Cllr Robini. The roof leak was responded to according to process and within timescale. Initial report 6 September, through out of hours service, resulted with emergency attendance on 6 and 7 September. Operatives made the home safe and sought to prevent further damage while repair completed. The roofing repair was raised on 7 September and completed on 15 September. Actions were in place before Cllr Robini contact on the evening of 8 September. The tenant was provided with a wet vac and dehumidifier and attempts were made to attach a tarpaulin cover. Following the incident, and recognising the challenge for 24 hour roof fixes, the team have invested in some roof repair kits to manage any leak in the interim until a full fix can be arranged. The kits

are easy to hang and channel the leaks to a floor drain or container, ideal for a quick response.



Senior Living Spyholes

The Compliance team confirmed that they would not retrofit spyholes to senior living individual doors. As this would compromise the integrity of the door and breach the manufacturer guarantee.

Please note that each scheme has a secure door entry system at the main door and that all door replacement programmes include a specification for spy holes eg Rolston, Riverside (fitted), Faulkner (in progress) and Blunden (scheduled).

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WAVERLEY BOROUGH COUNCIL

LANDLORD SERVICES ADVISORY BOARD

27 OCTOBER 2022

Title:

**HOUSING REVENUE ACCOUNT BUSINESS PLAN –
STRATEGIC REVIEW**

Portfolio Holder(s):

Cllr Nick Palmer, Co-Portfolio Holder for Housing (Delivery)
Cllr Paul Rivers, Co-Portfolio Holder for Housing (Operations)
Cllr Mark Merryweather, Portfolio Holder for Finance, Assets
and Commercial Services

Head of Service: Andrew Smith, Executive Head of Housing

Key decision: No

Access: Public

1. Purpose and summary

1.1 This report sets out the revised Housing Revenue Account Business Plan strategy following the completion of the strategic review commissioned in February 2022.

This report contains the following Annexes:

- Annexe 1 – HRA Business Plan 2022/23 to 2052/53
- Annexe 2 – Housing Reserves
- Annexe 3 – Housing New Build Summary

2. Recommendation

2.1 It is recommended that the Board make comments to the Executive on the proposals:

1. To approve the revised HRA business plan strategy set out in this report.
2. To approve the proposed movements, restrictions and purposes of reserves as set out in **Annexe 2**.

3. Reason for the recommendation

3.1 To provide the Board with the opportunity to assess the outcomes of the HRA Business Plan Strategic Review. Feedback on the proposal to manage resources to fund Waverley Borough Council's Landlord Services operations, maintenance programme, zero carbon commitments and building new affordable homes on a long-term financially sustainable basis.

4. Background

4.1. The annual update of the self-financing HRA 30-year Business Plan considered by Full Council on 22 February 2022 included a recommendation to undertake a strategic review to address the challenges faced within the HRA business plan and return it to a sustainable financial footing. The outcome of this review is reported below.

4.2. The HRA and General Fund are not separate legal entities, the HRA is a ring fenced account within the General Fund restricting the use of income and management costs of the housing functions in compliance with the Housing Acts (Statute). The HRA Business Plan is a rolling 30-year self-financing plan reflecting the key long-term strategies to deliver the commitments within the Corporate Plan including managing, maintaining, and building new social and affordable housing for Waverley's tenants. The plan complies with and is affected by government statute and policy whilst being independent of any central government support. The HRA Business Plan adjusted to reflect the outcome of the strategic review proposals is presented on **Annexe 1** and referred to in this report.

4.3. The Business Plan originated in 2012 to support the compulsory buy out of the government rent subsidy system costing the council £193m, funded from a schedule of borrowing to be repaid from the rent income over 30 years, whilst providing funding to build new homes. However, in the last 10 years, there have been changes to the statutory regulations such as lifting of the borrowing cap to facilitate new house building. Government rent control policy changes initially forcing a 4-year rent reduction then a 4-year capped increase and a long-term alignment with a common rent standard applicable to all Registered Providers including the council. More recently the Business Plan is being impacted by the economic shocks resulting from Covid, global supply issues and the Ukrainian war. These issues have presented challenges to contain the resulting inflationary spikes in cost and the need to resist passing the full effect of these short-term economic shocks onto the council's tenants in above long-term average annual rent increases.

Debt repayment and borrowing strategy

4.4. Over the next 18 years, the original business plan was set to repay the borrowing in tranches as a direct deduction from the rent income, with debt repayment ratcheting up each year from initially around £4m rising to £17m, and the business plan being free of borrowing after 18 years. The original business plan included an assumption of rent increases of 1% above the long-term HM Treasury inflation target of 2% to provide sufficient rent income to cover debt repayment and housing maintenance. Due to subsequent changes in government rent policy, which forced a real rent reduction of 1% per year over 4 years and the recent economic shocks, the plan to be debt free is no longer achievable because the annual rent income is not sufficient to cover debt repayment and maintenance. The council will now have to change its strategy and borrow to fund the contractual debt repayments over the next twelve years to free up rent income to fund the housing maintenance and energy efficiency programme.

Funding the housing maintenance strategy

4.5. The council must not borrow more than is necessary to fund its maintenance programmes and there are statutory rules on what kinds of maintenance can be funded by borrowing. This is conventionally limited to maintenance that can be capitalised on the balance sheet and amortised over the life of the components reflecting the long-term replacement cycles of key housing components such as central heating, bathrooms, roofs etc. The amortisation of components funded by this strategy will be set aside for debt repayment, instead of being used to fund further maintenance works, to prevent the council from building up an unsustainable level of debt which would ultimately be funded from the rental income.

4.6. The amount of borrowing required to fund debt repayment as it falls due each year will depend upon the detail of the stock condition survey currently being commissioned to inform a revised asset management plan. This work will take up to two years to complete. The business plan put to Full Council in February 2023 will reflect these logistics.

Staffing and management costs

4.7. The cost of managing the housing service must be funded from the rental income and there is a statutory prohibition on borrowing for such costs. There is a direct trade off between staffing and management costs and the funding of maintenance programmes. Every £1 increase in staffing and management costs reduces the rental income funding available for maintenance and therefore increases the need to borrow and ultimately the interest costs charged against the rental income. Staffing and management costs must therefore be optimised and achieve economies of scale through efficiencies and collaboration opportunities. It is recommended that these costs are cash limited for the next 4 years with an additional savings target supported by a strategy to deliver that reflects available efficiency opportunities. This detail will be worked up for the 2023/24 Business Plan due to be presented to Full Council in February 2023.

Rent Income

4.8. The original business plan assumed rent increases in line with HM Treasury long term inflation target of 2% plus 1%. For reasons already explained this has not held true. The government has set a maximum rent increase of CPI plus 1% for the next three years, in the current turbulent economic climate this policy does not work. It will generate significant rent increases resulting from what is predicted to be relatively short-term economic issues in a long term (30 year) business plan.

