

LANDLORD SERVICES ADVISORY BOARD

Thursday, 24 November 2022 - 10.00 am

Council Chamber, Council Offices, The Burys, Godalming

A G E N D A

Circulation:

Members:

Cllr Paul Rivers (Chair)

Terry Daubney, Waverley Tenants' Panel (Vice Chair)

Cllr Jacquie Keen

Cllr Stephen Mulliner

Cllr John Robini

Cllr Michaela Wicks

Austin, Lucas Field Residents Group

Stratford, Waverley Tenants Panel

Danielle Sleightholme, Waverley Tenants Panel (Co-Optee)

1 Apologies for absence

To receive apologies for absence.

2 Notes of the previous meeting (Pages 3 - 8)

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 Q2 Performance Report (Pages 9 - 26)

Q2 performance report –extract Corporate report – Annalisa Howson

5 Head of Service Matters arising - Verbal update

Head of Service Matters arising - Andrew Smith verbal update

6 2023/24 HRA Draft budget

2023/24 HRA Draft budget presentation – Candice Keet

7 Housing Asset Management Strategy Implementation Update (Pages 27 - 44)

Housing Asset Management Strategy Implementation Update Presentation –

Heather Rigg

8 **Work Programme** (Pages 45 - 64)

9 **Date of next meeting**

LANDLORD SERVICES ADVISORY BOARD

27 October 2022

NOTES

Present:

Terry Daubney, Waverley Tenants' Panel (Chair)	Annie Righton
Cllr Paul Rivers (Vice Chair)	Andrew Smith
Austin, Lucas Field Residents Group	Annalisa Howson
	Jeanette Englefield
	Fiona Cameron

1 Apologies for absence

Councillor Jacquie Keen, Councillor Stephen Mulliner, Councillor John Robini, Councillor Michaela Wicks, Robert Stratford.

2 Declarations of interest

There were no declarations made.

3 Notes of the previous meeting

The minutes for the meeting of the 27 October 2022 were agreed by the Board.

Annalisa Howson Service Improvement Manager addressed the Board and provided a brief update on the follow up item from the last meeting. She noted the following.

Housing Fraud - Waverly Council were members of the National Fraud Initiative. The scheme matches electronic data within and between public and private sector bodies to help the council prevent and detect fraud.

Cycle spaces/shelters in Haslemere – There did not appear to be an impact on parking, the scheme was a long-term investment, the spaces are designed to keep cycles safe and dry.

No Mow May – The greenspaces within housing land curtilages will not be part of No Mow May. 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.

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. Floor coverings will be included in the Relet review this winter/spring.

Responsive Repair - Kris Shipway and Annalisa Howson reviewed the case identified by Cllr Robini. The roof leak was responded to according to process and within timescale. Operatives made the home safe and sought to prevent further damage

while repair completed. The visits were made and permanent repair request before Cllr Robini's enquiry. Following the incident and recognising the challenge for 24-hour roof fixes, the team have invested in some new roof repair kits to manage any leak in the interim until a full fix can be arranged.

Senior Living Spyholes - The Compliance team confirmed that they would not retrofit spyholes to senior living individual flat doors. As this would compromise the integrity of the door and breach the manufacturer guarantee. Each scheme has a secure door entry system at the main door and all door replacement programmes include a specification for spy holes these include Rolston and Riverside (fitted), Faulkner (in progress) and Blunden (scheduled).

The Chair queried if the contractors had the correct equipment to pick up the grass and if that issue had been resolved. Annalisa Howson advised the Board that intension is for the grass not to be picked up, instead it is absorbed into the soil. Annie Righton confirmed that the contract stipulated that the grass is to be left but would look into the matter when the contract is reviewed. The Chair felt that about void carpets the council should move away from exceptional cases. Annalisa Howson noted that the council were committed to conducting a void review across the winter months and would consult good guidance on flooring/carpeted released from the Housing Ombudsman Service.

4 Verbal matters arising update

New roles and recruitment - Andrew Smith addressed the Board; he advised that since the last meeting he had taken up his new position as the Executive Head of Housing Services for Guildford and Waverley and would be even more involved with the Landlord Services Advisory Board. He advised that Hugh Wagstaff would be taking up a new role focusing on the Asset Management Plan. Andrew Smith expressed his wish to increase and develop relationships with the Tenants Panel and improve housing services. The Chair thanked and welcomed Andrew Smith in his new role.

Gas Heating - Heather Rigg Property Services Manager addressed the Board to provide an update on the Gas contract and preparations in place for over the winter period. She advised that the team were in the best place to respond should there be any emergencies, she added that the team held weekly servicing meetings with the contractor to gain oversight on resourcing and to identify any supply chain issues. Heather Rigg advised the Board that she and her team had met with Ian William's and David Brown, Senior Living and Careline Services Manager to discuss contingency planning.

The Chair suggested that a leaflet be produced to inform tenants on how to get the best from their heating. Annalisa Howson noted the advice published in the Waverly Homes and People magazine which suggested keeping home at a temperature of 18 degrees.

5 HRA Business Plan Strategic Review Outcomes

Annalisa Howson provided the Board with a presentation and an overview of the Waverley Housing Rent Account (HRA). She advised the Board that it was the vision and strategic priority from the Waverley Corporate Strategy to provide good quality housing to buy and rent for all income levels within the borough.

Annalisa Howson explained that the council owned, managed, and maintained over 4,800 homes through the HRA. She noted that it was a 30-year plan predominantly funded through tenants rent, some government grants and interest on investments. She also noted that the HRA is ringfenced for Landlord service and cannot be spent on anything else other than housing. Annalisa Howson took the Board through the financial breakdown of how every £1 of tenant rent money was spent in 2021/22. She noted that the biggest cost was financing the debt following self-finance regime. She recalled the National Housing Subsidy Regime, where 50% of rent went to central government and in 2012 Waverley Borough Council borrowed £193m to opt out of the scheme. She advised that this allowed the council to keep all of its own rent.

