

# LANDLORD SERVICES ADVISORY BOARD

Thursday, 30 March 2023 - 10.00 - 11.30 am

Committee Room 1, 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

Chris Austin, Lucas Field Residents Group

Robert 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 5 - 10)**

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 Questions from Members of the Public**

Questions from Members of the Public to be received.

### **5 Questions from Members**

Questions from Members to be received.

### **6 Customer Experience Group Presentation (Pages 11 - 14)**

CEG members to give presentation and provide information and plan for the group.

7 **Tenant Satisfaction Measures Project update** (Pages 15 - 28)

To share details of the Tenant Satisfaction Measures (TSMs), a regulatory requirement, and advice on the progress made by the team in preparation for reporting requirements in April 2024.

8 **Housing Operations Service Plan 2022/24** (Pages 29 - 36)

The report introduces the Housing Service Plan for the Board's review and comment. The service plans are reviewed annually and contain a three year rolling programme of objectives. The 2022/25 plan received a light touch update for 2023/26 by Executive Head of Housing, as the plan's themes remain relevant and important.

9 **Q3 Performance report** (Pages 37 - 50)

The Corporate Performance Report, set out at Annexe 1, provides an analysis of the Council's performance for the third quarter of 2022-23. This report also includes the results of the annual review of Key Performance Indicators.

10 **Housing Asset Management Strategy Implementation Progress report**  
(Pages 51 - 54)

The report provides an update on the progress made on the implementation of the Housing Asset Management Strategy (HAMS) which was agreed in April 2022.

11 **Decant Policy** (Pages 55 - 68)

To introduce the purpose for a decant policy and review the draft updated version following lessons learnt from experience and a complaint and new financial thresholds.

12 **Executive Head of Service Update incl. Heating complaints** (Pages 69 - 70)

The Board to receive a verbal update from the Executive Head of Housing Service.

Additionally, the Executive requested information regarding the scale of complaints relating to heating failures in Council homes, following a number of complaints escalated to Members and a series of social media community posts. The Executive requested the information be shared with LSAB, following the Briefing on 28 February 2023.

13 **Executive Feedback on LSAB comments**

Presentation from the Leader/Co-Portfolio Holder for Housing detailing feedback from the Executive on comments made by the Board.

14 **Review Work programme** (Pages 71 - 84)

Annalisa Howson to discuss the work programme.

15 **Date of next meeting**

This page is intentionally left blank

## LANDLORD SERVICES ADVISORY BOARD

23 February 2023

### NOTES

Present:

Cllr Paul Rivers (Chair)

Cllr Jacquie Keen

Cllr John Robini

Chris Austin, Lucas Field Residents Group

Danielle Sleightholme, Waverley Tenants

Panel (Co-Optee)

Officers in attendance:

Annie Righton, Andrew Smith, Annalisa Howson, Jeanette Englefield, Fiona

Cameron, Amy Walton, David Brown, Drew Roberts and Leila Manzoor

#### 1 Apologies for absence

Apologies were received from Councillor Michaela Wicks, Robert Stratford from the Tenants Panel and Vice Chair Terry Daubney.

#### 2 Notes of the previous meeting

The Chair informed the Board that the notes of the meeting held on the 26<sup>th</sup> of January 2023 were found to be inaccurate and these would be amended and circulated outside of the meeting.

Annalisa Howson (Housing Service Improvement Manager) went on to discuss the Matters Arising paper that had been circulated to Members by email prior to the meeting. This is a supplementary paper that responds to a number of issues raised in the previous meeting including careline costs, solar panels and senior living scheme additional information.

Councillor Keen enquired about the careline costs. Annalisa Howson informed her that the careline charge start from £19.70 per month but this due to increase with 2023/24 Budget in April 2023.

The Chair notified the Board that the 4% rent increase was passed through Council on the 21<sup>st</sup> of February 2023. He requested for the speech made by the Portfolio Holder for Finance, Mark Merryweather to be attached to the notes of this meeting.

Attached below is the speech made by the Portfolio for Housing, Mark Merryweather at the Full Council meeting held on the 21<sup>st</sup> of February 2023 RE: HRA Business Plan - Revenue Budget and Capital Programme 2023/24:

“The HRA is self-financing which means that it is our Council house tenants alone who most directly experience the financial costs and benefits of the decisions that we take. We work to a long-range business plan that extends out by a rolling 30-year horizon but this year’s review cycle has been extraordinary on at least 4 counts:

- First, the impacts of Covid have been transitioning into impacts of the cost-of-living / inflation crunch which is affecting not only our tenants but also our own ability to provide our Landlord services;
- Second, the government has provided us with a limited opportunity to increase rents by up to 7% ostensibly to mitigate for the cost inflation we experience.
- Third, the pressing need to plan for the improvement of our housing stock to meet our energy performance and efficiency goals which are at least in line with those that are being set nationally by central government, and
- Fourth, we have started to plan for the repayment of the 2012 mortgage by 2040/41 which will release a very significant net permanent improvement in the annual HRA operating account.

So it was in December 2022 that we agreed to change the mortgage debt strategy so as to rephase our net debt principal repayments to free up rent income now to fund housing maintenance and the energy efficiency programme.

Excluding both activity growth and cost savings, we expect that inflation will increase our costs by around £1.4m in 2023/24 – including legacy impacts from 2022/23 - but that, after allowing for compensating interest and receipts, the net impact will be contained to about £1.0m. This approximates to the 4% rent increase that is proposed in the recommendation which is also consistent, we believe, with the good intentions behind the Government’s rent cap which is “to protect tenants from the rising cost of living”.

We are well aware that not using this window to increase rents further could be perceived as a missed opportunity, as an increase above 4% could for example have a positive impact by reducing the business plan’s borrowing requirement. Every additional 1% in rent above 4% equates to about £300k which, compounded over the 30 year business plan horizon could generate £14.8m of additional income, and could reduce the capital borrowing requirement by £4.9m. It should go without saying that these longer term benefits do seem to be contrary at least in spirit to the more immediate need to “support the most vulnerable households in the face of cost-of-living pressures”.

Having said that, there are still other factors to consider also, including that:

- Even if we don’t ask our tenants to finance an accelerated reduction of debt now, their rents will still have to service it in due course;
- This is a volatile and uncertain time, and there can be no assurance that inflation will fall as seems to be generally assumed at least for now, nor how the rent cap will evolve;
- It does seem unfair, if not regressive, that the rents we charge our tenants could be raised by a rate that is much higher than the percentage we can raise Council Tax on all of the homes in the Borough up to and including band H, and
- Interestingly the government’s own rent formula has increased at CPI+1% for 2023/24 but does not take into account the rent increase cap. This does risk some disparity between our current tenants and new ones as their rent falls below the formula.

With so many often competing factors, the rent increase to be recommended has been subject to a deal of discussion within the administration and at the LSAB, in O&S and privately among members. The range of increase most focussed on has been between our original legacy default - 3%, and 5%. This proposal, at 4%, is believed to be, on balance, fair and reasonable considering all of the factors, but we will still be listening to any contributions that may follow next before the vote.”

### **3 Declarations of interest**

No Declarations of Interest were received.

### **4 Questions from Members of the Public**

None received.

### **5 Questions from Members**

None received.

### **6 Progress report on approach to Damp and Mould**

Matt Alexander (Interrim Housing Operations Manager) provided some background as well an update on the progress of the Damp and Mould Working Group. He explained that the Working Group consisted of operational and asset stakeholders and sought to review the ways damp and mould were dealt with by Waverley Council. The Group was developed in response to the Housing Ombudsman Spotlight report in October 2021 and an increase in cases and inspections of damp and mould in 2021-22.

The Damp and Mould Working Group identified a number of key issues in their review, including; data, communications, resources, process and wider issues.

Matt Alexander (Interrim Housing Operations Manager) informed the Board that a number of measures have been adopted to deal with the issues raised. These include:

- i. The appointment of a dedicated officer to validate historic cases that had been found
- ii. The Council will be running a live damp and mould register for tenants who have been visited by an inspector and deemed as mid to high risk. This would use a HH SRS rating system and follow up visits would be put in place at 6 and 12 months by inspectors
- iii. Upcoming stock and condition surveys would be starting from April-May which would allow officers to track stock and equipment installed
- iv. There would be more accessible information about damp and mould on the website and the tenants magazine
- v. Technical teams would be upskilled through training as well as training for non-technical officers such as housing officers and customer services.
- vi. Working with customer service to identify and triage calls relating to damp and mould.
- vii. The damp and mould register will be managed by a dedicated officer. Properties will only come off the register when damp and mould has been fully eradicated with follow up visits.

Matt Alexander (Interrim Housing Operations Manager) referenced a further announcement from the Government regarding Awaab's Law, an addition to the upcoming Social Housing (Regulation Bill) that will pose strict time limits on housing associations and landlords to both investigate and fix damp and mould related problems.

Councillor Keen stated that officers must consider whether the fabric of certain buildings can be the cause of mould; she suggested this may be deeper than

surface level. The Chair thanks Councillor Keen for her comments and these have been noted by officers. The Chair asked officers what the first port of call should be for tenants who notice a sign of potential damp or mould after several days of rainfall. Matt Alexander stated that customer services are to be notified immediately for any such signs. Advice would then be provided. He stated that there is a booklet that had been produced to guide officers on levels of threat.

Councillor Robini queried whether the Council had the resources to deal with this economically and in terms of manpower. Andrew Smith (Executive Head of Housing) responded by informing the Board that officers are being deployed effectively and this is an ongoing process of reviewing staffing and filling gaps.

Andrew Smith (Executive Head of Housing) discussed the Supplementary paper that had been circulated regarding damp and mould in wider housing context. He noted that 2 of the 3 largest social housing associations in Waverley (Clarion and Southern Housing Group) had recent findings of severe maladministration made against them by the Housing Ombudsman Service for varying problems related to cold, damp, mould and leaks. He informed the Board that both associations had been in contact with Waverley Borough Council. He also discussed the ways that the Council's private sector housing teams were taking action, as detailed in the report.

Councillor Robini questioned what the procedure is to report damp and mould on behalf of housing association tenants and how this will be followed up. Andrew Smith noted that tenants must be urged to take this up through the complaints process with their landlord. He stated that Members have considerable clout, and the Member can be put in touch with Senior officers within the housing association to assist the process. If the issue remains unresolved then a private sector housing environment health officer could be sent.

Dennis Bramble (Tenant's Panel) raised a point about guttering being a potential cause for damp and mould. He enquired about the Council's position for inspecting gutters in social housing. In response, Matt Alexander stated that the stock condition surveys will identify which properties would need a yearly, twice yearly or quarterly cyclical programme to monitor guttering. He informed the Board that there is currently a cyclical programme in place for senior living tenants.

Danielle Sleighton (Tenant's Panel Co-Optee) suggested that more informed literature should be available for tenants to know what to look out for and the scientific reasons behind taking precautions to prevent damp and mould. She also suggested that the online report form for residents with damp and mould should include the option to add pictures. Lastly, she raised the point about Ockford Park estate new build homes having damp and mould. She commented that there may be a design flaw in the new builds which needs to be addressed. All comments were taken on board by officers.

## **7 Senior Living December 2022 Consultation Findings**

Amy Walton (Housing Graduate Management Trainee) and David Brown (Senior Living & Careline Costs Manager) presented the Senior Living Consultation Findings (December 2022).



Councillor Keen queried the Wi-Fi upgrade referenced on page 25, item.11. David Brown explained that they will not be progressing with the proposed Wi-Fi upgrade. It was to be rolled out to all tenants in the senior living scheme, however there were a number of complexities with tenants having existing contracts in place. A letter had been sent out by officers to explain that Wi-Fi will continue to be provided in communal areas but tenants are responsible for their own Wi-Fi in respective homes.