4.9. Rent increases need to be set with a long-term view and smoothed to reflect the actual long term inflation trend with appropriate weightings to iron out the short-term inflation spikes whilst ensuring the business plan is not unreasonably being deprived of resources. This is justified by the correlation of rent increases to the upward only year on year cost of living increase in staffing costs compared to the cost of maintenance and utilities which is much more fluid and flexible in a competitively tendered market.

Inflation pressures

4.10. Inflation within the HRA operational cost base has been assumed at 3% in the original Business Plan, this assumption has held reasonably true prior to the current economic challenges and has generally been benign. However, inflation is now a significant issue, and it is important that its impact on the different aspects of the Business Plan is understood beyond the broad media headline of CPI to ensure effective cost control strategies are implemented and rent increases are proportional to the long term inflation forecast. The table below demonstrates how inflation impacts different elements of the HRA cost base.

2022/23 budget	£x1000	%age	Inflation assumptions
Salaries derived cost	4,448	24%	Cost of living increase ~ 3%
Utilities	311	2%	Currently ~400%
Council tax	100	1%	Referendum principle ~2% Negotiable around CPI
Responsive maint contract	6,104	33%	~11%
Debt interest	5,328	29%	No inflation
Other operational costs	2,328	13%	Cash limited
Operational cost	18,619	100%	

4.11. Clearly within the cost base there is a wide scope to mitigate the impact of short-term inflationary pressures. Total salary costs can be cash limited with the inflation pressure managed through efficiency measures and delaying recruitment where adverse service impact risk is low or acceptable. Utilities relate to the cost of voids and supported living schemes, where usage can be actively managed and service charges reviewed. Council tax is entirely the cost of void properties and proportionally insignificant. The responsive maintenance contract inflation is negotiable, and the contract volumes are flexible, careful risk-based prioritisation of repair work can reduce cost exposure. Whilst the core maintenance programme does not feature directly in the operational costs, it also is affected by inflation, and there are options to manage inflation in this programme through careful management and prioritisation.

New homes building strategy

4.12. In the original business plan the council's ability to borrow to build new homes was capped by the government. To facilitate the funding of a small build programme the repayment of the £193m debt was delayed 5 years to enable a new build reserve to be accumulated.

4.13. The lifting of the borrowing cap four years ago has enabled a new strategy to be developed to fund the building of new affordable homes. The new strategy proposes that the construction/land costs are funded by a combination of Right to Buy sales receipts and borrowing. Financial viability is always challenging on new builds that are let at below market rent (i.e. affordable or social rent). Affordable rent on new homes does not usually cover the full annual cost of a home including the borrowing costs for quite a number of years and requires a subsidy to make up the shortfall. The solution is to subsidise the annual rent deficit (rent less costs) from the New Development Impact Reserve until the rent increase catches up with the annual costs (including fixed annual borrowing costs). This ensures the reserves funding can be utilised over a bigger number of new homes than the alternative to subsidise the build cost from the new build reserve to reduce the borrowing costs, which would quickly deplete the reserve. The pipeline of new build projects is demonstrated on **Annexe 3**.

Reserves

4.14. A full review of HRA reserves has been completed as part of the strategic review. It is proposed that the New Affordable Housing Reserve and the Stock Improvement Reserves are consolidated into a New Development Impact Reserve which will be used to cover the revenue impact on the business plan from New Development Schemes.

4.15. It is a statutory requirement to maintain a HRA minimum working balance, there is no statutory prescription on how much this should be and the Chief Finance Officer (Section 151) considers £2m to be appropriate. The modelling of the HRA Business Plan therefore focusses upon maintaining at least £2m in the HRA working balance across the full term of the business plan.

4.16. The use of Right to Buy receipts are restricted to funding no more than 40% of the cost of a replacement home (whether through acquisition or new build) within 5 years of receipt or are due to be paid over to the government. To avoid clawback a pipeline of new builds is required, including the purchase of Affordable properties from developers under section 106 agreements.

4.17. The Unrestricted Capital Receipts reserve is a corporate reserve originally designated to support the new build programme prior to the borrowing restrictions being lifted. The requirement for this reserve now falls away under this new HRA Business Plan strategy and can be utilised to support other corporate capital project priorities.

Garages

4.18. Garages are currently accounted for within the HRA ringfence as they were originally provided by the Council under Housing Act powers in connection with the housing provided by the Council. However, over time these have mostly been let on a commercial basis to private tenants and no longer in connection with our HRA tenancy. Over 75% of garages are now rented privately by non-HRA tenants.

4.19. As the majority of the Council's garages are no longer rented by HRA tenants, they can no longer be considered to be required for housing purposes, and it is therefore proposed to appropriate them along with on-going maintenance liability and the income generated to the General Fund.

4.20. A separate report will follow on this including financial implications and recommendations.

Sensitivity analysis

4.21. A full sensitivity analysis has been completed to model the effect of different assumptions impacting upon the HRA Business Plan to ensure that the fundamental principles of the new strategy are viable. A full analysis of the sensitivities will be provided with the 2023/24 Business Plan due to be presented to Full Council in February 2023. Information on the sensitivity modelling can be seen on **Annexe 1**.

Local Government Act 2003 – Financial Administration

4.22. The Local Government Act 2003 formally introduced several specific sections covering:

- 4.22.1. Budget calculations, report on robustness of estimates,
- 4.22.2. Adequacy of reserves and
- 4.22.3. Budget monitoring

4.23. Robustness of Estimates - Full account has been taken of potential costs and adequate provision has been made. A prudent assessment of income has been undertaken and only income that has a high level of certainty of being received is included within the Council's budgets.

4.24. The Council's HRA Business Plan, together with information presented at the Annual Member Finance Briefings and subsequent reports demonstrate the financial challenges to Waverley Borough Council and Landlord Service in the future.

4.25. In view of the level of awareness amongst Members and the action taken to produce the Council's budget in 2022/23, the S.151 Officer is satisfied with the robustness of the estimates presented.

4.26. Adequate reserves - are necessary to meet significant cost that could not reasonably have been foreseen in the preparation of the budget. The levels of the HRA working and repairs fund balances have been reviewed and the working

balance is at least £2m. **Annexe 2** shows the schedule of HRA balances and reserves.

4.27. Budget Monitoring - It is the view of Waverley's Section 151 Officer that the arrangements for budget monitoring, referred to above, satisfy the requirements of the Local Government Act 2003. Budget Monitoring in 2021/22 shows that the HRA is staying within budget on capital and revenue overall.

5. Conclusion

5.1. The team has completed a comprehensive strategic review of the Housing Revenue Account and proposes appropriate strategies to ensure income stream increases, capital works, improvements and new build budgeted programmes and the maintenance of healthy reserves to deliver the HRA Business Plan objectives.