Annalisa Howson advised the Board that there were many challenges such as inflation costs, zero carbon and energy efficiency, keeping homes at affordable rents and to build new homes. She explained that it was those competing priorities which lead to the strategic review. She also noted the impact of inflation on services, the 1% rent deduction and the safety and decent homes priorities. Annalisa Howson expressed to the Board how important it was that the council always maintained a £2m m reserve. She used the presentation to describe the debt repayment plan, noting the current reserves of £7 million.

Annalisa Howson advised the Board that there was a new 30-year plan and the inflation assumption rate had been reset to maintain the reserve. She also noted that the sensitivity analysis had increased, there was a new proposed borrowing model and new homes appraisal scheme. Annalisa Howson explained that the assumption in model plan and the council aim to smooth out the inflation spikes over the next 30 years so that was not passed to tenants. Annalisa advised the Board that the proposal is to support the adoption of the Business Plan model which included maintaining at least a £2 million reserve, a strategy to borrow for new homes delivery and stock improvement, a commitment to carbon natural homes and to remove the garage portfolio.

The Chair responded to the presentation and welcomed the removal of the garage portfolio. He and the Board members confirmed that they approved the HRA Plan.

6 Housing Service Plan Mid-Year Progress Report

The Board received a report from Annalisa Howson on the Housing Service Plan, she explained that it was a comprehensive plan that would be the driver for service delivery, she also explained that they were mid-way through the year and had been making good progress. Annalisa Howson noted the aims of the services and the completed green actions over the last 6 months. She explained that the pink action were items that ran throughout the year and were ongoing improvements, such as communications. Finally, she explained that there were 4 yellow items which were on pause whilst the new Executive Head of Housing Services settled into his new role.; and these included a review of the hybrid working scheme.

The Board queried central government cuts and if the council should consider cutting back or adjusting the budget. Annalisa Howson confirmed that the budget was made up of rent payments and the council should remain vigilant on central government policy which determine how much the council can increase rent and changes in housing benefit. She also expressed that she was hoping that there may be more money available from central government for building new housing and green initiatives. Candice Keet addressed the Board and advised that the

council needed to consider government impact such as inflation and increases in areas like energy cost, contracts, supplies and support for energy support schemes in the future.

Andrew Smith addressed the Board; he advised that the council were very aware that tenants would be feeling the financial pressures of increased energy costs as part of the cost-of-living crisis, and the council has a funds to help tenants. He mentioned the cost of living working group that was formed and chaired by the Leader of the council to help and support those who need assistance across the borough. Andrew Smith advised that firstly the budget must be robust, however there were other factors that the council are unable to predict. He added that the council do not know what the Chancellor will say in the Autumn Statement or what the government will do which will impact the way we want to deliver services.

The Chair responded to the report and welcomed comments. He and the Board members confirmed the that they noted the progress made and had no further comments to make.

7 Work programme

Annalisa Howson reviewed the work programme with the Chair and Board members, she confirmed that the items for the November meeting would be the Quarter 2 Performance Report, and draft HRA Budget 2023/24 and She informed the Board that she was also hoping to present an update on the Housing Asset Management Strategy.

8 Any other business

Proposal - HRA Hardship Fund

Annalisa Howson presented a briefing paper on the HRA Hardship Fund, she noted that there had been a review of the fund, which was set up earlier in the year to mitigate the impact of rising inflation and energy costs. She explained that it was suggested by the Board to increase promotion and ensure that the fund was spent. Annalisa Howson explained that other funds were also made available such as the Household Support Fund and tenants were not approaching until they are in dire circumstances. She advised the Board that the team had discussed ideas for being more proactive and identify the homes in the borough that are the most difficult to heat (through EPC and SAP ratings) and propose crediting rent accounts to provide something extra to help with energy bills.

The Board members thanked Annalisa Howson and welcomed the idea, they queried if those tenants identified as living in less energy efficient homes were aware. Annalisa Howson responded to the comment, she confirmed that new tenants would have received a copy of their homes EPC, but tenants would most likely not be aware. Tenants are able to request EPC information will be informed if identified as part of this initiative.

Heather Rigg addressed the Board and agreed with being proactive, her only reservation was the quality of the EPC's as they are based on SAP ratings which were subjective. She noted that this would be one area that the council would be looking at as part of the stock survey. She also noted that an EPC last for 10 years and there was not a proactive cycle in place to replace outdated EPC's.

Annalisa Howson explained that it was the team's suggestion to make payments of £200, she noted that after the payments, money would remain in the fund for other tenants. A query was raised regarding how the payments or deductions would be made and the communication to support the initiative. Annalisa Howson explained that rent accounts would be credited and that communications to support the initiative were a part of the work and proposal.

Proposal – To review the work of LSAB

The Chair addressed the board and discussed his suggestion to review the work of the group. He explained that this would look at the work the Board has completed to date, areas that were working and areas that required improvements for the next year. He advised the Board that it has been proposed that a meeting take place on 15 December to discuss improvements. Annalisa Howson also advised the Board that the review would also look at how the Board communicates its outcomes, shares information more widely, is more assessable i.e., social media and briefing notes.

9 Date of next meeting

The date of the next meeting was confirmed as 10am on 24 November 2022.