## **8 Summary of Regulator of Social Housing Tenant / Member Briefing**

Annalisa Howson (Housing Service Improvement Manager) provided a summary of the presentation made by the Regulator for Social Housing by Kate Dodsworth (Director of Consumer Regulation). She explained that following the Grenfell tragedy of 2010, the Charter for social housing residents has now been reflected in the Social Housing (Regulation) Bill, which is due to be implemented in Spring. The Bill will place more responsibilities and time frames on dealing with damp and mould. There will be an increase in consumer standards, focusing more on safety, transparency and energy efficiency. Previously there was a high threshold for the regulator to get involved with social landlords, this Bill will give them more enforcement power by removing the serious detriment test. The Housing Ombudsman Service will work closely with the Regulator going forward. There will be an implementation plan with 6 key schemes; there will be consultations in the coming months after the Bill is passed to ensure these are met. Annalisa Howson went on to discuss the new tests for consumer regulation and framework success and the aims that the Council must achieve.

Chris Austin (Tenant's Panel) enquired about whether the tenant can have direct contact with the Regulator. Annalisa Howson urged that issues and complaints must first be brought to the Council as the landlord and then to the Ombudsman as the next port of call if unsatisfactory response. In extreme and unresolved cases the tenant can contact the Regulator directly, details of this would be found on the website.

The Chair enquired about the difference between the Ombudsman and the Regulator for Social Housing. Annalisa Howson responded and informed the Board that the Ombudsman deals with individual complaints whereas the Regulator for Social Housing deals with more systemic and organisational failures.

## **9 Decision to award Fire Remediation and Door Replacement Programme contract**

The Chair noted that as the Co-Portfolio for Housing he would formally be making the decision on whether to endorse the signing of the Fire Remediation and Fire Door Installation contract with Ian Williams Limited after this meeting. He advised that the Board discuss the Contract here prior to him making the final decision in the following meeting.

Drew Roberts (Fire safety compliance officer) provided some background on the Contract with Ian Williams. The contract covers installation, maintenance and repairs, which would fill a gap in the market as the current contractors do not cover fire door repairs.

Drew Roberts provided clarification on the meaning of JCT, upon the Chair's request. He stated that JCT refers to 'Joint Contracts Tribunal', an organisation which produces skeleton contracts for the Council to customise and add their own terms to. The Chair further enquired whether tenants can add spy holes to these fire doors. In response, Drew Roberts explained that any structural changes to the door would interfere with its integrity and would have to be replaced.

Councillor Keen raised concerns about whether Ian Williams had the workforce capacity available to deal with this. Drew Roberts responded and stated that the contractor confirmed that they had capacity and resources to cover the workload. This work is a distinctly separate contract to the responsive repairs and voids contract.

In response to Dennis Bramble's query, Drew Roberts explained that the full tender process with 3 bidders and Waverley's usual procurement exercises had been carried out. Dennis Bramble stated that his previous Council in Kent would always go for the lowest priced tender which did not always stand up on quality. He further queried how the quality of certain contractors is assessed. Drew Roberts stated that Ian Williams were not the cheapest contract and they were chosen based on quality. Quality of the tender is assessed by asking for confirmation of workforce capacity, credentials and training in place as well as the availability of tenant liaisons to work with tenants to deal with issues and complaints.

## **10 Review Work programme**

Annalisa Howson explained that the following items will be brought to the next meeting:

- Update on the Tenant Satisfaction Measures Project
- Presentation from the Responsive Repairs and Voids Contractor
- Q3 Performance Report and Service Plans
- Hugh Wagstaff update on the Housing Asset Management Strategy

Annalisa Howson notified the Board that the meeting in April will not be able to take place due to it falling a week prior to the election. As a result the agenda items have been moved to the meetings to be held in March and May.

## **11 Executive Head of Housing Services Update**

Andrew Smith updated the Board on the latest staffing changes and thanks Board Members for their continued efforts and participation.



## Waverley Landlord Services Customer Experience Group Terms of Reference

### Statement of Intent

The purpose of the Customer Experience Group is to examine performance data and communications to evaluate service delivery to identify issues and poor practice..

Group members will inform housing officers of their findings. The group will submit reports to the Landlord Services Advisory Board which will include a summary of the group's activities, lessons learnt and recommendations for best practice.

### Table of Contents

Aims, objectives and intended outcomes:.....	2
The outcomes of the group work include the following:.... <b>Error! Bookmark not defined.</b>	
Remit and powers .....	2
Delegated authority.....	3
Membership of the group .....	3
Group meetings.....	3
Reporting Group meetings .....	4
Code of Conduct and other issues .....	4



## Aims, objectives and intended outcomes:

For group members:

- to use their knowledge, experience, and contacts to work with the housing service examining performance data, complaints in order to scrutinise the customer experience.
- to constructively challenge the housing service when a procedure or process requires improvement.
- to review tenant complaints responses to ensure they are resolved promptly, politely, and fairly.
- to gain greater local knowledge of tenant concerns and issues will help tenants to participate in improving Waverley's housing services
- to report findings to the Landlord Services Advisory Board biannually or as required.
- to develop positive and empowering relationships between tenants and the housing service team, that will help to raise the ability of tenants to shape their housing service
- positive relationships will develop between the Tenants Panel, Landlord Services Advisory Board, and the Customer Experience Group.
- To support the housing team with collection of customer experience feedback

## Remit

- Waverley has recognised the group to act as the Landlord Services Customer Experience Group.



- The group will make recommendations and suggestions regarding changes to the service that may prevent complaints arising, and improve how complaints are dealt with.
- The group will be open and accessible to all Waverley's tenants who wish to be involved in examining the customer experience.

### Delegated authority

- For avoidance of doubt, the group will have no delegated authority and no decision-making powers in relation to Waverley services.

### Membership of the group

- The group will have up to seven members.
- Group members will normally serve for a three-year period, with recruitments staggered over the period for continuity. At the end of the period of office, group members may apply again, but group members may only serve for a maximum of nine years.
- The group will elect a chair from amongst its members.
- The Service Improvement Manager will arrange secretarial and other administrative functions for the group.
- Working with Waverley, the group will agree a programme to meet the training and development needs of members and will ensure that the individual and collective performance of group members is annually reviewed.
- The group will agree with Waverley how it will periodically publicise its activities and outcomes to the community.

### Group meetings

- The group will normally hold quarterly meetings, but additional meetings may be arranged at the discretion of the group chair or vice chair.



- Agendas for group meetings will be planned by the chair or vice chair working together with a member from the Service Improvement Team.
- The minimum number of attendees for group meetings will be three members.

## Reporting Group meetings

- A report and/or meeting notes of group meetings will be taken and confirmed at each subsequent meeting as a true record, These will be agreed by the group chair or vice chair.

## Code of Conduct and other issues

- Group members shall be subject to the Tenants Panel code of conduct, particularly regarding confidentiality. The group shall ensure that it operates in accordance with General Data Protection Regulation (GDPR) legislation.

January 2023

## WAVERLEY BOROUGH COUNCIL

### LANDLORD SERVICES ADVISORY BOARD

30 MARCH 2023

---

**Title:**

### TENANT SATISFACTION MEASURES

---

**Portfolio Holder:** Co-Portfolio Holders for Housing Paul Rivers

**Head of Service:** Andrew Smith, Executive Head of Housing

**Key decision:** Yes

**Access:** Public

---

#### 1. Purpose and summary

To share details of the Tenant Satisfaction Measures (TSMs), a regulatory requirement, and advice on the progress made by the team in preparation for reporting requirements in April 2024.

#### 2. Recommendation

It is recommended that the Board:

- review and make any comments on the progress made to collate housing management and tenant insight TSMs, to the Service Improvement Manager, and
- suggest topics for additional bespoke survey question.

#### 3. Reason for the recommendation

To assure Board members that the housing team will be able to meet the requirements to report on TSMs from April 2024 and to provide the opportunity to comment on the project and progress made.

#### 4. Background

4.1 Tenant satisfaction measures are intended to make landlords' performance more visible to tenants, and help tenants hold their landlords to account.

4.2 The Board contributed to the Council's consultation response on TSMs in January 2022. Following the national consultation the government published the full set of TSMs in September 2022. Please refer to Annexe One.

4.3 The requirement to collect TSM data comes into force on 1 April 2023. All social landlords (with more than 1,00 homes) must report the data in the Summer 2024 to be published in Autumn 2024.

4.4 The highlight Report at Annexe Two, demonstrates the progress and plan to publish TSMs. The team are reviewing and appraising the management information and recruiting a market research company to collect the tenant insight data.

4.5 The Service Improvement Team welcome the new TSMs as a way to share performance with tenants and to be held accountable for services. The team have proactively responded to the new regulatory requirements and are well placed to deliver the TSMs during 2023/24.

## 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)**

To be delivered within approved budget and resources.

### 6.2 **Risk management**

Failure to produce TSMs data would mean the Council failed to meet the Regulator of Social Housing requirements, for consumer standards, thus resulting in legal/regulatory, reputational and financial risks.

## 7. **Consultation and engagement**

Report to Tenants Panel and LSAB on TSM requirements.

## 8. **Other options considered**

Not applicable

## 9. **Governance journey**

Report to Landlord Services Advisory Board only.

### **Annexes:**

Annexe One – 22 Tenant Satisfaction Measures

Annexe Two – Project Highlight Report

---

### **Background Papers**

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

---

### **CONTACT OFFICER:**

Name: Brenda Glover and Joseph Warriner

Position: Service Improvement Officer and Housing Graduate Management Trainee

Telephone: 01483 523546

Email: [brenda.glover@waverley.gov.uk](mailto:brenda.glover@waverley.gov.uk) and [joseph.warriner@waverley.gov.uk](mailto:joseph.warriner@waverley.gov.uk)



**Tenant Satisfaction Measures**

**Keeping properties in good repair**

**TP02: Satisfaction with repairs**

---

**Measured by: tenant perception survey**

---

Has your landlord carried out a repair to your home in the last 12 months?

---

If yes, how satisfied or dissatisfied are you with the overall repairs service from your landlord over the last 12 months?

---

Taking everything into account, how satisfied or dissatisfied are you with the service provided by your landlord?

---

This measure will be based on the percentage of tenants who say they are satisfied.

---

**TP03: Satisfaction with time taken to complete most recent repair**

---

**Measured by: tenant perception survey**

---

Has your landlord carried out a repair to your home in the last 12 months?

---

If yes, how satisfied or dissatisfied are you with the time taken to complete your most recent repair after you reported it?

---

This measure will be based on the percentage of tenants who say they are satisfied.

---

**TP04: Satisfaction that the home is well-maintained**

---

**Measured by a tenant perception survey**

---

---

How satisfied or dissatisfied are you that your landlord provides a home that is well-maintained?

---

This measure will be based on the percentage of tenants who say they are satisfied.

---

**RP01: Homes that do not meet the Decent Homes Standard**

---

**Measured by: landlords' management information**

---

This measure will be based on the percentage of a landlord's homes that do not meet the Decent Homes Standard. This is a government document describing conditions that social homes should meet.

---

**RP02: Repairs completed within target timescale**

---

**Measured by: landlords' management information**

---

This measure will be based on the percentage of repairs the landlord has done within the target time they have set for themselves. As part of this measure, landlords will have to make these target times public.

---

This will measure both emergency and non-emergency repairs requested by tenants. Repairs planned by the landlord will not be included.

---

**Maintaining building safety**

**TP05: Satisfaction that the home is safe**

---

**Measured by: tenant perception survey**

---

---

Thinking about the condition of the property or building you live in, how satisfied or dissatisfied are you that your landlord provides a home that is safe?

---

This measure will be based on the percentage of tenants who say they are satisfied.

---

**Safety checks**

The following five measures will be based on the number of individual homes that are covered by relevant safety checks. Not all homes require all checks.

**BS01: Gas safety checks**

---

**Measured by: landlords' management information**

---

This measure will be based on the percentage of homes that have had all the necessary gas safety checks.

---

**BS02: Fire safety checks**

---

**Measured by: landlords' management information**

---

This measure will be based on the percentage of homes in buildings that have had all the necessary fire risk assessments.

---

**BS03: Asbestos safety checks**

---

**Measured by: landlords' management information**

---

This measure will be based on the percentage of homes in buildings that have had all the necessary asbestos management surveys or re-inspections.