6. Relationship to the Corporate Strategy and Service Plan

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

7. Implications of decision

Resource (Finance, procurement, staffing, IT)

7.1. All decisions made regarding the budget will impact on Waverley's resources.

8. Risk Management

8.1. Risks inherent with the delivery of a sustainable Business Plan have been identified along with appropriate solutions within the report.

9. Legal

9.1. Section 24 of the Housing Act 1985 provides that a local authority may make such reasonable charges as they determine for the tenancy or occupation of their houses. The Council must review rents from time to time and make such charges as circumstances require.

9.2. Under Section 74 of the Local Government and Housing Act 1989, the Council is obliged to maintain a separate Housing Revenue Account and by Section 76 must prevent a debit balance on that account. Rents must therefore be set to avoid such a debit and the Council must set a balanced HRA budget.

10. Climate emergency declaration

10.1. The New Build contribution to the Council's environmental and sustainability objectives includes working with consultants to develop climate positive design and developing carbon off-set opportunities in materials used in construction

10.2. The consultant and contractor shortlisting / tender process supports the Council's ambition of being carbon neutral by 2030. Tender criteria are used to enable the Council to take account of the qualitative, technical and sustainability aspects of the tender as well as price when evaluating and reaching a contract award decision.

10.3. Demolition contractors are required to operate in an environmentally responsible manner with a firm commitment to recycle and reclaim the maximum materials recovered during the demolition and dismantling process.

10.4. Our build contractor appointment includes an assessment of responses in relation to minimise the carbon impact on delivery of schemes with specific references to addressing their environmental impact, pre-construction activity, build and post construction phases and management of their supply chain.

10.5. Contractors are required to demonstrate areas of innovation that they have developed, or suggest products and advise how they might be used in projects delivered with the council; having regard to the council's current Design Standards and Employers Requirements to deliver energy efficient and sustainable homes for existing and future tenants

10.6. The Waverley Borough Council Housing Design Standards were reviewed by the Housing Overview and Scrutiny Working Group and the resulting recommendations were formally adopted by the Executive in September 2021. The focus of the review was on opportunities and methods of delivery of carbon neutral / Passivhaus homes and value for money.

10.7. The development teamwork with other teams to identify ways the delivery of the Council's new build and regeneration programme can support delivery of other elements of the Council's Climate Change and Sustainability Strategy and Strategic Carbon Neutrality Action Plan.

10.8. Sustainability and reducing carbon are central to the review of the Asset Management Strategy, Responsive Repairs contract and capital works programmes.

10.9. Meeting the climate change emergency in respect of the council's housing stock is both financially and resource intensive. Detailed work will be done alongside the stock condition survey to understand the works required and how best to delivery them within the HRA Business Plan.

11. Consultation and engagement

The Portfolio Holders and the Landlord Services Advisory Board have been consulted on this paper. The Resources Overview and Scrutiny Committee will scrutinise the HRA Business Plan Strategic review at their meeting on 7 November 2022.

12. Other options considered

Alternative rent increases have been included in the sensitivity analysis referenced in 4.21.

13. Governance journey

Landlord Services Advisory Board on 27 October 2022 and Resources Overview and Scrutiny 7 November 2022, Executive on 29 November and Council 13 December 2022.

Annexes:

Annexe 1 – HRA Business Plan 2022/23 to 2052/53
Annexe 2 – Housing Reserves
Annexe 3 – Housing New Build Summary

Background Papers

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

CONTACT OFFICER:

Name: Peter Vickers
Position: Executive Head of Finance (Sect 151)
Telephone: 01483 523539
Email: peter.vickers@waverley.gov.uk

Name: Andrew Smith
Position: Executive Head of Housing
Telephone: 01483 523363
Email: andrew.smith@waverley.gov.uk

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HRA Business Plan 2023/24 to 2052/53

	YR1 2023/24	YR2 2024/25	YR3 2025/26	YR4 2026/27	YR5 2027/28	YR10 2032/33	YR15 2037/38	YR20 2042/43	YR25 2047/48	YR30 2052/53
HRA WORKING BALANCE										
INCOME										
Net Dwelling Rent	-31,255,961	-32,506,199	-33,481,385	-34,485,826	-35,520,401	-41,177,880	-47,736,449	-55,339,628	-64,153,796	-74,371,832
Net Garage Rent	0	0	0	0	0	0	0	0	0	0
Service Charges	-389,844	-405,438	-417,601	-430,129	-443,033	-513,596	-595,399	-690,231	-800,166	-927,612
Cost Recovered	-355,937	-370,174	-381,280	-392,718	-404,500	-468,926	-543,614	-630,197	-730,571	-846,932
Other Income	-280,889	-292,125	-300,889	-309,915	-319,213	-370,055	-428,995	-497,323	-576,534	-668,361
Interest Receipts	-530,940	-366,550	-202,160	-202,160	-202,160	-202,160	-202,160	-202,160	-202,160	-202,160
Total Income	-32,813,571	-33,940,486	-34,783,314	-35,820,749	-36,889,306	-42,732,618	-49,506,617	-57,359,539	-66,463,227	-77,016,898
EXPENDITURE										
Cost of Operation	1,495,907	1,520,286	1,532,963	1,545,894	1,559,083	1,629,093	1,706,390	1,791,732	1,885,956	1,989,988
Operational Staffing	3,849,238	3,549,238	3,349,238	3,349,238	3,416,222	3,771,786	4,164,356	4,597,786	5,076,327	5,604,675
Support Service Charges	599,300	599,300	599,300	599,300	611,286	674,909	745,154	822,710	908,339	1,002,879
Back Funding Pension Cost	658,285	658,285	658,285	684,800	684,800	684,800	684,800	684,800	684,800	684,800
Responsive Maintenance	7,108,786	7,393,138	7,541,001	7,691,821	7,845,657	8,662,239	9,563,812	10,559,221	11,658,234	12,871,632
Corporate and Democratic Costs	682,595	709,898	724,096	738,578	753,350	831,759	918,329	1,013,910	1,119,438	1,235,950
Mortgage Interest	5,116,002	4,872,531	4,694,695	4,490,707	4,192,121	2,119,231	0	0	0	0
Revenue contribution to Mortgage Principal Repayment	8,561,000	9,485,000	5,110,000	5,860,000	9,860,000	15,455,000	0	0	0	0
Hardship Fund	30,000	30,000	30,000							
Total Expenditure	28,101,113	28,817,676	24,239,578	24,960,337	28,922,519	33,828,817	17,782,842	19,470,159	21,333,094	23,389,924
Net INCOME -/ Net EXPENDITURE +	-4,712,458	-5,122,810	-10,543,736	-10,860,411	-7,966,787	-8,903,800	-31,723,775	-37,889,380	-45,130,134	-53,626,973
CONTRIBUTIONS TO (+)/FROM (-) RESERVES										
Core Capital programme Contribution	8,086,513	10,104,579	10,653,638	10,866,710	7,962,066	8,790,764	9,705,714	10,715,893	11,831,211	13,062,613
Release part of Uninsured losses reserve	-561,700									
MOVEMENT IN YEAR ADDED (-)/REDUCED (+)	2,812,355	4,981,769	109,902	6,299	-4,721	-113,036	-22,018,061	-27,173,487	-33,298,922	-40,564,360
Opening Balance	-9,912,976	-7,100,621	-2,118,852	-2,008,951	-2,002,652	-2,048,011	-22,384,722	-139,190,675	-286,758,932	-467,290,957
CLOSING BALANCE (MIN £2m)	-7,100,621	-2,118,852	-2,008,951	-2,002,652	-2,007,373	-2,161,047	-44,402,783	-166,364,163	-320,057,854	-507,855,317
MAJOR REPAIRS RESERVE										
Opening Balance	-1,729,328	0	0	0	0	0	0	0	0	0
MOVEMENT IN YEAR ADDED (-)/REDUCED (+)	-8,086,513	-10,104,579	-10,653,638	-10,866,710	-7,962,066	-8,790,764	-9,705,714	-10,715,893	-11,831,211	-13,062,613
Core Capital programme	9,815,841	10,104,579	10,653,638	10,866,710	7,962,066	8,790,764	9,705,714	10,715,893	11,831,211	13,062,613
CLOSING BALANCE	0	0	0	0	0	0	0	0	0	0
Principal Repayment Financing										
Mortgage Principal Repayment	8,561,000	9,485,000	9,780,000	10,399,000	11,166,000	15,455,000	0	0	0	0
Revenue Contribution	8,561,000	9,485,000	5,110,000	5,860,000	9,860,000	15,455,000	0	0	0	0
Internal/external refinancing	0	0	4,670,000	4,539,000	1,306,000	0	0	0	0	0