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WAVERLEY BOROUGH COUNCIL

LANDLORD SERVICES ADVISORY BOARD

24 NOVEMBER 2022

Title:

CORPORATE PERFORMANCE REPORT
Q2 2022-2023
(July 2022 – September 2022)

Portfolio Holder: Co-Portfolio Holders for Housing Paul Rivers and Nick Palmer
Head of Service: Hugh Wagstaff and Andrew Smith
Key decision: No
Access: Public

1. Purpose and summary

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

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

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

2. Recommendation

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

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

3. Reason for the recommendation

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

4. Background

- 4.1 The Council's Performance Management Framework provides the governance structure to enable the delivery of the Council's objectives. Performance monitoring is conducted at all levels of the organisation, from the strategic corporate level, through the operational/team level, leading to individual staff performance targets. The focus of this comprehensive report is the corporate level performance analysis. The data is collated at the end of each quarter and a broad range of measures have been included to provide a comprehensive picture, and these are:

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

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

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

5. Relationship to the Corporate Strategy and Service Plans

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

6. Implications of decision

6.1 Resource (Finance, procurement, staffing, IT)

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

6.2 Risk management

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

6.3 Legal

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

6.4 Equality, diversity and inclusion

There are no direct equality, diversity or inclusion implications resulting from this report. Equality impact assessments are carried out when necessary, across the council to ensure service delivery meets the requirements of the Public Sector Equality Duty under the Equality Act 2010.

6.5 Climate emergency declaration

The report does not have direct climate change implications. Service Plans, which are monitored in this report, take into consideration new environmental and sustainability objectives arising from the [Corporate Strategy 2020-2025](#) in light of the [Climate Emergency](#) introduced by the Council in September 2019.

7. Consultation and engagement

The report goes through an internal sign off process by the Joint Management Team. The external scrutiny stage starts with the Overview and Scrutiny Committees at the quarterly committee cycle and monthly Landlord Services Advisory Board. Any recommendations made travel to the Executive for consideration and response.

The corporate key indicator set presented in this report is reviewed on an annual basis in January/February.

Service Plans, the delivery of which get monitored through this report, are reviewed on an annual basis between September and November each year, with the new proposals for the year ahead coming to the January O&S cycle.

8. Other options considered

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

9. Governance journey

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

Annexes:

Annexe 1 Q2 2022-23 Corporate Performance Report Landlord Services Extract

Background Papers

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

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Agreed and signed off by:

Legal Services: N/A – standing report
Head of Finance: 27 October 2022
Strategic Director: 27 October 2022
Portfolio Holders: Internal Executive Briefing meeting on 1 November 2022

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Corporate
Performance Report
Q2 2022/23

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LANDLORD SERVICES EXTRACT: 7 NOVEMBER 2022

Lead Officer: Jenny Sturgess
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1. Performance Assessment with RAG Rating (Red, Amber, Green)

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

1.1 Performance Indicators RAG Rating per Status Type

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

1.2 Service Plans, Internal Audit, Project Management

Action Status Types	Explanation of the Status Rating Type
Completed – on track (in Green)	Action was completed: on time, within the budget & resources achieving desired outcome.
On Track (in Green)	Action is on track to complete on time, within the budget & resources and expected to achieve desired outcome.
Completed – off track (in Amber)	Action was completed but off track meaning that: Was delivered not on time or/and Requiring additional budget or resources or/and Not fully achieving desired outcome
Off track – action taken / in hand (in Amber)	Action has fallen slightly off target: on time or/and budget or resources or/and or quality, however corrective/improvement actions are already being undertaken to bring it back on track.
Partially Completed	Action has not been fully achieved
Off track – requires escalation (in Red)	Action has fallen significantly off track: on time or/and budget or resources or/and quality and a managerial intervention/escalation is required in order to bring it back on track.

Action Status Types	Explanation of the Status Rating Type
Cancelled (in Grey)	Cancelled Action Status indicates that we will no longer pursue delivery of this action.
Deferred (in Grey)	Deferred Action Status indicates that the action will not be pursued at present but will/might be in the future.
Transferred (in Grey)	Transferred Action Status indicates that although the action was not yet fully completed its delivery will continue in the coming year or that the action ownership has now changed.

2. Corporate Dashboards – Summary of All Services (remit of Resources O&S)

2.1 Performance Summary from the Management Board on Key Successes, Lessons Learnt, Areas of Concern – Q2 2022/23

2.1.1 Q2 2022/23 Chief Executive's summary:

This report for Quarter 2 of 2022/23 describes performance for July to September 2022.

The chapters reflect the senior management structure that was in place and that changed on 1 October with the creation of the Joint Management Team. Future performance reports will have to be reconfigured to reflect the new structure. There may need to be a transition in presentation for the remainder of this financial year.

Ninety-nine percent of service plan actions are completed or on track. Thirty-one percent of key performance indicators were off target in quarter 2; details on mitigating action can be found within the service chapters. Staff turnover is steady over the last year, higher than during the height of the Covid pandemic and lower than before Covid. With uncertainty within the council and in public services, the workforce more generally and in the economy, we might expect to see this rise in the coming months.

Financial forecasts expect a small favourable variance in the General Fund revenue and adverse variance in the Housing Revenue Account revenue. The medium-term outlook, in the context of the economic variables, high inflation and – at the time of writing – uncertainty as to the Government's strategy for funding public services, is not optimistic. There continues to be great financial stress on many local residents and businesses, which in turn will drive demand, constrain income streams and put pressure on other costs, such as pay and pensions. Nevertheless, that Waverley BC is within its current budget year envelope is positive.

The Council joined the nation in mourning the passing of Her Majesty Queen Elizabeth II and supported the Lord Lieutenant's office in activating the various protocols as required. The Mayor, Cllr John Ward, proclaimed the accession of His Majesty King Charles III in a ceremony in the Council Chamber in Godalming.