---

**BS04: Water safety checks**

---

---

**Measured by: landlords' management information**

---

This measure will be based on the percentage of homes that have had all the necessary legionella risk assessments. Legionella is a bacteria that can make people ill if it gets into water supplies.

---

**BS05: Lift safety checks**

---

**Measured by: landlords' management information**

---

This measure will be based on the percentage of homes in buildings where the communal passenger lifts have had all the necessary safety checks.

---

**Respectful and helpful engagement**

**TP06: Satisfaction that the landlord listens to tenant views and acts upon them**

---

**Measured by: tenant perception survey**

---

How satisfied or dissatisfied are you that your landlord listens to your views and acts upon them?

---

This measure will be based on the percentage of tenants who say they are satisfied.

---

**TP07: Satisfaction that the landlord keeps tenants informed about things that matter to them**

---

**Measured by: tenant perception survey**

---

---

How satisfied or dissatisfied are you that your landlord keeps you informed about things that matter to you?

---

This measure will be based on the percentage of tenants who say they are satisfied.

---

**TP08: Agreement that the landlord treats tenants fairly and with respect**

---

**Measured by: tenant perception survey**

---

To what extent do you agree or disagree with the following? “My landlord treats me fairly and with respect.”

---

This measure will be based on the percentage of tenants who say they agree.

---

**Effective handling of complaints**

**TP09: Satisfaction with the landlord’s approach to handling of complaints**

---

**Measured by: tenant perception survey**

---

Have you made a complaint to your landlord in the last 12 months?

---

If yes, how satisfied or dissatisfied are you with your landlord’s approach to complaints handling?

---

This measure will be based on the percentage of tenants who say they are satisfied.

---

**CH01: Complaints relative to the size of the landlord**

---

**Measured by: landlords’ management information**

---

---

This measure will be based on the number of complaints the landlord receives for each 1,000 homes they own.

---

**CH02: Complaints responded to within Complaint Handling Code timescales**

---

**Measured by: landlords' management information**

---

This measure will be based on the percentage of complaints the landlord responds to within the times set by the Housing Ombudsman's Complaint Handling Code. All social housing landlords have to follow this Code.

---

**Responsible neighbourhood management**

**TP10: Satisfaction that the landlord keeps communal areas clean and well-maintained**

---

**Measured by: tenant perception survey**

---

Do you live in a building with communal areas, either inside or outside, that your landlord is responsible for maintaining?

---

If yes, how satisfied or dissatisfied are you that your landlord keeps these communal areas clean and well-maintained?

---

This measure will be based on the percentage of tenants who say they are satisfied.

---

**TP11: Satisfaction that the landlord makes a positive contribution to neighbourhoods**

---

**Measured by: tenant perception survey**

---

---

How satisfied or dissatisfied are you that your landlord makes a positive contribution to your neighbourhood?

---

This measure will be based on the percentage of tenants who say they are satisfied.

---

**TP12: Satisfaction with the landlord's approach to handling anti-social behaviour**

---

**Measured by: tenant perception survey**

---

How satisfied or dissatisfied are you with your landlord's approach to handling anti-social behaviour?

---

This measure will be based on the percentage of tenants who say they are satisfied.

---

Not every tenant will have reported a formal anti-social behaviour case to their landlord, but we require landlords to ask this question of everyone being surveyed.

---

**NM01: Anti-social behaviour cases relative to the size of the landlord**

---

**Measured by: landlords' management information**

---

This measure will be based on the number of anti-social behaviour cases opened for each 1,000 homes the landlord owns, including the number of cases that involve hate incidents.

---

This page is intentionally left blank



## Project Highlight Report

REPORT DATE: 7 March 2023

**SECTION A. PROJECT DETAILS**

<b>Project Name:</b>	<b>Tenant Satisfaction Measures (TSMs)</b>
----------------------	--

<b>Project Manager</b>	Annalisa Howson	<b>Project Start Date</b>	December 2022
<b>Project Sponsor</b>	Andrew Smith	<b>Project Original Finish Date</b>	June 2023
<b>Project Ref. No</b>	<i>If applicable</i>	<b>Project Expected Finish Date</b>	June 2023

<b>Project Priorities &amp; Status</b>
--

Specify which criteria (quality, cost or time) is most critical for your project in order of priorities. Refer to the business case justification form. Also, populate the project status with RAG rating against each of priorities.

<b>Project Priority Status RAG*</b>
On track
Off track - action taken
Off target – requires escalation

Priority	Quality / Cost / Time	RAG Status	Comments
1	Cost	On track	Tenant survey procurement – out to tender. Informal discussions with preferred suppliers indicate all will quote within £15k budget. Management Information - no budgetary implications
2	Quality	On track	Tenant survey procurement- metrics have been set at 60% quality, 40% price. Management Information – metrics set by regulator.
3	Time	On track	Tenant survey procurement – tender published on track, due for evaluation 17/03/23. Target survey implementation May 2023. Data to be share with regulator April 2024  Management Information – on track. Data to be shared with regulator April 2024.

**SECTION B. PROJECT HIGHLIGHTS**

<b>Overview</b>
<p>From 1 April 2023 social landlords must collect and publish 22 TSMs covering five themes – keeping properties in good repair, maintaining building safety, respectful and helpful engagement, complaint handling and responsible neighbourhood management.</p> <p>Ten of the TSMs will be provided by landlords directly (management information (MIs) and 12 will be measured by carrying out tenant perception surveys</p> <p>The team obtained approval and secured a budget (unavoidable growth) to appoint an external supplier to run the perception survey. Procurement of which is underway.</p> <p>The team will use the TSM framework with the option of bespoke additional questions to gain insight. Aim is to analyse data to meet regulator’s requirements and drive further service improvement. Plan to run survey on a bi-annual basis – target May and November for fieldwork.</p> <p>The team have begun work with internal service teams within landlord services and corporately to report Management Information accurately.</p>
<b>Issues, Risks, Comments</b>
<p>Tenant Perception Survey – procurement is in process, waiting for suppliers to respond. Risk of lack of response and/or excessive quotes. Risk reduced following preliminary work with potential contractors.</p> <p>Management Information - risk not enough evidence to assure regulator about data quality. Working with team to ensure this risk is negated.</p>
<b>Outputs for this period</b>
<p>Survey - calls with interested suppliers (18/01-01/02), Request for Quotation and Technical Specification drafted and signed off (16 Feb), Tender submitted (16 Feb)</p> <p>Management Information – preliminary data received on responsive repairs. Data verification commenced. Complaints data reported monthly.</p>
<b>Outputs for next period</b>
<p>Survey - Tender evaluation (16/17 March), award contract (w/c 20 March), feedback to unsuccessful suppliers (w/c 27 March), contract drafted and signed (ExHofH w/c 3 April), PO raised (w/c 11 April) and kick off meeting held (w/c 18 April). Field work to run May 2023.</p> <p>Management Information – preliminary report on all Management Information with update on data verification. (w/c 27 March)</p> <p>Plan to provide interim report to LSAB in the summer</p>
<b>Stakeholder Activity</b>

- TP updated on survey procurement.
- Team Member RSH Briefing 14 February 2023
- Promotion in Homes and People Spring 2023

This page is intentionally left blank

## WAVERLEY BOROUGH COUNCIL

### LANDLORD SERVICES ADVISORY BOARD

30 MARCH 2023

---

**Title:**

**HOUSING SERVICE PLANS 2023/26**

---

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

**Head of Service:** Andrew Smith Executive Head of Housing Services

**Key decision:** Yes

**Access:** Public

---

#### **1. Purpose and summary**

The report introduces the Housing Service Plan for the Board's review and comment. The service plans are reviewed annually and contain a three year rolling programme of objectives. The 2022/25 plan received a light touch update for 2023/26 by Executive Head of Housing, as the plan's themes remain relevant and important.

#### **2. Recommendation**

It is recommended that the Board consider the plan's objectives as at Annexe One and:

- i makes any observations or comments to the Executive Head of Housing Services and Co-Portfolio Holders for Housing, and
- ii consider if any actions or themes should be reported more regularly as future LSAB agenda items

#### **3. Reason for the recommendation**

To transparently share the service plan actions, to raise awareness and enable discussion on service delivery and improvements. To recognise future challenges and mitigations.

#### **4. Background**

- 4.1 The Housing Service Plans 2023/26, is a three year rolling service plan. The Executive Head of Housing and Co-Portfolio Holders for Housing may change and develop the plan over the three years. A summary of the service plan performance is reported in the Corporate Quarterly Performance Report.

- 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 four overarching themes related to Housing Operations, and one for corporate Waverley wide requirements:
- The customer experience will be improved by meeting and exceeding satisfaction targets annually
  - The service is financially robust with at least £2m reserve.
  - The service meets the needs of all tenants and their families
  - Our people will be skilled and professional to put residents at the heart of everything we do
  - Standing Corporate Compliance Actions are achieved
- 4.4 There are a total of 21 housing actions, and ten for Corporate Compliance. Details at Annexe One.

## **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 –Housing 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](mailto:annalisa.howson@waverley.gov.uk)

This page is intentionally left blank



<b>Service Plan 2023-2026 ( rolling 3 years)</b>		<b>Executive Head of Service:</b>	<b>Andrew Smith</b>
		<b>Joint Strategic Director:</b>	<b>Annie Righton</b>
<b>Service:</b>	<b>Housing Services</b>	<b>Portfolio Holders:</b>	<b>Cllr Paul Rivers and Cllr Nick Palmer</b>

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 both the Medium Term Financial Plan and the Housing Revenue Account Business Plan. 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 Joint Management Team, O&S Committees and Executive.

<b>Service description</b>		
Homelessness prevention, Housing advice and allocation, Housing asset management, Housing maintenance and repairs, Landlord services, Strategy and Enabling, Housing development		
<b>Service Team: Housing Options and Homelessness Prevention</b>	<b>Team Leader: Mike Rivers</b>	<b>Executive Portfolio Holder: Cllr Nick Palmer</b>

**Ongoing Service Delivery - reviewed annually**

<b>Outcome 1.</b>	<b>Prevent homelessness and provide housing advice and assistance - n/a LSAB</b>
-------------------	--

<b>Outcome 2.</b>	<b>The customer experience will be improved by meeting and exceeding satisfaction targets annually.</b>
<b>Corporate Priority:</b> 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
SP23/26 HS2.1	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	01/04/24	Service Improvement Manager	Risk of legal challenge.	S	Maintaining up to date policy documents
SP23/26 HS2.2	Ongoing development of corporate website and digital services to increase range of means to access services.	£50k	01/01/20	31/03/24	Service Improvement Manager	Decreased tenant satisfaction.	S	Increase in traffic to website and increase in tenant satisfaction, informed by survey
SP23/26 HS2.3	Complete contract procurement process for key projects (inc gas boiler replacement, energy performance certificates and lift servicing and maintenance)	Within the existing budgets and resources	01/04/23	31/03/24	Operations Manager	Non-compliance with H&S legislation.	S	New contracts mobilised according to project timescales
SP23/26 HS2.4	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	31/03/24	Service Improvement Manager	Decreased tenant satisfaction.	S	Publish performance management information at Landlord Services Advisory Board and online
SP23/26 HS2.5	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	30/03/24	Compliance Manager and Service Improvement Manager	Risk of legal challenge.	S	Tenant engagement in review and increase in satisfaction at STAR 2023
SP23/26 HS2.6	Project manage IT review of housing IT systems and make recommendations for future system data management and efficiencies.	Within the existing budgets and resources	01/03/23	30/09/23	Service Improvement Manager	Reducton in service delivery, non-compliance with the Regulator of Social Housing	S	

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

<b>Outcome 3.</b>	<b>The service is financially robust with at least £2m reserve.</b>
<b>Corporate Priority:</b> 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
SP23/26 HS3.1	Lead an annual review of Housing Revenue Account (HRA) Business Plan following adoption by Council of the HRA Strategic Review, to ensure the service is able to deliver its objectives of investment and growth and is financially sound.	Within the existing budgets and resources	01/09/23	01/11/23	Executive Head of Housing	Reduction in service and investment.	S	Balanced HRA funding services to meet tenants' needs
SP23/26 HS3.2	implement an Asset Management Strategy to ensure a prudent, energy efficient, planned approach to repairing, maintaining and improving 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	31/03/24	Strategic Asset Manager	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 Strategy and subsequent works meeting target