Sensitivity Analysis 23/24	Assumption in business plan	change (- reduced)	2023/24	2024/25	2025/26	2026/27	2027/28	2032/33	2037/38	2042/43	2047/48	2052/53
Rent increase lower/higher by	4%		0	0	0	0	0	0	0	0	0	0
Inflation rate lower/higher by	11%		0	0	0	-0	-0	0	0	-0	0	0
RTB Sales	20		-	-	-	-	-	-	-	-	-	-
Total impact per year			0	0	0	-0	-0	0	0	-0	0	0
Total impact across business plan			-	0.00								

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Reserve	Opening balance	Proposed movements	Revised balance	Restrictions/Purpose
Major Repairs Reserve	-1,729,328	0	-1,729,328	The regulations require the MRR to be credited with an amount equivalent to the total depreciation charges for all HRA assets. This is then used to fund the core capital spend. It can also be used to fund repayments of principal of any amounts borrowed.
Uninsured Losses Reserve	-661,700	561,700	-100,000	To cover uninsured losses including excesses on claims. In light of the new insurance policies, taking into account current claims, this can be reduced down to £100k.
Capital Grants Unapplied Account	-42,554	0	-42,554	Thames Water bond for Ockford Ridge.
Stock Improvement Reserve	-4,958,357	4,958,357	0	Revenue reserve, historically used for Stock Improvement spend but there no restrictions on use of this reserve. Proposed to move this to New Development impact reserve
New Affordable Housing Reserve	-15,138,048	15,138,048	0	Revenue reserve, historically used for New Affordable Housing spend but there no restrictions on use of this reserve. Proposed to move this to New Development impact reserve
New Development impact Reserve	0	-20,096,405	-20,096,405	Reserve to be used to cover the revenue impact on business plan for New Development Schemes
Revenue Account Balances	-9,942,758	-561,700	-10,504,458	Working balances - Min balance - £2m
Water Charge Refunds - HRA	-1,888	0	-1,888	For Water Charge refunds, to be released in 22/23 if not used
Capital Receipts Unapplied*	-20,648,657	0	-20,648,657	Further detail on split of this reserve below
	-53,123,290	0	-53,123,290	

Capital Receipts Unapplied*	Opening balance	Proposed movements	Forecast closing balance	Restrictions/Purpose
Restricted 1-4-1 receipts (5 Year limit)	-2,500,500	0	-2,500,500	The use of these receipts is restricted to the building and acquisition of new properties. The percentage cost of a new home that Waverley can fund using Right to Buy receipts increases is 40%. 1-4-1 receipts must be spent within 5 years or returned to central government.
Unrestricted capital receipts	-18,148,157	0	-18,148,157	These are corporate capital receipts and can be used across both HRA and General Fund.
	-20,648,657	0	-20,648,657	

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Housing Development - Financial Analysis

Status	Scheme	Scheme Cost	Financing			NPV (60 years)	Scheme deficit to be subsidised from business plan (up to the point the scheme contributes to BP)	Net revenue impact to business plan (30 years)**	Net revenue impact over life of asset (60 years)**	Revenue neutral from
			1-4-1 Receipts	Sales Receipts (Year 1)	Borrowing					
Contract signed	Ockford Ridge - Site C	8,115,890	1,298,542	600,000	6,217,348	369,099	1,921,500	196,095	-20,751,263	Year 17
Pre contract agreement	Aarons Hill	1,054,959	421,984	-	632,975	252,122	144,067	-119,926	-2,632,122	Year 15
Pre contract agreement	Hartsgrove	1,742,073	418,098	126,250	1,197,726	382,062	666,420	600,669	-1,995,218	Year 24
Pre contract agreement	Pathfield	3,390,913	863,141	212,500	2,315,271	937,626	1,245,744	1,109,928	-3,934,590	Year 24
Pre contract agreement	Queens Mead	2,494,711	498,942	222,500	1,773,268	700,327	1,666,630	1,632,823	99,441	Year 35
Pre contract agreement	Turners Mead*	757,896	303,158	-	454,738	577,412	305,227	294,145	294,145	n/a*
Tender evaluation	Riverside Court	333,146	133,259	0	199,888	-93,225	23,187	23,187	-271,977	Year 32
Acquisition	Cattershall Lane	2,845,500	1,138,200	0	1,707,300	509,630	240,679	-796,011	-8,614,850	Year 12
Total		20,735,088	5,075,324	1,161,250	14,498,514	3,635,053	6,213,453	2,940,909	-37,806,435	***

*Only over 15 years as shared ownership staircasing over 15 years

**The net revenue impacts shown are before subsidy from the business plan shown in "Scheme deficit to be subsidised from business plan (up to the point the scheme contributes to BP)" column are applied

***A minus (-) figure represents surplus/income

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WAVERLEY BOROUGH COUNCIL

LANDLORD SERVICES ADVISORY BOARD

27 OCTOBER 2022

Title:

HOUSING SERVICE PLANS 2022/25 MID YEAR PROGRESS REPORT

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

Head of Service: Hugh Wagstaff, Head of Housing Operations and Andrew Smith
Executive Head of Housing Services

Key decision: No

Access: Public

1. Purpose and summary

The report provides the Board with a commentary of the progress made against the Housing Service Plans. In the first six months of 2022/23, from a total of 45 actions, seven have been completed within target, 34 are in progress and four are on hold while the actions are considered and reprioritised by the new Executive Head of Housing Services.