The end of September saw the change of structure to the new Joint Management Team (JMT), shared with Guildford Borough Council, to implement the decisions of the Full Council since July 2021, supported by the governance arrangements agreed by both councils in April 2022. At this point, I would like to put on record my warm gratitude to colleagues who have been members of Waverley's senior management team over the last few years and who have ably supported councillors to steer the council's services through a time of exceptional challenge. The amazing support that councils provide to communities during times of emergency are a true test of teamwork and leadership, and I have been continually inspired by the commitment and hard work that officers have put in over the last three

years. I wish all of the former senior team well in their new roles and for the future, whether within the partnership or outside of it.

The new shared structure was recruited to by the end of September. All three Strategic Director roles and ten of the twelve Executive Head roles were filled. Interim management has been put in place for Legal & Democratic Services and for Planning Development while an external recruitment campaign is underway. The WBC share of the annualised cost of the JMT is £975,000, compared with £1,346,000 for the old structure of a single chief executive, two directors and eight service heads: i.e. a recurring annual saving of £371,000. The overall saving may change further as we put in place the appropriate shared executive support to support the JMT to function effectively across two councils. In any case, the councils' in-year 2022/23 recurring financial targets for the partnership of £150,000 each (which would be annualised as £300,000 each) are expected to be met. There will be one-off costs (such as redundancy) and savings (from other transitional short-term sharing arrangements) that will be reported when they have been settled, and which are met by the councils' relevant reserves already allocated for such workforce transformations.

Other highlights of quarter 2 were:

- Receiving four new affordable homes in Ewhurst
- Being awarded Green Flag status for ten parks and green spaces
- Opening a public consultation on options to regenerate council-owned sites in Godalming
- Challenging the Secretary of State's decision to permit exploratory oil and gas drilling at Loxley
- Running the latest round of bidding for Community Infrastructure Levy funding

We were very saddened by the news of the passing of Cllr John Gray, who had served Chiddingfold and Dunsfold since 2015.

Looking ahead, the economic situation and its impact on residents and businesses is a key concern. The council has a cost-of-living Executive working group overseeing our response. We are working with our contractor, Biffa, to understand the scale of proposed industrial action announced by the GMB union as a result of the pay negotiations between the union and Biffa, and to consider actions to minimise the impact. With all-borough and parish elections due in May 2023, the officer team has begun its preparations. These elections will include new requirements for voter identification and new ward and polling district boundaries.

Tom Horwood

Chief Executive

3. Service Dashboard – Housing Operations (remit of Resources O&S)

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

3.1 Key Successes & Lessons Learnt, Areas of Concerns

3.1.1 Summary from Head of Service – Q2 2022/23

The second quarter of the year saw the embedding of the new responsive repairs and void contract and progress on planned and compliance works whilst working through a heatwave. Recruitment challenges continue to impact the team's resources and capacity.

The team are raising c850 responsive repairs jobs per month. The number of overdue jobs is closely monitored and managed to prevent a backlog building up. Around 200 overdue jobs are expected and manageable. It is noted that difficulties in recruitment of operatives for flooring, roofing and groundworks has had an impact on overdue jobs.

All the 2022/23 planned works programmes have commenced with roofline works, external decorations, and team committed to delivering 50 kitchen and 75 bathroom replacements and 105 windows and doors. Works have also started at Vernon Court to replace the damaged boundary wall, due to be completed by November 2022.

There are two vacancies within the planned works team for a Surveyor and Quality Assurance Officer– the team received a very low application response and no suitable applicants to interview. An interim agency officer was appointed, and the roles will be readvertised in Quarter Three.

We have been unable to recruit to the Strategic Asset Manager post, a key role to deliver housing asset management strategy and stock condition survey. An internal interim resource took over the stock condition survey project and discovered it was not as advanced as assumed. The project has since been progressed with market engagement in July and August. Work has progressed on the contract specifications; care is being taken to ensure the survey covers all property details and there are clear data management directions. The tender is due to be published in December 2022/ January 2023 and surveys start April 2023. Once the survey work is commenced live data will be reported to Waverley on a regular basis which will feed into work programmes. The full survey results are expected to take up to 24 months from commencement of fieldwork. The stock condition survey will refresh the existing data already held on properties.

The Compliance team have progressed a range of works over the summer.

- Awarding the tender to install Carbon Monoxide detectors to all homes which contain a combustion appliance (excluding gas cookers) in the autumn.
- Retendering the gas contract for annual safety checks, servicing and responsive repairs.
- Commencing two new asbestos contracts in August, one to survey homes and the other for asbestos removal.
- Project managing fire safety works, the new programme at Falkner Court and the snagging list at Riverside Court.

An accidental fire at St James Court, Farnham saw the development of cross team project group to respond to the situation. The team communicated effectively with tenants through meetings and letters to explain the situation, notify of arising works and give assurances on the fire safety of the building.

I am pleased to see the progress the Senior Living Team have made on the action plan following the tenants consultation last year. Most actions have been completed with clearer communications to tenants and more partnership working with the Tenants Panel and property services teams, to achieve best outcomes for tenants.

The Rent Accounts Team are also facing a recruitment challenge with a vacant post since summer 2021, one officer on long term sick since January 2022 and short-term agency support. However, the team are managing to maintain rent arrears at under 1% of total rent due and continue to support and signpost tenants with financial challenges to ensure they maintain their tenancy. There has been an increase on the number of Notice Seeking Possessions served, 18 in Quarter Two. Notices are served where tenants have not engaged with the Rent Accounts Officer to demonstrate the seriousness of arrears and to prompt contact for a conversation and repayment plan. The team will always consider the affordability of a repayment plan and consider the long-term stability of repayments.