SP23/26 HS3.3	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	31/10/2023	All Managers	Reduction in service delivery, new and current home investment, failure to reduce carbon emissions.	S	Upper quartile performance in HouseMark benchmarking report
---------------	--	---	----------	------------	--------------	---	---	---

**Outcome 4. 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
SP23/26 HS4.1	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	31/03/24	Service Improvement Manager	Regulatory investigation into failing service.	S	self assessment against regulator standards with evidence and action plan
SP23/26 HS4.2	Work with tenants and tenant representatives to manage the current financial position (with cost of living crisis) and the 2023 rent increase in a sensitive and proactive way, to maintain rent collection rate.	Within the existing budgets and resources	01/04/2022	31/12/2023	Rent Accounts Manager	Reduced income collection, financial hardship inc fuel poverty.	S	maintain rent collection at 99%
SP23/26 HS4.3	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.	Within the existing budgets and resources	01/04/21	31/03/24	Service Improvement Manager	Fail to meet tenants needs.	S	increased number of tenant volunteers and increase in satisfaction at STAR 2023
SP23/26 HS4.4	All teams to review communications with residents to build trusted relationship between tenants and landlord, share good practice and increase satisfaction (STAR 2023)	Within the existing budgets and resources	01/04/22	30/03/25	Service Improvement Manager	fail to meet tenants needs, poor service delivery	S	increase in satisfaction at STAR 2023
SP23/26 HS4.5	To lead annual senior living tenants consultation to assess service delivery, residents needs and improvements. Take out	Within the existing budgets and resources	01/10/23	30/03/24	Senior Living and Careline Manager (DB)	Fail to meet tenants needs.	S	increase in satisfaction TSMs
SP23/26 HS4.6	Work with tenants and tenant representatives to ensure safety of homes and improve tenants satisfaction	Within the existing budgets and resources	01/04/22	30/03/25	Housing Operations Manager	fail to meet tenants needs, poor service delivery, Regulatory investigation into failing service	S	increase in satisfaction TSMs
SP23/26 HS4.7	Procure and manage market research consultants to collect TSM tenant insight data	unavoidable growth budget request made	01/02/23	31/03/24	Service Improvement Manager	Breach RSH requirements		

**Outcome 5. 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
SP23/26 HS5.1	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	Poor service delivery.	D	increase in satisfaction at STAR 2023 and staff engagement survey
SP23/26 HS5.2	Develop and retain qualified staff to deliver the service objectives and professional standards.	£20k training	01/04/19	31/03/24	Executive Head of Housing Services	Poor service delivery.	D	increase in satisfaction at STAR 2023 and staff engagement survey
SP23/26 HS5.3	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	Executive Head of Housing Services	Poor service delivery.	D	increase in satisfaction at STAR 2023 and staff engagement survey
SP23/26 HS5.4	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	30/03/24	Service Improvement Manager	Poor service delivery.	D	new template for jobs advertised 2023
SP23/26 HS5.5	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	31/03/25	Executive Head of Housing Services			

**Service Teams: Housing Strategy and Enabling; Housing Development**      **Team Leaders: Alice Lean, Esther Lyons, Louisa Blundell**      **Executive Portfolio Holder: Anne-Marie Rosoman**

**Outcome 6. Deliver new affordable homes: increase delivery of well designed, well-built affordable housing. - n/a LSAB**  
**Corporate Priority:** Good quality housing for all income levels and age groups; Improving the health and wellbeing of our residents and communities

**Outcome 7. Produce new Affordable Housing Delivery Strategy 2022-2025 - n/a LSAB**  
**Corporate Priority:** Good quality housing for all income levels and age groups; Improving the health and wellbeing of our residents and communities

**Corporate compliance**

Outcome 8. 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
SP23/26 HS8.1	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	Executive Head of Housing Services	Staff performance and personal development is compromised and morale affected.	D	Objective achieved
SP23/26 HS8.2	Service Plans are reviewed and budget implications fed into budget process.	Dependent on outcome of review, support of the Policy & Performance Officer	August	January	Executive Head of Housing Services	Corporate Strategy objectives will not be achieved.	D	The Service Plans proposals are prepared and presented to the OS and Executive
SP23/26 HS8.3	Complete budget preparation in line with agreed timetable.	Within existing budgets, support of Finance Team needed	August	January	Executive Head of Housing Services	Legal obligations are jeopardised.	D	Budget adopted by Full Council.
SP23/26 HS8.4	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		Executive Head of Housing Services	Risk Register is not kept up to date and risks are not identified sufficiently to protect the organisation.	S	HoS has updated the register
SP23/26 HS8.5	Internal Audit Recommendations are actioned in line with agreed timescales.	Within existing budgets, support from the Internal Audit Manager	Ongoing		Executive Head of Housing Services	Organisation is put at risk.	D	no outstanding recommendations
SP23/26 HS8.6	Annual Review of Employee Risk Assessments.	Within existing budgets, support from Emergency Planning Officer	April	July	Executive Head of Housing Services	Employees' health is potentially put at risk and the organisation fails to comply with the H&S regulations.	S	All employees to have completed their relevant risk assessments. Measured by annual audit via H&S team.
SP23/26 HS8.7	Annual Business Continuity Plans Review.	Within existing budgets, support from Emergency Planning Officer	January	February	Executive Head of Housing Services	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
SP23/26 HS8.8	Make sure that Accessibility regulations are adhered to – ensure that all content including all documents that appear on the Waverley website (owned by the service) or any other sub sites created for projects 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		Executive Head of Housing Services	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
SP23/26 HS8.9	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		Executive Head of Housing Services	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.
SP23/26 HS8.10	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		Executive Head of Housing Services	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

This page is intentionally left blank

## WAVERLEY BOROUGH COUNCIL

### LANDLORD SERVICES ADVISORY BOARD

30 MARCH 2023

---

**Title:**

**CORPORATE PERFORMANCE REPORT INCLUDING  
THE ANNUAL REVIEW OF PERFORMANCE INDICATORS  
Q3 2022-2023  
(October 2022 – December 2022)**

---

**Portfolio Holder:** Co-Portfolio Holders for Housing Paul Rivers and Nick Palmer  
**Head of Service:** 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 third quarter of 2022-23. This report also includes the results of the annual review of Key Performance Indicators.

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

:

- identifies any areas for comment or further exploration,
- makes any recommendations to the Joint Management Team or the Executive, as appropriate, and
- considers the review of landlord service Key Performance Indicators as set out in section 4.4 of this report and makes any recommendations to the Joint Management Team or the Executive, 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 data is collated at the end of each quarter and a broad range of measures have been included to provide a comprehensive picture, and these are:
- Key performance indicators
  - Progress of Internal Audit recommendations
  - Complaints monitoring
  - Workforce data
  - Financial forecasting
  - Housing Delivery monitoring
- 4.2 The report is comprised of the corporate overview section with the Chief Executive's and Section 151 Officer's (Finance Director) comments, followed by service specific sections with Heads of Service feedback on the performance in their area. The report is used as a performance management tool by senior management.
- 4.3 Annexe One has been edited to provide performance related to the landlord service.
- 4.4 The annual review of KPIs takes place to ensure that they are still fit for purpose. This exercise takes place in January and February with proposals travelling to LSAB and O&S Committees in March, followed by the formal approval by the Executive. In-year amendments to indicators are discouraged for consistency reasons and any changes should be carried out as part of the annual review, unless governmental or legislative directives require a mid-year adjustment.
- 4.5 The key drivers for setting up performance indicators with specific targets are:
- Governmental requirements – targets are imposed on the local authority (in the performance report indicated as (NI) = National Indicator), some services, more than others, are bound by these returns.
  - Contractual obligations – targets are agreed with our suppliers as part of the service contract and remain for the duration of that contract.
  - Organisational need to drive performance – certain targets are agreed in order to drive performance to a desired level.
- We also include some indicators without targets, labelled as 'Data only' which indicate volume of work and allow us to spot patterns and trends. Data only indicators are also used when a new indicator is introduced, and the performance trend needs to be analysed first in order to establish the correct baseline for future target setting.
- 4.6 The following change to existing housing KPIs under the remit of this Board are proposed:

**Housing Services:**

PI reference	Description		Target	Responsible Team	Proposed Changes
H3	Average number of working days taken to re-let 'normal void' property ( <b>lower outturn is better</b> )	Days	20	Housing Team	Target change to 25 days

**H3** – The target for reletting normal void property be changed to **25 days**. A relet review of the whole tenancy end, void period and tenancy start process is currently being undertaken. The emphasis for the review is on quality with the headline outcome being ‘a happy tenant’. The objective is to complete the work successfully first time so that it is preferable that the work takes a little longer than the tenant having to contact the council with problems once they have moved in.

- 4.7 The Service Improvement team will also work with the Board, during 2023/24 to agree a data reporting cycle, in addition to headline KPIs, to provide assurance on Tenant Satisfaction Measures and regulatory standards.

**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 Service Advisory Board. Any recommendations made travel to the Executive for consideration and response.

## 8. Other options considered

Standing report on the Landlord Services Advisory Board and O&S Committees Agenda, no further considerations required.

## 9. Governance journey

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

### Annexes:

Annexe 1 Q3 2022-23 Corporate Performance Report Landlord Services Extract

---

### Background Papers

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

---

### CONTACT OFFICER:

**Name:** Jenny Sturgess and Annalisa Howson  
**Title:** Policy and Performance Officer and Housing Service Improvement Manager  
**Telephone:** 01483 523 465 and 01483 523453  
**E-mail:** [jennifer.sturgess@waverley.gov.uk](mailto:jennifer.sturgess@waverley.gov.uk) and [annalisa.howson@waverley.gov.uk](mailto:annalisa.howson@waverley.gov.uk)

### Agreed and signed off by:

Legal Services: N/A – standing report  
Head of Finance: 15 February 2023  
Strategic Director: 15 February 2023  
Portfolio Holders: Internal Executive Briefing meeting on 21 February 2023





**Corporate**  
**Performance Report**  
**Q3 2022/23**

**Document Version: Final**

**Last update: 17/03/2023 12:09**

**LANDLORD SERVICES EXTRACT: 10 MARCH 2023**

---

Lead Officer: Jenny Sturgess

Title: Policy and Performance Officer

Telephone: 01483 523 465

Email: [jennifer.sturgess@waverley.gov.uk](mailto:jennifer.sturgess@waverley.gov.uk)

---

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

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

### 1.1 Performance Indicators RAG Rating per Status Type

Key Performance Indicators (KPIs) Status Types	Explanation of the Status Type
<b>Data only or Data Not Available/ collection on pause (in Grey)</b>	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.
<b>Green</b>	The indicator has performed on or above a set target, no concern.
<b>Amber</b>	<b>Up to 5%</b> off target – Officers investigate the causes of underperformance to establish if an improvement action is required.
<b>Red</b>	<b>More than 5%</b> 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
<b>Completed – on track (in Green)</b>	Action was completed: on time, within the budget & resources achieving desired outcome.
<b>On Track (in Green)</b>	Action is on track to complete on time, within the budget & resources and expected to achieve desired outcome.
<b>Completed – off track (in Amber)</b>	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
<b>Off track – action taken / in hand (in Amber)</b>	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.
<b>Partially Completed</b>	Action has not been fully achieved
<b>Off track – requires escalation (in Red)</b>	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.
<b>Cancelled (in Grey)</b>	Cancelled Action Status indicates that we will no longer pursue delivery of this action.
<b>Deferred (in Grey)</b>	Deferred Action Status indicates that the action will not be pursued at present but will/might be in the future.

Action Status Types	Explanation of the Status Rating Type
Transferred (in Grey)	Transferred Action Status indicates that although the action was not yet fully completed its delivery will continue in the coming year or that the action ownership has now changed.