2. Recommendation

It is recommended that the Board consider the progress made as at Annexe One and:

- i makes any observations or comments to the Executive Head of Housing Services and Co-Portfolio Holders for Housing,
- ii consider if any actions or themes should be reported more regularly as future LSAB agenda items, and
- iii put forward suggestions for 2023/24 rolling service plan.

3. Reason for the recommendation

To transparently share the progress made against the service plan actions, to raise awareness and enable discussion. To celebrate successes and recognise challenges and mitigations.

4. Background

- 4.1 The Council agreed the Housing Service Plans 2022/25, a three year rolling service plan in March 2022. A summary of the service plan performance is reported in the

Corporate Quarterly Performance Report. This report provides a more comprehensive midyear review.

- 4.2 Service plans are an operational management tool, and as such are laid out in a way which allows easy and clear understanding of key functions performed by teams and the specific timescale set for their delivery as well as highlighting potential risks should an action was not completed. The plans also contain a list of ongoing projects.
- 4.3 The plan has seven overarching themes, five related to Housing Operations, one for Housing Development and one for corporate Waverley wide requirements:
- i The service is financially robust with at least £2m reserve.
 - ii The service meets the needs of all tenants and their families
 - iii Our people will be skilled and professional to put residents at the heart of everything we do
 - iv Delivering high quality public service with partners and be recognised as an effective partner within the community by attaining nominations, publishing case studies and participating in joint events
 - v The customer experience will be improved by meeting and exceeding satisfaction targets annually.
 - vi Deliver new affordable homes: increase delivery of well designed, well-built affordable housing
 - vii Standing Corporate Compliance Actions are achieved
- 4.4 From a total of 45 actions, seven have been completed within target, 34 are in progress and four are on hold while actions are reprioritised by the new Executive Head of Housing Services.
- 4.5 The service plan at Annexe One is colour coded to identify progress made. The green actions have been completed including:
- HRA Business Plan Review – the strategic review outcomes are on the LSAB agenda October 2022, Overview and Scrutiny Resources agenda November 2022 and new plan to be adopted December 2022 in budget setting process.
 - Housing Asset Management Strategy – adopted by Council April 2022
 - Work with tenants to mitigate risks to rent to maintain rent collection – the team worked together with tenants on arrears letters, methods and messages of communication and the HRA Hardship Fund Policy
 - Implement responsive repairs and voids contract – new contract went live 1 April 2022 working together to get repairs right first time. Updates through Corporate Quarterly Performance Report and contractor presentations to LSAB.
- 4.6 The pink actions are in progress and will run throughout the year for ongoing service improvements. Actions include working with stakeholders, implementing strategies, improving communications, delivering new homes, supporting tenants' health and wellbeing, and staff development
- 4.7 The four yellow items relate to staff matters, that do not require immediate attention and maybe addressed by other joint workstreams. Therefore they will be considered and reprioritised by the new Executive Head of Housing Services during Quarter Three.

- 4.8 The team have made good progress in completing actions and progressing others in the first six months of the financial year.
- 4.9 A new service plan template is to be developed by the Policy team for 2023/24. The team are mindful to retain the five Housing Operations themes. As they remain relevant and live to the Corporate Strategy and wider social housing themes of the Regulator of Social Housing. New actions and projects will be identified and shared with LSAB for comment as the plans are developed in the winter.

5. Relationship to the Corporate Strategy and Service Plan

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

6. Implications of decision

6.1 Resource (Finance, procurement, staffing, IT)

Service Plans are prepared as part of the annual budget setting process and any financial implications are included in the budget proposals.

6.2 Risk management

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

6.3 Legal

There are no legal implications arising directly from this report. Heads of Service will identify which of their Service Plan Actions/Outputs will require legal support and will discuss in advance with the Legal Services team their requirements, including internal and/or external (if necessary) legal resource and budgeting for that support.

6.4 Equality, diversity and inclusion

There are no direct equality, diversity or inclusion implications in this report. Equality impact assessments are carried out on projects and policies 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

Service plans reviewed to take into consideration new environmental and sustainability objectives arising from the [Corporate Strategy 2020-2025](#) in light of [Climate Emergency](#) introduced by the Council in September 2019.

7. Governance journey

LSAB Information only.

Annexes:

Annexe 1 – Joint Housing Operations and Delivery Service Plan

Background Papers

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

CONTACT OFFICER:

Name: Annalisa Howson

Position: Housing Service Improvement Manager

Telephone: 01483 523453

Email: annalisa.howson@waverley.gov.uk

Service Plan 2022-2025 (rolling 3 years)		Head of Service:	Hugh Wagstaff
		Strategic Director:	Annie Righton
Service:	Housing Operations	Portfolio Holders:	Cllr Paul Rivers and Cllr Nick Palmer

This Service Plan is a rolling three year programme of both business as usual and project activity. It is reviewed annually to ensure it is consistent with and reflects the Council's priorities and the Medium Term Financial Plan. It has also been prepared within the context of the Covid pandemic which has had an impact on the timing of some projects due to staffing and resourcing implications. From time to time Service Plans will also be subject to review by councillors and officers as a result of the need to reprioritise resources to react to changing circumstances or opportunities. The delivery progress is monitored on quarterly basis as part of the Corporate Performance Report reviewed by Senior Management Team, O&S Committees and Executive.

Service description

Housing Operations is made up of five teams who manage and maintain Council homes and tenancies:

- **Property Service Team** - responsible for the management of the council's housing portfolio and ensuring homes are kept in good repair through the delivery of planned and reactive works and health and safety compliance. (Monitored through the Corporate Performance indicators: HO2, HO3, HO4 and HO5)
- **Housing Management Team** - ensure tenancy conditions are met, supporting tenants and delivering community development opportunities (Monitored through the Corporate Performance Indicator HO6). The management and maintenance teams work closely with the Corporate Customer Service team who provide the first line of contact for tenant enquiries.
- **Rent Accounts Team** - responsible for charging and collecting rent and service charges. (Monitored through the Corporate Performance Indicator H01). The team also manage leasehold enquiries, recharges and Right to Buy applications.
- **Asset Management Team** - responsible for long term management of homes and maintain assets PD sent info
- **Senior Living Team** - support older and/or vulnerable tenants to live independently at designated schemes.