The Housing Management team have successfully recruited four new team members, following the promotion and move on of former officers. The new officers will complete induction training during Quarter Three meeting tenants, the Tenants Panel and Ward Members.

In July the Service Improvement Team hosted an awayday to assist the new Resettlement Team to identify their vision, priorities and facilitate the handover from Housing Management to Communities Service.

I continued to work with Head of Housing Delivery and Strategy and Head of Finance to complete a strategic review of the HRA Business Plan. Fulfilling the commitment to review the future funding challenges for new homes, stock improvements and energy efficiency of homes. The review outcomes and recommendations were drafted at the end of September and will be shared with the Landlord Service Advisory Board and Resources Overview and Scrutiny in late Autumn.

I am also working with Human Resources to seek ways to address the recruitment challenge. The housing team leaders were invited to Job Description training in July to refocus and simplify person specifications and thus the application process.

The Service Improvement Team attended and gave evidence to the Executive Working Group on the Cost-of-Living Crisis. The team prepared Homes and People, the tenants newsletter, with a focus on the support available to those with financial challenges, as well as promoting home safety, senior living and opportunities to get involved.

And finally, I'd like to recognise the Lucas Fields project team as my Star team for quarter one. Following the development of the Residents Group in January 2022, work has continued to progress on the action plan to improve the community spaces. Work has been completed on pathways to ensure the safety of residents and a new path laid to access the outdoor communal garden. I was also delighted to see the start of a green pilot project in the area. Two solar powered lamp posts have been installed to improve security. Both initiatives have been warmly received by the Residents Group and supported by local Councillors.

Hugh Wagstaff, Head of Housing Operations

3.2 Key Performance Indicators Status

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

Housing Operations - Hugh Wagstaff								
KPI	Description	Data Type	Q2 21-22	Q3 21-22	Q4 21-22	Q1 22-23	Q2 22-23	Target
HO1	Total current tenants rent arrears as a percentage of the total estimated gross debit (lower outturn is better)	%	0.96%	1.18%	0.79%	0.84%	0.88%	1%
HO2	Average number of working days taken to re-let 'normal void' property (lower outturn is better)	Days	29	28	26	28	26	20
HO3	Percentage of annual boiler services and gas safety checks undertaken on time (higher outturn is better)	%	100.0%	99.9%	99.5%	99.9%	99.7%	100%
HO4	Responsive Repairs: How would you rate the overall service you have received? (Tenants' view of the service) (higher outturn is better)	%	Suspended until April 2022			79%	77%	90%
HO4b	Responsive Repairs: Average number of days to complete a repair (lower outturn is better)	Days	15	15	40	12	20	7
HO5	Responsive Repairs: Was repair completed right first time? (Tenants' view of the service) (higher outturn is better)	%	Suspended until April 2022			58%	68%	78%
HO5b	Responsive Repairs: Percentage of jobs not completed within 28 days (lower outturn is better) *	%	22%	15%	32%	39%	14%	10%
HO6	% of tenancy audits completed against scheduled appointments in a quarter. (higher outturn is better)	%	Suspended until July 2022					95%

3.2.2 Comment:

HO1 - as at end September total arrears £273k against estimated gross debit of £30.85m

HO2 – relet 88 homes an increase from 67 in Quarter 1. Target remains challenging but some improvement of days.

HO3 - the Compliance Team have been managing the gas contractor's performance intensely, with a new interim Gas Contract Manager. To ensure that gas servicing and breakdowns are managed over the winter period an action plan and risk log has been implemented. The team are also retendering the gas contract for annual safety checks, servicing and responsive repairs.

HO4 and 5 -

There continues to be challenges with the responsive repairs and voids service, but the team are working well together and seeing gentle improvement and progress in performance. It is noted that difficulties in the recruitment of operatives for flooring, roofing and groundworks has had an impact on number of overdue jobs.

HO6 – 173 tenancy audits were completed and recorded by the team during July, August and September against quarterly target of 364 (47%). The housing management team had staff vacancies through the summer which impacted performance. Propose the amendment of KPI to reflect the

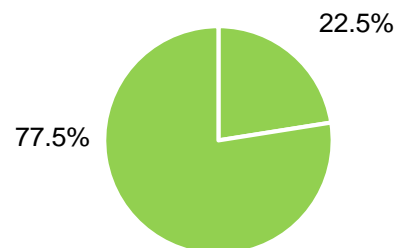
number completed not % appointments kept. Thus the focus will be on the number of tenant contacts against target.

3.3 Service Plans – Progress Status

3.3.1 Summary Table and Pie Chart

Q2 Progress on Housing Operations Service Plans 2022/25

Total	100%	40
Completed	22.5%	9
On track	77.5%	31
Off track – action taken / in hand	0%	0
Off track – requires escalation	0.0%	0
Cancelled / Deferred /Transferred	0%	0



Comment: All service plan actions are on track or have been completed. The new Executive Head of Housing is reviewing and reprioritising the service plan. The Landlord Service Advisory Board received a mid-year progress review report in October 2022.

3.4 Internal Audit Actions Progress Status

Comment: There were no outstanding actions for this service area at the end of Q2.

3.5 Complaints Statistics

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

Q2 22-23 Housing Operations – Level 1 Complaints

KPI	Description		Q2 21-22	Q3 21-22	Q4 21-22	Q1 22-23	Q2 22-23	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	22	21	29	29	22	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	21	19	25	22	16	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	95%	90.48%	86%	76%	73%	95%

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

Q2 22-23 Housing Operations - Level 2 Complaints

KPI	Description		Q2 21-22	Q3 21-22	Q4 21-22	Q1 22-23	Q2 22-23	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	6	5	7	11	9	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	6	5	7	10	9	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 15 working days target)	%	100%	100%	100%	91%	100%	95%

3.5.3 Summary Comment on the statistics

There was a reduction in the total number of complaints and in the number of late responses from Q1. However, the performance is not reflected in the percentage target. The majority of complaints were regarding responsive repairs and the team faced challenges with complex investigations. Tenants were contacted and kept informed of the case progress. Of the six out of time cases there was an average of five days delay, one case 16 days overdue, a second case seven days overdue and four cases three or less days. One case related to housing management, but the tenant did not engage with the investigation during the timeframe, which resulted in an overdue response.