## 2. Corporate Dashboards – Summary of All Services

### 2.1 Performance Summary from the Management Board on Key Successes, Lessons Learnt, Areas of Concern – Q3 2022/23

#### 2.1.1 Q3 2022/23 Chief Executive's summary:

This performance report covers the period October to December 2022.

The new Joint Management Team, shared with Guildford Borough Council, took office on 1 October 2022, following the Full Council decision in 2021. The team has been working hard building new relationships and starting to develop ideas for further collaboration, which will come forward in due course. I have been impressed by the professionalism and enthusiasm with which the team has approached this new venture.

Service detail and narrative can be found within each chapter. This report has been formatted to reflect the new services.

Among the events of this quarter:

- Preparations continued for the all-borough and parish/town council elections to be held on the 4 May, including the new rules on voter ID in polling stations and new ward boundaries
- The council ran a further consultation on Local Plan Part 2 and prepared it for submission to the Planning Inspectorate
- Climate action workshops were hosted in the Council Chamber for students from local schools
- A joint networking and question time event for businesses was run at Charterhouse School with Guildford BC, with speakers from the University of Surrey and local business owners
- The Phillips Memorial Park in Godalming was awarded a gold award in South and South East In Bloom

We were very saddened to learn of the passing of Cllr Roger Blishen (Farnham Bourne) in November. We welcomed Cllr Dave Busby (Chiddingfold and Dunsfold) in a by-election in December.

In Q4, the council was among 17 councils to receive a notification from the Department for Levelling Up, Housing and Communities, concerning Planning performance, particularly relating to speed of decision-making over the last two years and DLUHC's consideration of whether to designate some councils. A full response was provided, recounting how the council's performance has improved in recent quarters and actions in train, as reported in this and previous reports to Overview and Scrutiny. Improvement in Planning performance remains a top corporate priority for the council.

At the end of the Quarter, the Government's annual settlement for local authorities for 2023/24 was received. While a slightly-higher-than expected amount was welcome, we and many councils remain concerned that the Government has not provided an indication of multi-year funding, which would help service planning and future options. A balanced budget for the new financial year was proposed to the Full Council meeting in February 2023, but the medium-term outlook remains deeply concerning. The Budget reports indicated our plans to meet this challenge and further discussions will be held with the new Council later in 2023 as we develop plans for sustainable local public services.

**Tom Horwood, Chief Executive**

### 3. Service Dashboard – Housing Services

This service area includes homelessness; housing advice; housing maintenance and repairs; landlord services, housing development and strategy and enabling.

#### 3.1 Key Successes & Lessons Learnt, Areas of Concerns

##### 3.1.1 Summary from Executive Head of Service – Q3 2022/23

###### *Housing Operations*

The third quarter of the year saw a change in the senior management of the housing service from 1 October with the appointment of the Head of Housing Delivery and Communities to Executive Head of Housing Services for Waverley and Guildford Borough Councils.

The Executive Head of Housing attended the Tenants Panel AGM where he heard directly from tenants and shared his commitment to working together.

The Team has continued to embed the Responsive Repairs contract, preparing for and responding to emergencies due to the cold snap in December. An additional focus was placed on damp and mould complaints following the tragic death of Awaab Ishak in Rochdale. This resulted in a review of the health and safety ratings to 70 homes, 88 responsive repair jobs raised, refreshing communications and working with tenants to find sustainable solutions. The team also responded to the Regulator of Social Housing's request for data and information about how social landlords respond and treat damp complaints.

Planned Works programmes have progressed with new contractors starting on windows and doors, with 40 replacements completed and a further 60 due by the end of March 2023. 50% of the kitchen and bathrooms replacements have been completed and are on target to complete the plan for 100 by the end of the financial year.

The carbon monoxide alarms installation programme, to make tenants safer in their homes, is on target, starting in October 2022 and due to be completed summer 2023. Tenants' needs have been reviewed with special alarms fitted for those with a hearing impairment.

The Compliance Team has also been working hard to prepare for the mobilisation of the new gas servicing and repair contractor, Smith & Byford, in February 2023. They will be introduced and presented to the Landlord Services Advisory Board in January 2023.

The Landlord Services Advisory Board celebrated its one-year anniversary with a review of the Board's progress and achievements and a commitment to increase communications and raise awareness of the Board. They responded to the Government's consultation regarding a rent increase ceiling cap and welcomed two new tenant members.

The Tenant Engagement Officer arranged visits for Members and tenants from the Landlord Services Advisory Board to Valiant (a green energy contractor), in Farnborough. The visitors learned more about green energy initiatives, with a hands-on view of air source heat pumps and a range of boilers.

Four open events for tenants, *Warm Winter Welcomes*, were held in November and December. Tenants were able to talk to the new Ian Williams Resident Liaison Officer, representatives from Age UK and Waverley Citizens Advice in addition to housing staff. Those attending received hand warmers and were entered to a prize draw for shopping vouchers. The Team is continually seeking ways to engage with tenants and provide a range of feedback opportunities.

The Team has continued to support and signpost tenants who are experiencing financial hardship. Support has been received from the Household Support fund, discretionary housing benefit, local charities and access to HRA Hardship Fund.

## Housing delivery

The HRA Business Plan Strategic Review concluded with consideration and approval of the recommendations within the New Build Delivery Report on 13 December 2022. Full budget approval was given to deliver the following schemes, Ockford Ridge Site C, five development sites at Chiddingfold, Aarons Hill, Riverside Court, Farnham and Catteshall Lane, Godalming.

- Ockford Ridge (Site C): Site set up has been completed and setting out continues with foundations laid for some plots. Delivery and installation of the timber frame panels is due to commence in January 2023.
- Chiddingfold Sites: officers and consultants continue to engage with the administrators for W Stirland Limited and with a potential contractor to take forward the demolition of existing properties and delivery of the 26 new homes.
- Ockford Ridge Deep Retrofit Pilot: the contract administrator and officers concluded the review of the tender returns and issued a tender report making a preferred contractor recommendation. Additional budget allocation is required to deliver the pilot which will be sought in early 2023.
- Riverside Court: the contract administrator concluded the review of the tender returns and issued a tender report making a preferred contractor recommendation.

Development and planning officers continue to engage regarding amendments required to the scheme at Crossway Close, Churt, and the appointed architect for the scheme has submitted information to planning officers for consideration.

Pre-development works continues to bring forward other sites including Site F Ockford Ridge, Springfield, Elstead and Downhurst Road, Ewhurst. Pre-application advice has been received for Springfield and is awaited for Site F Ockford Ridge. Business cases are being drafted for these schemes.

**Andrew Smith, Executive Head of Housing**

## 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

PI Reference	Description		Q3 21-22	Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Target
H2	Total current tenants rent arrears as a percentage of the total estimated gross debit <b>(lower outturn is better)</b>	%	1.18%	0.79%	0.84%	0.88%	0.96%	1%
H3	Average number of working days taken to re-let 'normal void' property <b>(lower outturn is better)</b>	Days	28	26	28	26	31	20
H4	Percentage of annual boiler services and gas safety checks undertaken on time <b>(higher outturn is better)</b>	%	99.9%	99.5%	99.9%	99.7%	99.4%	100%

<b>H5a</b>	Responsive Repairs: How would you rate the overall service you have received? (Tenants' view of the service) <b>(higher outturn is better)</b>	%	Suspended until April 2022		<b>79%</b>	<b>77%</b>	<b>79%</b>	<b>90%</b>
<b>H5b</b>	Responsive Repairs: Average number of days to complete a repair <b>(lower outturn is better)</b>	<b>Days</b>	<b>15</b>	<b>40</b>	<b>12</b>	<b>20</b>	<b>20</b>	<b>7</b>
<b>H6a</b>	Responsive Repairs: Was repair completed right first time? (Tenants' view of the service) <b>(higher outturn is better)</b>	%	Suspended until April 2022		<b>58%</b>	<b>68%</b>	<b>61%</b>	<b>78%</b>
<b>H6b</b>	Responsive Repairs: Percentage of jobs not completed within 28 days <b>(lower outturn is better) *</b>	%	<b>15%</b>	<b>32%</b>	<b>39%</b>	<b>14%</b>	<b>13%</b>	<b>10%</b>
<b>H7</b>	% of tenancy audits completed against scheduled appointments in a quarter.	%	Suspended until April 2023					<b>95%</b>

### 3.2.2 Comment:

#### Relets:

The team continues to be challenged by the target with an increase in the number of empty homes, embedding new contracts and increased works to homes. A Relet Review commenced in December 2022 to review the process, standard, target and indicators. The Review aims to balance the conflicting priorities of tenant satisfaction, cost of works, loss of rent payments and condition of homes.

#### Gas Safety:

The dip in performance is due to exceptionally cold weather, emergency boiler repairs and demobilisation of current contractor. The new contract commenced on 1 February 2023 with focus on ensuring full compliance with safety checks and the team working with tenants to gain access and to complete this work.

#### Responsive Repairs:

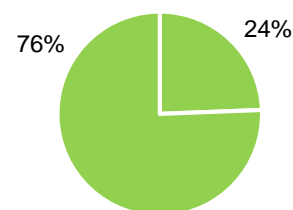
There continues to be challenges with meeting the responsive repairs targets, but the team are working well together and seeing gentle improvement and progress in performance. It is noted that difficulties in the recruitment of operatives for flooring, roofing and groundworks has had an impact on the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

## 3.3 Service Plans – Progress Status

### 3.3.1 Summary Table and Pie Chart

#### Q3 Progress on Housing Services Service Plans 2022/25

<b>Total</b>	<b>100%</b>	<b>41</b>
<b>Completed</b>	<b>24%</b>	<b>10</b>
<b>On track</b>	<b>76%</b>	<b>31</b>
<b>Off track - action taken / in hand</b>	<b>0%</b>	<b>0</b>
<b>Off track - requires escalation</b>	<b>0%</b>	<b>0</b>
<b>Cancelled / Deferred / Transferred</b>	<b>0%</b>	<b>0</b>



**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:** At the end of Q3 there were no outstanding Internal Audit Actions for this service area.

### 3.5 Complaints Statistics

#### 3.5.1 Table presenting statistics of Level 1 complaints for this service area for the past 5 quarters

KPI	Description		Q3 21-22	Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Target
Level 1	Total number of Level 1 complaints received in a quarter	Number	New Service structure effective 1 October 2022				23	Data only
Level 1	Number of Level 1 complaints dealt with on time in a quarter	Number	New Service structure effective 1 October 2022				19	Data only
Level 1	Level 1 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	N/A	N/A	N/A	83%	95%

#### 3.5.2 Table presenting statistics of Level 2 complaints for this service area for the past 5 quarters

KPI	Description	Data Type	Q3 21-22	Q4 21-22	Q1 22-23	Q2 22-23	Q3 22-23	Target
Level 2	Total number of Level 2 complaints received in a quarter	Number	New Service structure effective 1 October 2022				19	Data only
Level 2	Number of Level 2 complaints dealt with on time in a quarter	Number	New Service structure effective 1 October 2022				18	Data only
Level 2	Level 2 Response rate (the percentage of complaints responded to against the 10 working days target)	%	N/A	N/A	N/A	N/A	95%	95%

#### 3.5.3 Summary Comment on the statistics

Only four complaints were not completed on time, due to the complexity of the complaint and the team faced challenging investigations. Tenants were contacted and kept informed of progress.