The Housing Operations Service are also supported by the Service Improvement Team to deliver overarching actions and initiatives to support good practice and adherence to regulatory standards.

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

Outcome 1. The service is financially robust with at least £2m reserve.								
Corporate Priority: A financially sound Waverley, with infrastructure and resilient services fit for the future / effective strategic planning and development management which supports the planning and infrastructure needs of local communities								
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP22/25HO1.1	Lead an annual review of Housing Revenue Account (HRA) Business Plan to ensure the service is able to deliver its objectives of investment and growth and is financially sound.	Within the existing budgets and resources	01/09/2020 01/09/2022	01/11/2022 01/11/2022	Head of Housing Operations (HW)	Reduction in service and investment.	S	Balanced HRA funding services to meet tenants needs
SP22/25HO1.2	Publish and implement a "New Asset Management Strategy" to ensure a prudent, energy efficient, planned approach to repair, maintain and improve homes and communal areas. The strategy will help deliver the Council's target to be carbon neutral by 2030.	Within the existing budgets and resources	01/01/19	01/06/22	Strategic Asset Manager (PD)	Poorly maintained homes. Breaching home safety legislation, failing Regulator of Social Housing standards, risk to health of residents and reputation, failure to contribute to carbon neutrality	S	Published AMS and works meeting target
SP22/25HO1.3	Annual review of Value for Money to ensure optimal benefit is derived from resources and assets.	Within the existing budgets and resources	01/04/20	31/10/2022	All Managers	Reduction in service delivery, new and current home investment. Failure to reduce carbon emissions.	S	upper quartile performance in Housemark benchmarking report

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Outcome 2. The service meets the needs of all tenants and their families. (including Communications)								
Corporate Priority: Open, democratic and participative governance / effective strategic planning and development management which supports the planning and infrastructure needs of local communities / a sense of responsibility by all for our environment, promoting biodiversity, championing the green economy and protecting our planet								
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP22/25HO2.1	Review and embed "Regulatory Consumer Standards" with tenants and Members to assess service and areas for improvement to inform the service improvement plan.	Within the existing budgets and resources	01/10/20	31/03/2023	Service Improvement Manager (AH)	Regulatory investigation into failing service.	S	self assessment against regulator standards with evidence and action plan
SP22/25HO2.2	Work with tenants and tenant representatives to manage the current financial position (with increasing fuel costs, removal of UC uplift, end of furlough, inflation)and the 2022 rent increase in a sensitive and proactive way, to maintain rent collection rate.	Within the existing budgets and resources	01/04/2022	31/12/2022	Rent Accounts Manager (DH)	Reduced income collection, financial hardship inc fuel poverty.	S	maintain rent collection at 99%
SP22/25HO2.3	Implement the "Tenant Involvement Strategy" to embed a culture of consistent and meaningful tenant involvement in services. To ensure residents voices are heard and responded to. (STAR 2023)	Within the existing budgets and resources	01/04/21	31/03/22	Service Improvement Manager (AH)	Fail to meet tenants needs.	S	increased number of tenant volunteers and increase in satisfaction at STAR 2023
SP22/25HO2.4	All teams to review communications with residents to build trusted relationship between tenants and landlord, share good practice and increase satisfaction (STAR	Within the existing budgets and resources	01/04/22	30/03/25	Service Improvement Manager (AH)	fail to meet tenants needs, poor service delivery	S	increase in satisfaction at STAR 2023
SP22/25HO2.5	Reintroduce and embed transactional Responsive Repairs survey to gain live data and resolve issues promptly to improve service delivery.	Within the existing budgets and resources	01/04/22	30/06/22	Housing Operations Manager (HR)	fail to meet tenants needs, poor service delivery	S	monthly responsive repair feedback reports and increase in satisfaction
SP22/25HO2.6	Review and implement governance arrangements to demonstrate compliance to Regulatory Standards and Charter for Social Housing Residents	Within the existing budgets and resources	01/04/22	31/03/23	Service Improvement Manager (AH)	fail to meet tenants needs, poor service delivery, Regulatory investigation into failing service	S	successful implementation of Landlord Service Advisory Board
SP22/25HO2.7	To lead annual senior living tenants consultation to assess service delivery, residents needs and improvements.	Within the existing budgets and resources	01/04/22	30/03/23	Senior Living and Careline Manager (DB)	Fail to meet tenants needs.	S	increase in satisfaction at STAR 2023
SP22/25HO2.8	Work with tenants and tenant representatives to ensure safety of homes and improve tenants satisfaction (STAR 2023)	Within the existing budgets and resources	01/04/22	30/03/23	Housing Operations Manager (HR)	fail to meet tenants needs, poor service delivery, Regulatory investigation into failing service	S	increase in satisfaction at STAR 2023

Outcome 3. Our people will be skilled and professional to put residents at the heart of everything we do (50% with professional qualification by 2023).								
Corporate Priority: Open, democratic and participative governance / high quality public services accessible for all								
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP22/25HO3.1	Be active partner with Chartered Institute of Housing as a Gold Standard Corporate Partner to ensure access and information for staff development - annual review.	£20k training	01/04/19	31/03/24	Service Improvement Manager (AH)	Poor service delivery.	D	increase in satisfaction at STAR 2023 and staff engagement survey
SP22/25HO3.2	Develop and retain qualified staff to deliver the service objectives and professional standards.	£20k training	01/04/19	31/03/24	Head of Housing Operations (HW)	Poor service delivery.	D	increase in satisfaction at STAR 2023 and staff engagement survey
SP22/25HO3.3	Regular review of staffing resources to add capacity and resilience to ensure professional service delivery, succession planning and health and wellbeing of team	Within the existing budgets and resources	01/04/22	30/10/23	Head of Housing Operations (HW)	Poor service delivery.	D	increase in satisfaction at STAR 2023 and staff engagement survey
SP22/25HO3.4	Appraise Hybrid working arrangements against performance targets	Within the existing budgets and resources	01/05/22	30/09/22	Service Improvement Manager (AH)	Poor service delivery.	D	increase in satisfaction at STAR 2023 and staff engagement survey
SP22/25HO3.5	Assess internal communications between teams and services to ensure staff connected in hybrid environment and positive in staff survey (2022/23)	Within the existing budgets and resources	01/04/22	30/03/23	Service Improvement Manager (AH)	Poor service delivery.	D	increase in satisfaction at STAR 2023 and staff engagement survey

SP22/25HO3.6	Develop template person specification to reflect the expected attributes of a housing professional across the service	Within the existing budgets and resources	01/04/22	30/03/23	Service Improvement Manager (AH)	Poor service delivery.	D	new template for jobs advertised 2023
SP22/25HO3.7	To review and embed accurate record keeping to improve service delivery and satisfaction with service (STAR 2023)	Within the existing budgets and resources	01/04/22	30/03/23	Head of Housing Operations (HW)	Poor service delivery.	D	increase in satisfaction at STAR 2023

Outcome 4. Delivering high quality public service with partners and be recognised as an effective partner within the community by attaining nominations, publishing case studies and participating in joint events.