3.6 Finance Position at the end of the quarter

3.6.1 Housing Operations General and Revenue Accounts Tables

General Fund Account					
Services	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000	Adverse/ Favourable	% Variance
General Fund Housing Ops					
Expenditure	282	282	0	-	0%
Income	-282	-282	0	-	0%
General Fund Housing Ops Total	-1	0	0	-	0%

Housing Revenue Account					
	Approved Budget £'000	Forecast Outturn £'000	Forecast variance £'000	Adverse/ Favourable	% variance
Housing Ops					
Expenditure	29,879	29,804	-76	Favourable	0%
Income	-35,543	-35,655	-112	Favourable	0%
Housing Ops Total	-5,664	-5,852	-187	Favourable	3%

Capital - HRA

	Approved Budget	Forecast Outturn	Forecast Variance
	£'000	£'000	£'000
Communal & Estate works	150	150	-
Garage Works	20	0	-20
Health & Safety Works	795	795	-
MRA Prog Decent Homes Occupied Properties	700	700	-
MRA Prog Decent Homes Void Properties	630	630	-
MRA Prog Disabled Adaptations Occupied Properties	472	472	-
MRA Programmed work	2,964	2,934	-30
Roofing & Associated works	850	750	-100
Structural & Damp works	271	230	-41
Windows & Doors	450	450	-
Grand Total	7,302	7,111	-191

7.6.2 Summary Comment

The General Fund Account relates to the budgets for Afghan, Syrian and Ukrainian Refugee Projects. The expenditure is met by central government grant funding.

The HRA revenue budget variance is due to staff vacancies, a greater than forecast income on investments and savings on cyclical maintenance programme. However, whilst looking favourable it should be noted that there is a forecast budget overspend of £576k due to inflation this year.

The HRA Capital table indicates where spend has not occurred as expected, due to delay, capacity issues or reprioritisation of work and projects.

- Garage Works – variance as planned works cancelled, following the proposal to move the portfolio to the General Fund.
- MRA programmed work - variance is due the postponement of a Metering Survey Project, which will now be included in the Stock Condition Survey, next year.
- Roof and associated works – the variance relates to energy efficiency works. There has been an initial low take up of insulation, although further promotion and targeting is now in place. Other energy works have been reprioritised as to be advised by stock condition survey.
- Structural and Damp works – variance due to reduction in programme, remodelling works not to be progressed this year.

4. Service Dashboard – Housing Delivery and Communities (remit of Resources and Services O&S)

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

4.1 Key Successes & Lessons Learnt, Areas of Concerns

4.1.1 Summary from Head of Service – Q2 2022/23

Housing Delivery

Development

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

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

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

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

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

Strategy and Enabling

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

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

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

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

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

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

Andrew Smith, Head of Housing Delivery and Communities

4.2 Key Performance Indicators Status

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

Housing D C - Andrew Smith								
KPI	Description	Data Type	Q2 21-22	Q3 21-22	Q4 21-22	Q1 22-23	Q2 22-23	Target
HD2	Number of Affordable homes - Granted planning permission (Data only - higher outturn is better)	No.	4	0	73	0	7	Data only
HD4b	Number of affordable homes delivered by the Council (gross) (Data only - higher outturn is better)	No.	0	2	0	21	0	Data only

8.5.3 Summary Comment on the statistics

All complaints were completed on time.

4.3 Finance Position at the end of the quarter

4.3.1 Housing Delivery & Communities Service's Account Tables

	Approved Budget £'000	Forecast Outturn £'000	Forecast variance £'000	Adverse/ Favourable	% variance
HRA Strategy					
Expenditure	1,445	1,324	-121	Favourable	-8%
Income	-805	-805	0	-	0%
HRA Strategy Total	640	519	-121	Favourable	-19%

Capital - HRA

	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000
85 Aarons Hill Starter Homes (Land adj)	666	472	-194
Badgers Close Modular Homes	5	5	-
Borough Wide Refurbishment	216	216	-
Hartsgrove	88	88	-
Housing Development-Turners Mead	62	62	-

HRA Property Purchase	2,500	1,200	-1,300
Ladymead	4	4	-
Latent defects contingency	173	173	-
Ockford Ridge	197	197	-
Ockford Ridge - Site A	79	79	-
Ockford Ridge - Site B	1	1	-
Ockford Ridge - Site C	4,063	4,157	94
Pathfield	195	100	-95
Pre-development Expenditure	816	460	-356
HRA Feasibility Studies	590	590	-
Queensmead	1,256	200	-1056
S106 Affordable Housing Properties	2,469	0	-2,469
Zero carbon retrofit pilot	981	654	-327
Grand Total	14,361	8,658	-5,703

8.6.2 Summary Comment on revenue position at the quarter end

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

8.6.3 Summary Comment on capital position at the quarter end

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

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Housing Asset Management Strategy – Progress Update

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**Landlord Services Advisory Board
24 November 2022
Heather Rigg – Operations Manager**

Waverley
BOROUGH COUNCIL

Agenda Item 7

Agenda

Background and Context

Key Headlines

- Core Themes
- Lessons Learned
- Influencing Factors
- Commitments & Progression to date

Background – Housing Asset Management Strategy (HAMS)