### 3.6 Finance Position at the end of the quarter

#### 3.6.1 Housing Services General Fund Account Table

General Fund Account					
Services	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000	Adverse/ Favourable	% Variance
<b>Housing Services</b>					
Expenditure	2,085	2,144	59	Adverse	3%
Income	-1,479	-1,536	-57	Favourable	4%
<b>General Fund Housing Services Total</b>	<b>605</b>	<b>605</b>	<b>0</b>	Favourable	<b>0%</b>

	Approved Budget £'000	Forecast Outturn £'000	Forecast variance £'000	Adverse/ Favourable	% variance
--	-----------------------------	------------------------------	-------------------------------	------------------------	------------

**HRA Housing Services**

Expenditure	31,296	31,301	4	Adverse	0%
Income	-35,899	-36,126	-227	Favourable	1%
<b>HRA Strategy Total</b>	<b>-4,603</b>	<b>-4,826</b>	<b>-223</b>	<b>Favourable</b>	<b>5%</b>

**Capital - HRA**

	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000
85 Aarons Hill Starter Homes (Land adj)	408	408	0
Badgers Close Modular Homes	10	10	0
321	321	0	0
Hartsgrove	88	88	0
Housing Development-Turners Mead	62	62	0
HRA Property Purchase	2,500	400	-2,100
Ladymead	4	4	0
Latent defects contingency	173	173	0
Ockford Ridge	197	197	0
Ockford Ridge - Site A	79	79	0
Ockford Ridge - Site B	1	1	0
Ockford Ridge - Site C	3,147	3,147	0
Pathfield	100	100	0
Pre-development Expenditure	720	400	-320
HRA Feasibility Studies	590	590	0
Queensmead	200	200	0
S106 Affordable Housing Properties	2,469	0	-2,469
Zero carbon retrofit pilot	981	654	-327
Catteshall Lane	900	900	0
<b>Grand Total</b>	<b>12,951</b>	<b>7,735</b>	<b>-5,217</b>

HRA Capital Programme	Approved Budget £'000	Forecast Outturn £'000	Forecast Variance £'000
Communal & Estate works	131	130	-1
Garage works	0	0	0
Health & safety works	795	795	0



MRA Prog Decent Homes Occupied Properties	700	693	-7
MRA Prog Decent Homes Void Properties	630	630	0
MRA Prog Decent Homes Adaptations Occupied Properties	472	472	0
MRA Programmed work	3,169	2,860	-309
Roofing & Associated works	776	750	-26
Structural & Damp works	230	230	0
Windows & Doors	450	450	0
<b>Grand total</b>	<b>7,352</b>	<b>7,010</b>	<b>-342</b>

### 3.6.2 Summary Comment on revenue position at the quarter end

General Fund income and expenditure as budgeted and forecast.

HRA shows overall favourable variance due to additional interest receipts on investments.

HRA Capital programme shows overall favourable variance from savings in Q3 due to amendments to Stock Condition Survey programme timeframes and other small positive variances.

This page is intentionally left blank

## WAVERLEY BOROUGH COUNCIL

### LANDLORD SERVICES ADVISORY BOARD

30 MARCH 2023

---

**Title:**

**HOUSING ASSET MANAGEMENT STRATEGY -  
IMPLEMENTATION PROGRESS REPORT**

---

**Portfolio Holder:** Cllr Paul Rivers, Co-Portfolio Holder for Housing

**Head of Service:** Andrew Smith, Executive Head of Housing

**Key decision:** No

**Access:** Public

---

## **1. Purpose and Summary**

1.1. The purpose of this report is to provide an update on the progress made on the implementation of the Housing Asset Management Strategy (HAMS) which was agreed in April 2022 and to request the Board's feedback and comments.

1.2. The Board received a progress update on the HAMS project in November 2022, [LSAB HAMS Update Presentation](#)

## **2. Recommendation**

2.1. It is recommended that the Board:

- scrutinise and comment on the progress made to date, and
- agree to receive six monthly updates.

## **3. Background**

The Housing Asset Management Strategy (HAMS) provides a framework for investment to achieve the strategic priorities via four key themes:

- i Understanding our service, homes, tenants, and stakeholder requirements:
- ii Providing modern homes across the borough
- iii Proactively decarbonising the homes
- iv Ensuring homes are safe and secure for tenants and leaseholders.

- 3.1. **Theme One:** Understanding our service, homes, tenants, and stakeholder requirements - *To understand our properties and tenants to drive constant performance improvement and innovation.*
- 3.2. Key achievements this period –  
All our homes are to have a stock condition survey by an external company. the return date for tenders was January and four were received. Technical marking of the tenders took place in collaboration with representatives from the Tenants Panel. A preferred bidder has been identified with recommendations to award are awaiting formal approval from the Portfolio Holder for Housing. The contract remains on target to commence mobilisation from April 2023
- 3.3. Significant data cleansing of the asset management IT system in preparation of the stock condition surveys.
- 3.4. A procurement exercise is under way to identify a specialist IT consultant who will assist with a wider review of the Housing IT Systems. The project will deliver a set of recommendations and options for Housing IT improvements, to ensure efficient productivity of teams, clear information to tenants and robust auditable record keeping.
- 3.5. **Theme Two:** Providing modern homes across the borough. - *To understand our properties and tenants to drive constant performance improvement and innovation.*
- 3.6. Key achievement this period -  
A five-year Procurement Programme of works has been produced and remains under constant review to ensure key priorities are identified and met.
- 3.7. A domestic heating position paper approved by Members which details a gas boiler replacement programme up to 2030. [v2 Heating Position Paper for warmth safety and efficiency Part One - Domestic Gas Boiler Programme.pdf \(waverley.gov.uk\)](#)
- 3.8. **Theme Three:** Proactively decarbonising the homes. - *To understand our properties and tenants to drive constant performance improvement and innovation.*
- 3.9. Key achievement this period-  
Funding has been secured to recruit an Energy Efficiency Project Officer, who will act as the Housing Operations lead Officer in energy efficiency, thermal upgrade and retrofit solutions for our homes. They will have responsibility for managing thermal Improvement programs and projects through engagement with specialists' organisations and suppliers, with responsibility for a mixture of capital investment project works to support the priorities of having our homes with a minimum of EPC C and achieving net carbon zero in the Borough by 2030.

- 3.10. **Theme Four:** Ensuring homes are safe and secure for tenants and leaseholders. - *To understand our properties and tenants to drive constant performance improvement and innovation.*
- 3.11. Key achievement this period –  
A multi-disciplinary damp and mould project team has been established, and work is underway to provide solutions that will help manage damp and mould across our tenant's' homes: including a process and policy review, technical and non-technical training for the team, and a proactive communications strategy in line with Housing Ombudsman Service's recommendations in its report on damp and mould.
- 3.12. We have completed a review of our compliance IT management systems, and as a result have purchased a new compliance software programme (The Compliance Workbook) which will allow us to manage the documents of compliance against current regulations.
- 3.13. We have procured a contract for fire remediation and fire door replacement to address issues identified in Fire Risk Assessments, and by tenants and officers.
- 3.14. A Review of fire alarm installations at the Senior Living Schemes is underway to identify system upgrade needs.
- 3.15. In line with changes to the Regulatory Reform (Fire safety) Order 2005 (January 2023) all tenants in flat blocks have received letters on fire door information and fire safety instructions. The information has also been put on the website. An article on fire safety is due for the Spring Edition of Homes & People magazine.
- 3.16. The Community and Estates team continue to regularly inspect the communal areas in blocks of flats to identify safety issues and take action as required.

#### **4. Accountability**

Quarterly review meetings of the HAMs action plan chaired by Service Improvement Manager continue to ensure delivery.

#### **5. Relationship to the Corporate Strategy and Service Plan**

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

#### **6. Implications of decision**

##### 6.1. Resource (Finance, procurement, staffing, IT)

There are no direct finance implications because of this progress report. Any costs relating to the Housing Asset Management Strategy implementation will be funded within approved HRA budgets.

## 6.2. Legal

This update report has no direct legal implications, however the Council as landlord has a duty to ensure the appropriate management and maintenance of the stock it holds.

## 6.3. Equality, diversity, and inclusion

Any significant changes to the service that result from the action plan will be subject to an Equality Impact Assessment to ensure that they do not have any adverse impacts on equality.

## 6.4. Climate emergency declaration

Any works resulting from the action plan will be subject to an environmental and sustainability review where applicable.

## **7. Consultation and engagement**

Tenants and leaseholders have been and will continue to be consulted on the implementation of the Asset Management Strategy.

## **8. Other options considered**

Doing nothing will mean that the feedback received will not be used to improve the service and progress of the HAMS action plan and will negatively impact our relationship with tenants.

## **9. Governance journey**

Report to Landlord Services Advisory Board and O&S Committee on a six monthly basis

---

### **Background Papers**

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

---

#### **CONTACT OFFICER:**

Name: Hugh Wagstaff  
Position: Strategic Asset Manager  
Telephone: 01483 523363  
Email: hugh.wagstaff@waverley.gov.uk

Agreed and signed off by: Annie Righton, Strategic Director 22.02.23.

Legal Services: Ian Hunt, Interim Deputy Borough Solicitor 22.02.23

Head of Finance: Candice Keet, Senior Accountant 02.03.23

Portfolio Holder: March 2023

## WAVERLEY BOROUGH COUNCIL

### LANDLORD SERVICES ADVISORY BOARD

30 MARCH 2023

---

**Title:**

#### DECANT POLICY

---

**Portfolio Holder:** Co-Portfolio Holders for Housing Paul Rivers

**Head of Service:** Andrew Smith, Executive Head of Housing

**Key decision:** No

**Access:** Public

---

#### 1. Purpose and summary

To introduce the purpose for a decant policy and review the draft updated version following lessons learnt from experience and a complaint and new financial thresholds.

#### 2. Recommendation

It is recommended that the Board:

- review and make any comments on the draft Decant Policy to the Service Improvement Manager

#### 3. Reason for the recommendation

To provide Board members the opportunity to comment on the updated policy and support the implementation of the policy.

#### 4. Background

4.1 The process of having to move a tenant out of their home on a temporary or permanent basis is known as a decant. On average there are approximately five cases a year.

4.2 Waverley housing has a generic decant policy last updated in 2013. In addition, there was a specific local letting plan for the Ockford Ridge redevelopment. The service recognised that the Decant Policy needs to be updated to reflect lessons learnt and new financial thresholds.

4.3 The service recognises that decants, as with any move, can be challenging and should be treated with care and sensitivity. The policy lays out the commitments that made to tenants who must move home. Fundamental to this is

that each decant is treated on an individual basis with a designated member of staff identified who will consult and visit with the tenant to discuss expectations and requirements. Tenant's needs will be at the heart of the decision making.

4.4 The policy outlines what compensations and financial assistance a tenant may be entitled to depending on the circumstances of the decant.

4.5 The policy explains the impact of decants on tenancy type – permanent decant tenants will retain the type of tenancy they held in their original home (introductory or secure). Temporary decants tenants will retain the tenancy they hold at their original home and be issued a temporary license at the temporary home.

4.6 The policy also outlines the Council's right to pursue legal action where the tenant refuses to be accommodated elsewhere and reserves the right to offset payments against any debt to the Council.

4.7 On approval of the revised policy, information on the website will be updated and a project team will be set up to review and improve the decant procedure and communications. Tenants will be invited to be involved in the project in the spirit of co-creation.

## **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)**

*Suggested text - To be delivered within current budget and resources.*

### **6.2 Risk management**

Failure to adopt or adhere to the Decant Policy could result in service delivery, legal/regulatory, reputational and financial risks.

### **6.3 Legal**

*Suggested text - The Policy reflects landlord obligations under Land Compensation Act 1973 (Section 30, 37 and 38), Landlord and Tenant Act 1985, Home Loss Payments Regulations 2008, Housing Act 1996 Part VI and Homelessness Act 2002. Reports should be sent to legal services for review at least 4 working days before the final agenda reports deadline.*

### **6.4 Equality, diversity and inclusion**

An Equality Impact Assessment has been completed, ensuring the policy includes the requirement to identify and accommodate the individual need(s) of tenant(s).

### **6.5 Climate emergency declaration**



The Decant Policy may support the delivery of energy efficient initiatives, to reduce carbon emissions from energy use, where tenants are required to move whilst works completed.

## **7. Consultation and engagement**

7.1 The policy was updated in consultation with Housing Development and Property Services Teams and reflect lessons learnt from tenant complaints.

## **8. Other options considered**

8.1 Not applicable

## **9. Governance journey**

9.1 Report to Landlord Services Advisory Board to be adopted by Executive Head of Housing in consultation with Co-Portfolio Holder for Housing.