Corporate Priority: Open, democratic and participative governance / high quality public services accessible for all / effective strategic planning and development management which supports the planning and infrastructure needs of local communities

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP22/25HO4.1	To maintain effective partnerships to support Community Safety, good neighbourhoods and communities resulting in council housing tenants feeling safe in their neighbourhood (STAR 2023 question).	Within the existing budgets and resources	01/04/20	30/09/2023	Housing Manager (LD) and Senior Living and Careline Manager (DB)	Poor service delivery.	S	increase in satisfaction at STAR 2023
SP22/25HO4.2	Work with Partners to seek opportunities to promote health and wellbeing and address health inequalities. All staff to attend Safeguarding and Mental Health training to support residents in accessing support to live best life.	Within the existing budgets and resources	01/04/20	31/12/2021 31/12/2022	Service Improvement Manager (AH)	Reputational damage with partners.	D	Promote at least two initiatives through staff training and/or tenants newsletter
SP22/25HO4.3	To maintain and develop professional relationships with statutory agencies to support and signpost tenants appropriately with Safeguarding, ASB, mental health and domestic abuse cases.	Within the existing budgets and resources	01/04/21	31/03/23	Housing Manager (LD) and Senior Living and Careline Manager (DB)	Fail to meet tenants needs. Failure to adhere to residents charter or regulatory code	S	Attend at least three statutory agency partnership groups and maintain signposting records
SP22/25HO4.4	To develop Housing Procurement Strategy to be responsive to market and agile in procurement to build successful long term contractor partnerships.	Within the existing budgets and resources	01/04/22	30/03/23	Strategic Asset Manager (PD) and Housing Operations Manager (HR)	Reputational damage with partners. Poor service delivery.	S	Publish strategy

Outcome 5. The customer experience will be improved by meeting and exceeding satisfaction targets annually.

Corporate Priority: High quality public services accessible for all / effective strategic planning and development management which supports the planning and infrastructure needs of local communities

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP22/25HO5.1	Implement new Responsive repairs and Voids contract to meet key service performance indicators with strong contract management and to delivery higher tenant satisfaction.	Within the existing budgets and resources	01/05/20	30/10/21	Operations Manager (HR)	Decreased tenant satisfaction.	S	new contractor mobilised 1 April 2022, series of contract managment meetings and increase in KPIs
SP22/25HO5.2	Continue review programme for policies, to reflect good practice and legislative changes and to support the Council's target to be carbon neutral by 2030.	Within the existing budgets and resources	01/04/20	01/04/23	Service Improvement Manager (AH)	Risk of legal challenge.	S	up to date policy docuemtns
SP22/25HO5.3	Ongoing development of corporate website and digital services to increase range of means to access services. ?Review housing management database to assess fitness for future.?	£50k	01/01/20	31/03/22	Service Improvement Manager (AH)	Decreased tenant satisfaction.	S	increase in traffic to website and increase in satisfaction at STAR 2023

SP22/25HO5.4	Complete contract procurement for Compliance services (asbestos, water hygiene, fire doors and commercial gas) and capital works framework contract.	Within the existing budgets and resources	01/04/20	31/03/22	Operations Manager (HR)	Non-compliance with H&S legislation.	S	new contracts mobilised on project timescales
SP22/25HO5.5	Review and refine performance management processes to ensure service has a strong control environment to allow risks to be identified and managed. Changes in external environment are responded to as and when required.	Within the existing budgets and resources	01/04/20	31/03/22	Service Improvement Manager (AH)	Decreased tenant satisfaction.	S	publish preformacne maangemtnnofraontion at Landlord Services Advisory Board and online
SP22/25HO5.6	Progress Health and Safety Compliance Programme and complete a tenant communications review and commence satisfaction monitoring - provide quarterly reports	Within the existing budgets and resources	01/04/22	30/03/23	Compliance Manager (PH) and Service Improvement Manager (AH)	Risk of legal challenge.	S	tenant engagment in review and increase in satisfaction at STAR 2023
SP22/25HO5.7	Further analysis of most unsatisfied tenants from STAR survey by age and property type to identify improvement programmes	Within the existing budgets and resources	01/10/21	30/03/22	Service Improvement Manager (AH)	Decreased tenant satisfaction.	S	increase in satisfaction at STAR 2023
SP22/25HO5.8	Service Managers deliver improvement programmes as identified through STAR analysis to provide quarterly reports	Within the existing budgets and resources	01/04/22	31/03/23	tba	Decreased tenant satisfaction.	S	increase in satisfaction at STAR 2023

Service Plan 2022-2025 (rolling 3 years)	Head of Service:	Andrew Smith
	Strategic Director:	Annie Righton
Service:	Housing Delivery and Communities	Portfolio Holders:
		Cllr Paul Rivers and Cllr Nick Palmer

This Service Plan is a rolling three year programme of both business as usual and project activity. It is reviewed annually to ensure it is consistent with and reflects the Council's priorities and the Medium Term Financial Plan. It has also been prepared within the context of the Covid pandemic which has had an impact on the timing of some projects due to staffing and resourcing implications. From time to time Service Plans will also be subject to review by Councillors and officers as a result of the need to reprioritise resources to react to changing circumstances or opportunities. Their progress is monitored on quarterly basis as part of the Corporate Performance Report reviewed by Senior Management Team, O&S Committees and Executive. The delivery progress is monitored on quarterly basis as part of the Corporate Performance Report reviewed by Senior Management Team, O&S Committees and Executive.

Service Profile
Housing Delivery and Communities Service consists of six teams including:
<ul style="list-style-type: none"> • Housing Development Team - Identifies opportunities for increasing the supply of council homes, manages the new-build and stock remodelling programmes. (Monitored through the Corporate performance indicators: P6, P7, H10). • Service Improvement Team - Develops policies and procedures, manages performance data, the housing management database, implements service improvements and delivers specialist projects including tenant involvement activities. Note: actions and outputs for this team are set out in the Housing Operations Service Plan, as they relate to landlord services.
Service Team: Housing Development
Team Leader: Louisa Blundell
Ongoing Service Delivery - reviewed annually

Outcome 7	Deliver new affordable homes: increase delivery of well designed, well-built affordable housing.							
	Corporate Priority: Good quality housing for all income levels and age groups; Improving the health and wellbeing of our residents and communities							
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP22/25 HDC7.5	Develop 60 new Council homes over the Service Plan period. New homes will all meet criteria specified in Waverley New Build Design Standards (adopted September 2021). Deliver four new build schemes in Chiddingfold, two schemes in Churt and one in Godalming to start on site Summer 2021 and other sites as agreed, including proposals for Elstead, Farnham (Joseph Ewart Trust) and Ewhurst.	Budgets to be agreed by Executive	01/04/22	31/03/25	Housing Development Manager	Low level of affordable housing delivery, increased numbers on Housing Register, increased homelessness., but also impact on Council's reputation and failure to deliver new build programme.	D	Homes described in the actions/outputs column are delivered.