- framework for investment to achieve strategic priorities
- published in April 2022
- agreed LSAB to receive regular updates



Core Themes

1. Understanding our service, homes, tenants and stakeholder requirements

2. Providing modern homes across the borough

3. Proactively decarbonising the homes

4. Ensuring homes are safe and secure for tenants and leaseholders

Housing Stock Breakdown

Our homes by type

Senior Living
5%

Bungalows
20%

Flats
30%

Pre 1945 house
15%

Houses
45%

1945-64 house
20%

Post 1974 house
10%



Lessons Learned

Key themes

Communication

- HAMS forms part of team plans and personal objectives
- Operational leads have been assigned
- This ensures the document is understood by officers

Data Planning

- Data cleansing of duplicated data or corrupt/outdated data
- Improving resilience and systems understanding of Asset Management Systems

Accountability

- Quarterly review meetings chaired by Service Improvement Manager to ensure accountability of delivery
- Linked to key corporate deliverables such as Climate Change Action Plan
- Actions reviewed for relevance regularly

Lessons Learned

Communication

- HAMS forms part of team plans and personal objectives
- Operational leads have been assigned

Data Planning

- Data cleansing of duplicated data or corrupt/outdated data
- Improving resilience and systems understanding of Asset Management Systems

Accountability

- Quarterly review meetings chaired by Service Improvement Manager
- Linked to key corporate deliverables such as Climate Change Action Plan
- Actions reviewed for relevance regularly

Influencing Factors

- **Resident Voice**

- ❖ STAR survey in May/June 2021
- ❖ TLF – Tenant Satisfaction survey on Repairs commences April 2022
- ❖ Tenant Satisfaction Measures for Reg of Social Housing with pilot due to commence in Jan 2023 and reporting from April 2023

- **Corporate Priorities**

- ❖ Meeting Local Housing Needs
- ❖ Provision of Affordable Housing (in terms of rent and running costs)
- ❖ Appropriate mix of homes
- ❖ Geographic Spread
- ❖ Maximising the use of properties in terms of size and need
- ❖ Identification of land assets for future development

Influencing Factors

- **Resident Voice**

- ❖ STAR survey in May/June 2021
- ❖ TLF – Tenant Satisfaction survey on Repairs commences April 2022
- ❖ Tenant Satisfaction Measures for Reg of Social Housing from April 2023

- **Corporate Priorities**

- ❖ Meeting Local Housing Needs
- ❖ Provision of Affordable Housing (rent and running costs)
- ❖ Appropriate mix of homes
- ❖ Geographic Spread
- ❖ Maximising the use of properties in terms of size/tenure and need
- ❖ Identification of land assets for future development

Influencing Factors

- **National Picture**
 - ❖ Regulatory Reform including new Building Safety Legislation
 - ❖ Impact of cost-of-living rises
 - ❖ Impact of rising energy costs
 - ❖ Widening Regulator of Social Housing (RSH)
- **Housing Revenue Business Plan Review**
- Review of spending priorities
 - ❖ Consideration of the spend profile
 - ❖ Funding
 - ❖ Resourcing and Procurement
- **Decarbonisation of our Homes**

Four Key Themes

1. Asset Data, Planning and Service Delivery

- To understand our properties and tenants to drive constant performance improvement and innovation

2. Modern Homes

- Providing homes which are warm, secure, high quality and affordable

3. Energy Efficiency and Decarbonisation

- To improve the energy efficiency of our homes whilst supporting those in fuel poverty

4. Compliance and Building Safety

- Ensuring our properties are safe, secure and compliant, meeting our landlord obligations

Asset Data, Planning & Service Delivery

Four Commitments:

1. Implementation of the data health check
2. Develop 5 year works and procurement plan
3. Staffing capacity review (HOLD)
4. Create contract management framework



Modern Homes

Six Commitments:

5. Develop Modern Home Standard
6. Create a clear management and resolution framework for disrepair linked to damp, mould and condensation
7. Review our key component replacement or overdue components to develop programme to be 100% compliance with Decent Homes
8. Annual Strategic Appraisal statement
9. Create longer term garage strategy (HOLD)
10. Review current resident engagement and feedback opportunities

Energy Efficiency & Decarbonisation

Six Commitments

- 11 Clear definition of terminology for energy related terms
- 12 Develop Property Service Energy Strategy
- 13 Develop baseline carbon outputs generated through contractors and supply chain
- 14 Develop Gas Boiler Strategy
- 15 Submit a funding bid for SHDF Wave 2
- 16 Assess the impact of energy efficiency measures and the impact on tenants

Compliance and Building Safety

Four Commitments

- 17 Review management and reporting processes to understand the need for compliance reporting systems
- 18 Assess roles and responsibilities of officers and contractors to define roles, qualifications and accreditations
- 19 Develop 5-year servicing programme
- 20 Create a suite of communication templates and literature

Conclusion

- The Housing Asset Management Strategy is a live document that is well understood by the Property Service Team.
- It is under constant review to ensure actions are appropriate and relevant
- After a challenging start it is gratifying that actions are progressing

Questions



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LSAB Work Programme

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

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

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

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

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

Meeting date	Report	Reason	LSAB action	Decision by	Decision date
24 February 2022					
	Intro to Senior Living and consultation results LSAB req additional info re: impact of COVID-19 and lockdown Intro to Senior Living	To gain awareness of Senior living provision. Review findings and proposed actions from Senior Living consultation	To comment on findings and action plan to Senior Living Manager	Board	At meeting
	Outcome – Board questioned methodology and if service meeting published commitments. Recognised draft action plan but requested further in depth review to ensure service fit for the future. Head of Housing Operations to scope project. Senior Living Service to be standing item on LSAB agenda.				
	Q3 HRA Budget Monitoring Report	To gain awareness of budget, income, expenditure and challenges.	Feedback comments to Head of Housing Operations and Head of Finance	Board	At meeting
	Outcome – report postponed. Financial information to be included in Q3 Performance report due March meeting.				
	Use of Flexible Tenancies Review	Analyse findings from review and proposed changes to tenancy terms	To comment on findings. Feedback comments to Service Improvement Manager	Portfolio Holder	April
	Outcome - Board unanimously agreed to advise the Portfolio Holder to commence implementation plan and consultation to end the use of flexible tenancies and review conditions of tenancy. Project plan and tenancy conditions, policy and strategy to be presented to Board Spring/Summer dates tbc.				