### **Annexes:**

Annexe One – Draft Decant Policy

---

### **Background Papers**

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

*Background papers are those that are referred to in the report, but are not published and accessible to the public.*

---

### **CONTACT OFFICER:**

Name: Brenda Glover  
Position: Service Improvement Officer  
Telephone: 01483 523546  
Email: [brenda.glover@waverley.gov.uk](mailto:brenda.glover@waverley.gov.uk)

Agreed and signed off by:

Legal Services: date

Head of Finance: date

Strategic Director: date

Portfolio Holder: date

This page is intentionally left blank

Waverley Borough Council  
**Decant Policy**  
**Policy for requiring tenants to move home**

**Latest version number: v1.3**  
**Latest publication date:**  
**Lead Officer / Team: Service Improvement Team**

## 1. Document Information & Governance

### 1.1 Approval & Publication:

Approving Body	Approval route requirement	Publication Type	Publication requirement	Review frequency	Document owner	Next Review Date
<i>Executive Head of Housing Service</i>	<i>There are no legal or constitutional requirements for approval</i>	<i>Internal/ external</i>	<i>Regulatory requirement to publish tenancy management policies</i>	<i>Biennial</i>		<i>October 2024</i>

### 1.2 Version Control Information:

Version	Version Status (Draft, Approved /Published Internally or Externally)	Date	Version Comment	Version Author
V1	Approved	2013		
V1.1	Draft	05/10/2022	Creation of the document	BG
V1.2	Draft	06/10/2022	Input from key stakeholders	BG
V1.3	Draft	06/01/2023	Approved by Annalisa Howson	BG
		02/02/2023	Updated per manager input	
			Legal comments	
V1.4	Final Approval			
V2	Published			
V2.1	Draft			
V2.2	Final Approved & Re-Publication			
V2				

### 1.3 Impact Assessments and Consideration:

Impact Assessment Type	Required / Not Required	Date Completed	Impact Assessments and Considerations Comment	Assessment Owner
Equality Impact Assessment	Completed	5/10/2022	Policy takes into account tenant(s) needs.	BG
Data Protection Impact Assessment	Not required			

<b>Impact Assessment Type</b>	<b>Required / Not Required</b>	<b>Date Completed</b>	<b>Impact Assessments and Considerations Comment</b>	<b>Assessment Owner</b>
Climate Change				

## Contents

1. Document Information and Governance .....	2
1.1 Approval and Publication: .....	2
1.2 Version Control Information:.....	2
1.3 Impact Assessments and Consideration: .....	2
2. Document Statement .....	5
3. Scope and Purpose .....	5
3.1 Purpose.....	5
3.2 Our Commitment.....	5
3.3 Policy Overview.....	6
3.4 Compensation and Costs.....	7
3.4.1 Disturbance Allowance .....	7
3.4.2 Home Loss Payments.....	8
3.4.3 Subsistence Payments .....	8
4. Data Protection and retention of information .....	8
5. Equality and Diversity .....	9
6. Legal Framework and Provisions.....	9
7. Document Improvement .....	9
8. Related information.....	9
8.1 Other Related Council Policies / Information.....	9
8.2 Other Documents .....	9

## 2. Document Statement

This policy outlines Council's responsibilities when it is necessary for tenants to move temporarily or permanently from their property.

## 3. Scope and Purpose

### 3.1 Purpose

The purpose of this policy is to clarify what the Council will do when it is necessary for a tenant to move home due to major works on their current home or if their home becomes part of a redevelopment scheme. This process is known as a Decant.

Decants are necessary if:

- There are health and safety reasons why the tenant cannot be in the property while work is being carried out.
- Vital facilities such as heating and hot water will not be available for a prolonged period.
- The property is being demolished or sold, in which case permanent rehousing will be required.
- The property is due for major refurbishment work that cannot be carried out while the tenant remains living there.
- The property is being demolished as part of redevelopment programme in which case temporary or permanent rehousing will be required.

The Council will ensure that full liaison takes place with tenants at every stage of the process and suitable arrangements are agreed for moving into appropriate alternative accommodation whether permanent or temporary.

### 3.2 Our Commitment

- The Council recognises to move away from your home may be stressful, especially when you haven't chosen to move.
- The Council will provide tenants with clear choices, respond to any medical or social needs and minimise any health and safety risks.
- The Council will ensure that tenants are clear about the types of decants
  - A permanent decant occurs when the tenant is moved out of their home and there is no intention to return them to it.
  - A temporary decant is when a tenant is moved out of their home to enable work to be carried out, with the intention of returning them to the property as soon as possible. A temporary decant will also include tenants who have to move out of their home as it is being redeveloped and plan to return post development completion.

- The Council will ensure that tenants are kept informed and updated about the proposed plans at all stages.
- The Council will try to ensure that a positive relationship is kept between the tenant and the Council and will provide support where needed, answer any queries promptly and minimise the amount of disruption caused by the decant process.
- Offers of rehousing will meet the needs of the household or individual and reasonable preferences for housing will be taken into account.

### 3.3 Policy Overview

- The Decant Policy only relates to tenants and not leaseholders.
- All decants require particular care and sensitivity, especially the decanting of senior living properties.
- Where major works/redevelopment have been identified a programme of timescales, works etc will be developed and talked through with the tenant(s).
- Each move will be treated on an individual basis.
- Where permanent rehousing is required (permanent decant) the tenants will need to join the housing register. Allocation of a new home will be in line with the Council's housing allocation policy or with any relevant local letting plan in place.
- For major redevelopment project, a local lettings plan may be agreed to facilitate temporary and permanent moves.
- A designated member of staff will be identified as the key person for the tenant to contact with any queries or support issues.
- Information about the decant process will be available on the Council's website.
- The designated officer will consult and visit with the tenant/householder/s. They will clearly explain the process, tenants' choices, housing options, legal rights and responsibilities. Home visit will include an assessment of support needs and a property inspection.
- The Council will be clear about what compensation or financial assistance a tenant is entitled to.
- A Disturbance Allowance budget is available to recompense a tenant for reasonable costs which have not been covered by Waverley Borough Council. This may include cost for removal, altering of soft furnishings e.g. carpets, curtains, blinds and curtain rails.
- A Home Loss Payment budget is available to recompense a tenant who must move permanently.



- Where a refurbishment or redevelopment has occurred, the Council will liaise with the tenant on the layout of the property (where possible) in relation to decoration, fixtures and fittings.
- Where it is essential for major or redevelopment works to be carried out, we reserve the right to carry out legal action where the tenant/household refuses to be accommodated elsewhere.
- The Council reserves the right to offset payments against any debt to the Council.
- The Council will ensure fair recompense is paid on time where applicable.
- Permanent decant tenants will be offered the same type of tenancy as they currently hold – introductory (the remaining term) or secure tenancy.
- Temporary decants tenants will retain the tenancy they hold at their original home and be issued a temporary license at the temporary decant home. The tenants affected will continue to pay rent for their original home. Rent is not charged for the temporary accommodation.

### 3.4 Compensation and Costs

#### 3.4.1 Disturbance Allowance

- A disturbance payment is to compensate a displaced tenant for the actual cost of moving from their home. Unlike Home Loss Payments, it is not paid at a fixed level. The Disturbance Allowance guidance is set out in the Land Compensation Act 1973 (Section 37 and 38). The aim is to cover reasonable expenses incurred by the tenant during moving.
- To qualify for a Disturbance Allowance the tenant does not need to have lived in their home for a year but must be the lawful tenant at the time of the decision to decant.
- Associated costs under the Disturbance Allowance may include:
  - Actual cost of removal.
  - Costs for altering soft furnishings including re-fitting and altering carpets, curtains, blinds and re-fixing curtain rails.
  - Cost of new curtains and carpets, provided the current ones cannot be adapted to fit in the new home
  - Disconnection and reconnection costs for telephones, cookers, redirection of mail
- The Council may offer tenants the option of managing and paying for some of these costs as an alternative to tenants making their own arrangements. Examples may include working with removal firms and carpet suppliers.

- If the tenant is moved on a temporary basis, a further Disturbance Allowance maybe payable when the tenant moves back into their original home.
- The Council requests that at least two quotes are obtained by tenants for the purpose of removals and cost of carpets.
- The Disturbance Allowance for new build/regeneration schemes is included in the overall project budget. For other decants the budget is set annually by the Executive Head of Housing.
- The Council reserve the right to offset the Disturbance Allowance against any debt to the Council.

#### 3.4.2 Home Loss Payments

- If a tenant has to move out of their home permanently (permanent decant) due to demolition, improvement or redevelopment they may be entitled to claim a Home Loss payment. The statutory guidance for Home Loss Payments is set out in the Land Compensation Act 1973 Section 30.
- A Home loss payment is only payable where a displacement is compulsory.
- It is applicable to tenants who have lived in their property for at least one year as their only/main residence.
- Where a Home Loss Payment is made in respect of a joint tenancy, the payment is expected to be shared between tenants.
- Tenants may also be entitled to the Home Loss Payment if, instead of waiting for the formal decant process to take place, they take their own steps to find suitable accommodation. A voluntary displacement such as this counts as compulsory as the tenant believes that moving home was inevitable.
- The Council will adhere to the Government prescribed amount for Home Loss Payments.
- If there is an intention by the tenant to return to the home where the works have been carried out, then the Home Loss Payment will not be applicable.

#### 3.4.3 Subsistence Payments

- Subsistence payments will be made to resident who are decanted to temporary accommodation that has not cooking facilities – B&B or hotel.

### **4. Data Protection and retention of information**

All decants will be handled in accordance with the requirements of General Data Protection Regulations and the Data Protection Act 2018. The handling and

storage of personal data will be managed and stored in accordance with our Data Protection Policy and our Record Retention Disposal Schedule.

## **5. Equality and Diversity**

This policy aims to show that all tenants' differing needs and preferences are considered. Central to this is the personal visit to carry out a needs assessment at the beginning of the process, which allows the Council to:

- Identify those who may need more support, such as a full packing service or extra help.
- Ensure tenants are kept informed in the way most appropriate to them.
- Make suitable rehousing offers, with full consideration made of adaptations required.
- Location needs taken into consideration.

## **6. Legal Framework and Provisions**

Land Compensation Act 1973 (Section 30, 37 and 38)

Landlord and Tenant Act 1985

Home Loss Payments Regulations 2008

Housing Act 1996 Part VI

Homelessness Act 2002

## **7. Document Improvement**

The Council welcomes comments and feedback on its policies and procedures. Please contact Brenda Glover Service Improvement Team if you have any comments.

## **8. Related information**

8.1 Other Related Council Policies / Information

8.2 Other Documents

This page is intentionally left blank

## WAVERLEY BOROUGH COUNCIL

### LANDLORD SERVICES ADVISORY BOARD

30 MARCH 2023

---

**Title:**

**SCALE OF HOUSING HEATING COMPLAINTS  
AND CURRENT PRACTICE BRIEFING NOTE**

---

**Portfolio Holder:** Cllr Paul Rviers, Co-Portfolio Holder for Housing

**Head of Service:** Andrew Smith, Executive Head of Housing

---

### **Background**

The Executive requested information regarding the scale of complaints relating to heating failures in Council homes, following a number of complaints escalated to Members and a series of social media community posts. The Executive requested the information be shared with LSAB, following the Breifing on 28 Frebruary 2023.

The Council employ specialist gas contractors to complete gas safety checks and gas heating responsive repairs. In October 2022 by mutual agreement a no blame termination letter was issue to CHS Ltd, with the contract ending 31 January 2023. The contract is now being handled by [Smith and Byford](#), who gave a presentation to [Landlord Services Advisory Board](#) on 26 January 2023 (time 6:30 to 23:30).

### **Scale of Complaints**

To date in 2022/23 (1 April to 22 February) we have closed 17 complaints about CHS, with four complaints currently open (total 21). This compares with 18 complaints for 2021/22, representing a 17% increase.

94% of the complaints about CHS this year have been upheld or partly upheld. This compares to 72% in 2021/22.

Complaints about CHS represent 13% of the total number complaints closed by the landlord services so far this year (132). 58% of complaints made about landlord services this year have been upheld.