SP22/25 HDC7.6	Dramatically reduce carbon footprint of all new homes through construction, energy consumption and overall management following the adoption of the Climate Emergency motion, which sets out the council's aim to become carbon-neutral by 2030. Carbon neutral new build homes will form part of the detailed action plan currently being prepared, which will set out key actions and identify milestones to achieving the target. Homes will be net zero in operation.	Increased construction costs: currently estimated at between 9-15% per unit.	01/04/22	31/03/25	Housing Development Manager	Failure to deliver new build programme that reduces carbon footprint; unlikely to achieve planning consent if new schemes do not achieve Council objectives on climate change.	D	Homes are delivered that meet Design Standards adopted by the Council in July 2021.
SP22/25 HDC7.7	Deliver Ockford Ridge new build and refurbishment: Site B: handover Spring 2022 Site C: Demolition completed; start on site Spring 2022 Sites E & F: These sites are progressing with investigation and concept designs prepared. Applications to be submitted Summer 2022 (Note: build rates may vary from timetable and annual Service Plan reviews will reflect this) Next phase of refurbishments: out to tender for 7 homes	Budgets agreed or to be agreed by Executive	01/04/22	31/03/25	Head of Housing Delivery & Communities/Housing Development Manager	As HDC7.3, but also impact on Council's reputation and failure to deliver new build programme.	D	Homes described in the actions/outputs column are delivered.
SP22/25 HDC7.8	Seek opportunities in targeted locations to address shortages and actively bid for affordable homes under 106 Agreement with developers: In contract with Brookworth Homes for homes in Ewhurst Several further schemes (around 50 units) in contract by end of Plan period (31/03/2025).	Budgets for new schemes to be agreed by Executive	01/04/22	31/03/25	Housing Development Manager	Lower level of affordable homes delivered; failure to gain new homes through 106 pipeline.	D	Homes delivered under S106 as described in actions/outputs column; schemes referred to completed during Service Plan period.
SP22/25 HDC7.9	Expand new build shared ownership, particularly through acquisition under 106 Agreements with developers.	Agree budgets	01/04/20	31/03/24	Housing Development Manager	Failure to broaden Council's affordable housing offer and utilise cross-subsidy for rented units.	D	Shared Ownership homes delivered, marketed and sold; correct mix established on each scheme to ensure wider offer and sufficient cross-subsidy for rented homes.

Corporate compliance

Outcomes.	Standing Corporate Compliance Actions are achieved							
Corporate Priority: ALL								
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action	D/S*	Success is measured / demonstrated by
SP22/25 HO 6.1 and HDC13.1	All Performance Agreement Meetings are completed by the target date, staff targets are set and L&D identified.	Within the existing budget, support of HR Team needed	March	May	Head of Service	Staff performance and personal development is compromised and morale affected.	D	Objective achieved
SP22/25 HO6.3 HDC13.3	Complete budget preparation in line with agreed timetable.	Within existing budgets, support of Finance Team needed	August	January	Head of Service	Legal obligations are jeopardised.	D	Budget adopted by Full Council.
SP22/25 HO6.4 and HDC13.4	The Corporate Risk Register is reviewed and updated quarterly in accordance with the agreed timetable.	Dependent on outcome of review, support from the Procurement Officer	Quarterly		Head of Service	Risk Register is not kept up to date and risks are not identified sufficiently to protect the	S	HoS has updated the register
SP22/25 HO6.5 and HDC13.5	Internal Audit Recommendations are actioned in line with agreed timescales.	Within existing budgets, support from the Internal Audit Manager	Ongoing		Head of Service	Organisation is put at risk.	D	no outstanding recommendations
SP22/25 HO6.6 and HDC13.6	Annual Review of Employee Risk Assessments.	Within existing budgets, support from Emergency	April	July	Head of Service	Employees' health is potentially put at risk and the organisation	S	All employees to have completed their relevant risk

SP22/25 HO6.7 andHDC13.7	Annual Business Continuity Plans Review.	Within existing budgets, support from Emergency Planning Officer	January	February	Head of Service	Unable to provide vital services in an emergency situation.	S	Each Service to review their business continuity plan annually. Measured by annual test of plans against most likely business continuity events
SP22/25 HO 6.8 and HDC13.8	Make sure that Accessibility regulations are adhered to – ensure all documents that appear on the Waverley website (owned by the service) are created in an accessible format and make available accessibility training to staff where appropriate. Make sure that Equality Impact Assessments are carried out by teams as appropriate.	Within existing budgets, support from Corporate Equality Group	Ongoing		Head of Service	Visually impaired website readers will be excluded from accessing documents. Failure to comply with the legislation puts the organisation at risk of being fined.	S	All documents published on our website to be accessible - checked quarterly by Website Team
SP22/25 HO6.9 and HDC13.9	HoS to ensure that all staff within the service are aware of the current Safeguarding Policy for Children and Adults-updated2020.docx process and procedures including the Safeguarding referral process and that any issues are dealt with in a prompt manner. Where required make sure that key members of staff complete appropriate training recommended by Waverley's Safeguarding Board.	Within existing budgets, support from Safeguarding Board	Ongoing		Head of Service	Failure to discharge our responsibility under the Care Act 2014 and Children Act 2004, and potentially putting lives and wellbeing of our residents and staff at risk.	S	Safeguarding Policy regularly refreshed and updated; staff and members know how to make a safeguarding referral to Surrey County Council's Children and Adult Services Training programme implemented and rolled out to all staff and members.
SP22/25 HO 6.10 and HDC13.10	Information management - data is deleted in accordance with the data retention schedule.	Within existing budgets, support from Data Protection Officer and Information Governance representatives	Ongoing		Head of Service	Failure to comply with the legislation puts the organisation at risk of being fined. Over retention of information is costly in terms of storage and access.	S	The teams can demonstrate that data outside of the retention period gets logged and safely disposed off

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
	Joint Executive Head of Housing Services Update	To share news and plans for service	Feedback comments to Joint Executive Head of Housing Service	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	
	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
	Rent Accounts Progress Report	Review and consider current performance and	Identify any areas wish to comment on, explore or	Board	At meeting

		proposed actions in line with regulatory Rent Standard	examine further and agree reporting cycle. Feedback comments to Rent Accounts Manager		
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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