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

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

Meeting date	Report	Reason	LSAB action	Decision by	Decision date
28 April 2022					
	Introduction to Responsive Repairs and Voids contractor	Meet contractor, review service promises, and contract management	Identify any areas wish to comment on, explore or examine further and agree reporting cycle. Feedback comments to Operations Manager	Board	At meeting
Outcome – Board pleased to hear progress and commitment to Waverley contract. Action – to circulate powerpoint presentation and Kris Shipway be invited to attend September meeting.					
	LSAB req report Garages	To raise awareness of the number of garage sites, and income/ expenditure commitments and to consider mitigation and development opportunities to inform garage management strategy	Feedback comments to Strategic Asset Manager	Board	At meeting
Outcome – Board resolved to request a service plan action and budget for garage appraisals in 2023/24.					

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

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

	Intro to Rent Accounts Team	Meet the team, awareness of actions, policy, challenges and successes of team to meet and exceed rent collection target	Identify any areas wish to comment on, explore or examine further and agree reporting cycle. Feedback comments to Rent Accounts Manager	Board	At meeting
	Outcome – Board thanked team for work and requested senior managers ensure that recruitment and retention of staff is addressed. Officers to report back on HRA Hardship Fund guidance.				
	Tenants Panel – Garden Waste Collection	To consider cost and scale of service	To identify issues to raise with Executive	Board	At meeting
	Outcome – The Board agreed that consideration should be given to possible concessions for those on Universal Credit and the Head of Housing Operations agreed to draft a note for the Portfolio Holder to consider issues raised on report.				
	Head of Housing Operations Matters Arising	To consider live operational and strategic issues	To consider areas for further review and future reports	Board	At meeting
	Outcome – Board noted issues regarding gas safety checks, decoration following fire prevention works and stock condition survey plans. HofHO to report aback monthly.				

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 Empowerment Consumer Standard	To comment on report and recommend methodology for future recruitment and selection of resident board members. Feedback comments to Service Improvement Manager	Board	At meeting

	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. Feedback comments to Head of Housing Operations	Board	At meeting
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					
	Hardship fund policy 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 Service Improvement Manager	Board	At meeting
Outcomes – Board considered policy (eligibility criteria) agreed HRA Hardship Fund resources when other funds exhausted. Agreed no limit to applications or maximum amount per person. Advised Portfolio Holder to adopt Policy. Verbal update at each Board meeting.					
	Senior Living Service	To provide (verbal or written) progress report on actions following consultation	To comment on service review and action plan to Senior Living Manager	Board	Ongoing
Outcomes – Board received written report and update from David Brown. Noted improved communications and completed actions from plan.					
	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
Outcomes – Kris Shepway presented current team performance and team structure. Board raised questions on timescales and communications.					

	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
Outcomes – Board noted performance and raised enquiries regarding the complaints reported. Cllrs asked for clarification on no mow may and cycle spaces at Halsemere car park.					

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 progress of Service Plan	Feedback comments to Portfolio Holder for Housing	Board review Council adopt new SP	Feb 2023
Outcomes – noted progress					
	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
Outcomes – Board received presentation to support co					
	Joint Executive Head of Housing Services Update	Introduction to Andrew Smith and to share news and plans for service	Feedback comments to Joint Executive Head of Housing Service	Board	At meeting
	Other Business – HRAA Hardship Fund Practice Proposal	To share proposal to use funds to support 100 tenants in least energy efficient homes	Feedback comments to Portfolio Holder for Housing	Portfolio Holder for Housing	Nov 2022
Outcomes – Board supported proposal					

Meeting date	Report	Reason	LSAB action	Decision by	Decision date
24 November 2022					
	Q2 Performance report and midyear performance review (extract from Corporate report)	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	Board	At meeting
	2023/24 HRA Draft Budget	Review draft budget and consider financial plans	Feedback comments to Portfolio Holder for Housing	Council	Feb 2023
	Housing Asset Management Strategy Implementation Progress report	Monitor implementation of strategy agreed April 2022 to effectively and efficiently manage and maintain homes	Feedback comments to Strategic Asset Manager	Board	
	Senior Living Welfare Check in Policy	To share proposal to standardise welfare contact with tenants at Senior Living Schemes	Consider proposal and comment to Senior Living Manager		

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.

Internal notes

Carry forward

	IT review of databases and digital services	Review and consider current performance and proposed actions	Feedback comments to Service Improvement Manager	Board	at meeting
	Reshaping of staffing resources	Review proposal to add capacity and resilience, to ensure professional service delivery, succession planning and health and wellbeing of team	Feedback comments to Service Improvement Manager	Hof H in consultation with Portfolio Holder for Housing	
	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 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
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Potential briefings:

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

Proposed Cycle of reports

Budget reports - each quarter include or expand upon in Quarterly performance repo

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

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

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

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

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

Procurement projects and other projects – as scheduled

To routinely cross check work programme with:

Service Plan actions, team performance reporting, HDB programme

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

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

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

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