The relative increase in complaints about CHS is lower than equivalent increase in complaints about landlord services overall. So far this year 132 complaints have been closed compared with 103 for equivalent period in 2021/22, (28% increase).

An increase in complaints is welcomed to demonstrate that the service is open to feedback, listens and repsonds to tenants concerns. Providing an opportunity to identify issues and resolve systemic problems.

Contacts: Between 1 September 2022 and 31 January 2023 there were 1,199 calls to Customer Service Centre (CSC) concerning CHS – a 100% increase versus year ago. It is not possible to provide further analysis as to what the calls were about – but one could infer that dissatisfaction with CHS was an issue which fits with anecdotal evidence.

### **Scale of works**

In the first month of mobilisation, Smith and Byford have completed 332 responsive repairs and 243 annual services. 51 boilers have been replaced as part of responsive repair works.

### **Current practice**

The response time for loss of heating and hot water is explained on Waverley's [website](#). Between 31 October and 1 May loss of heating and/or hot water is treated as an emergency and should be responded to within 24 hours. The rest of the year the response should be within three days.

Leaks from hot water systems where this causes damage should always be attended to within 24 hours. If there is no heating in the home of an elderly tenant or a household member with a medical issue or disability, it is our responsibility to supply temporary heating.

If we fail to resolve within timescale and a second appointment does not result in the repair being completed the tenant(s) have the right to compensation through the Right to Repair scheme, up to a maximum of £50 – standard £10 with an additional £2 for every extra day.

### **Conclusion**

With the challenges of ending a long-established contract and mobilising a new contract combined with an ageing stock of gas boilers it, regrettably, is not surprising that this has resulted in an increase in tenants feedback. Although not significantly high numbers of complaints we recognise the significant impact loss of heating has on those affected and work to resolve problems as soon as practicable.

Annalisa Howson

---

### **CONTACT OFFICER:**

Name: Andrew Smith  
Position: Executive Head of Housing  
Telephone: 01483 523096  
Email: andrew.smith@waverley.gov.uk

### Draft LSAB Work Programme 2023

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.

**Note** The following agenda items to be reviewed and meeting dates agreed with project managers. The reports in **bold** are agreed. Board to hold monthly meetings with aim of three main agenda items only.

Meeting date	Report	Reason	LSAB action	Decision by	Decision date
<b>26 January 2023</b>					
	<b>Review Terms of Reference</b>	To agree ToFR following LSAB December review to increase membership, confirm chair and vice chair	Feedback comments to Portfolio Holder for Housing	Executive	February 2023
	<b>Outcome</b> – Board agreed update				
	<b>Introduction to Smith and Byford new gas servicing contractor</b>	Presentation from Smith and Byford to introduce company and services to Waverley tenants	To identify any areas wish to comment on, explore or examine further and agree reporting cycle. Feedback comments to Compliance Manager	Board comments	At meeting
	<b>Outcome</b> – presentation by Melanie Herridge with Q&A.				

	<b>Senior Living Welfare Check in Procedure</b>	To share the process to standardise welfare contact with tenants at Senior Living Schemes. Action from Senior Living Improvement Plan	Feedback comments to Senior Living and Careline Manager	Board comments	At meeting
<b>Outcome</b> – Board pleased to see formalisation of procedure. Discussion re type of contact, contact with those who opted out and vulnerable tenants not in senior living schemes. Requested further information on age profile, record of calls, careline and to add advice article to tenants newsletter.					
	<b>2023/24 Housing Revenue Account Draft Budget</b>	Review draft budget and consider financial plans including proposed rent increase	Feedback comments to Portfolio Holder for Housing	Council	21 February 2023
<b>Outcome</b> – discussion on 4 or 5% rent and service charge increase. Inflation, borrowing and cost of living crisis. Comments noted to share with Exec Briefing.					
	<b>Heating Position Paper for warmth safety and efficiency (Part One Domestic Gas Boiler Programme</b>	To review proposed programme. Action from Housing Asset Management Action Plan	Feedback comments to Strategic Asset Manager and Co-Portfolio for Housing	Co-Portfolio for Housing at decisions meeting	26 Jan 2023 11:30
<b>Outcome</b> – Board supported recommendations					
	<b>Decision to award Asbestos Survey and Removal Contracts</b>	To review proposals to enter into contracts following procurement process.	Feedback comments to Executive Head of	Co-Portfolio for Housing	26 Jan 2023 11:30



			Housing and Co-Portfolio for Housing	at decisions meeting	
<b>Outcome</b> – Board supported recommendations					
	LSAB work programme	Consider Board's future agenda items	Feedback comments and suggestions for future reports to Service Improvement Manager	Board comments	At meeting
<b>Outcome</b> – Board noted February agenda items					

Meeting date	Report	Reason	LSAB action	Decision by	Decision date
<b>23 February 2023</b>					
	<b>Progress report on approach to Damp and Mould</b>	Receive report to consider how responding to damp and mould issues in line with advice from housing Ombudsman Service, Regulator for Social Housing and tenants requests.	Feedback comments to Property Services Manager	Board comments	At meeting
<b>Outcome</b> - Board thanked officers for comprehensive report, noted proactive steps taken to address damp and mould and importance of issue. To report progress against action plan in September 2023.					
	<b>Senior Living December 2022 Consultation Findings</b>	Review findings and proposed actions from Senior Living consultation	To comment on findings and action	Board comments	At meeting

			plan to Senior Living and Careline Manager		
	<b>Outcome</b> -Board positive about consultation feedback. Recognised improvement in communications, To report progress against action plan in September 2023.				
	<b>Summary of Regulator of Social Housing Tenant / Member Briefing</b>	Board discussion on briefing and consider priority actions	Identify any areas wish to comment on, explore or examine further. Feedback comments to Service Improvement Manager	Board comments	At meeting
	<b>Outcome</b> – Board either attended or had presentation circulated to hear direct from Regulator of Social Housing. Board gained further knowledge of regulator role and how as a Board to be assured the service is meeting standards. Board to consider performance and report requests.				
	<b>Decision to award Fire Remediation and Door Replacement Programme contract</b>	To review proposals to enter into contracts following procurement process.	Feedback comments to Executive Head of Housing and Co-Portfolio for Housing	Co-Portfolio for Housing at decisions meeting	23 Feb 2023
	<b>Outcome</b> – Board reviewed information and supported new contract.				
	<b>Executive Head of Housing Services Update</b>	Inc HRA Hardship Fund update, Stock Condition Survey Contract award		Board comments	At meeting
	<b>Outcome</b> – Board received Staffing Update				
	Review LSAB work programme			Board comments	At meeting

Outcome – Board noted April meeting could not be held due to pre-lection period. To consider tenant meeting to identify agenda items for Board May onwards.

Meeting date	Report	Reason	LSAB action	Decision by	Decision date
<b>30 March 2023</b>					
	<b>Customer Experience Group Report</b>	Group to share ToFR and work plan	To comment on findings and any CEG recommendations.	Board comments	At meeting
	Self-assessment against Regulatory Rent Standard	Review and consider current performance and proposed actions in line with Tenants Involvement and Empowerment Standard	Identify any areas wish to comment on, explore or examine further. Feedback comments to Service Improvement Manager	Board comments	At meeting
	<b>Tenant Satisfaction Measures Project update</b>	Update on project to collate TMS data from 1 April 2023	Identify any areas wish to comment on, explore or examine further. Feedback comments to Service Improvement Manager	Board comments	
	Presentation from Responsive Repairs and Voids contractor	Six month update. 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 comments	At meeting

	<b>Housing Operations Service Plan 2022/24</b>	Review and comment on draft Service Plan	Feedback comments to Co-Portfolio Holder for Housing	Council	tbc
	<b>Q3 Performance report</b>	Review and consider current performance and consider 2023/24 KPIs	Identify any areas wish to comment on, explore or examine further. Feedback comments to Executive Head of Housing	Board comments	Ongoing
	<b>Housing Asset Management Strategy Implementation Progress report</b>	Monitor implementation of strategy agreed April 2022 to effectively and efficiently manage and maintain homes	Feedback comments to Strategic Asset Manager	Board comments	At meeting
	Decant Policy	To review policy setting out requirements and expectations when tenants are asked to move	Feedback comments to Executive Head of Housing and Co-Portfolio for Housing	Executive Head of Housing and Co-Portfolio for Housing	31 March 2023
	Exec feedback?				

Meeting date	Report	Reason	LSAB action	Decision by	Decision date
<b>27 April 2023 - cancelled</b>					

Committees to confirm new series of Board meeting – term time only.

Meeting date	Report	Reason	LSAB action	Decision by	Decision date
25 May 2023 tbc					
	Q4 Performance report	Review and consider current and end of year performance	Identify any areas wish to comment on, explore or examine further. Feedback comments to Executive Head of Housing	Board comments	At meeting
	Introduction to Social Services and Housing	Board request to meet with Social Services to understand role and remit	Identify any areas wish to comment on, explore or examine further. Feedback	Board comments	At meeting

			comments to Executive Head of Housing		
	Retrofit Progress report	Review and comment of project progress	Identify any areas wish to comment on, explore or examine further. Feedback comments to Housing Development Manager.	Board comments	At meeting
	Smith and Byford progress update on gas contract	Three month update. 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 comments	At meeting
March?	Executive feedback to LSAB	Leader of Council to share outcomes of Board's recommendations	Consider responses	Board review comments	At meeting
	Social Housing Regulation Act	To review newly enacted housing legislation and arising action plan	Identify any areas wish to comment on, explore or examine further. Feedback comments to Service Improvement Manager	Board comments	At meeting
	Relet Review progress report	To review and comment on project.	Identify any areas wish to comment on, explore or examine further. Feedback	Board comments	At meeting

			comments to Service Improvement Manager		
	Responsive Repairs Performance- IW				
	Responsive Repairs – tenant satisfaction				

Meeting date	Report	Reason	LSAB action	Decision by	Decision date
29 June 2023					
	Tenancy Involvement Strategy Progress Report	Review and consider current performance and proposed actions in line with Tenants Involvement and Empowerment Standard	Identify any areas wish to comment on, explore or examine further. Feedback comments to Service Improvement Manager	Board comments	At meeting
IN JUNE	Board trip to properties and estates	To gain familiarisation with range of Waverley homes and meet tenants Open to new Council Members	Identify any areas wish to comment on, explore or examine further. Build rapport with new Council Members	n/a	n/a
	Housing Revenue Account Business Plan	Document to record strategic priorities and background to budget papers	Review business plan content and advise Co-Portfolio Holder on recommendations	?Exec?	July 2023

Meeting date	Report	Reason	LSAB action	Decision by	Decision date
27 July 2023 – NB end term 21 July to b/f					
	Self-assessment against Regulatory Home Standard	Review and consider current health and safety performance and proposed actions in line with Home Standard	Identify any areas wish to comment on, explore or examine further. Feedback comments to Compliance Manager	Board comments	At meeting
	Q1 Performance Report	Review and consider current performance	Identify any areas wish to comment on, explore or examine further.	Board comments	At meeting
	2022/23 Financial Outturn Report	To review previous year's budget	Identify any areas wish to comment on, explore or examine further. Feedback comments to Executive Head of Housing	Board comments	At meeting

NO AUG MEETING



Meeting date	Report	Reason	LSAB action	Decision by	Decision date
28 September 2023					
	Presentation from Responsive Repairs and Voids contractor	Six month update. 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 comments	At meeting
	Senior Living progress report	To provide update of senior living check in calls and consultation action plan.			

Meeting date	Report	Reason	LSAB action	Decision by	Decision date
26 October 2023 – NB half term 23 to 27 Oct to b/f					
	Service Plan 2023/24 six month progress report				
	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 comments	At meeting

--	--	--	--	--	--

Meeting date	Report	Reason	LSAB action	Decision by	Decision date
30 November 2023					
	Q2 Performance report and midyear performance review				
	2024/25 HRA Draft Budget				

Meeting date	Report	Reason	LSAB action	Decision by	Decision date
21 December 2023 – annual review					

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
	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

**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 – Customer Experience Group to feedback to Board

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

Policy reviews to be 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