

LANDLORD SERVICES ADVISORY BOARD

10 January 2022

NOTES

Present:

Cllr Paul Follows (Chairman)

Terry Daubney, Waverley Tenants' Panel (Vice-Chairman)

Cllr Simon Dear

Cllr Jacquie Keen

Gillian Martin, Waverley Tenants Panel

Danielle Sleightholme, Waverley Tenants Panel

Apologies:

Councillor Anne-Marie Rosoman

8 Apologies for absence

Apologies received from Cllr Rosoman.

9 Minutes of the previous meeting

The minutes of the meeting held on 2 December were agreed.

Noted that Cllr Follows had spoken with Cala Homes regarding external lighting at night on the development site at Ockford Park.

10 Declarations of interests

There were no declarations of interests.

11 Affordable Homes Delivery Strategy Consultation (Pages 5 - 12)

Alice Lean and Esther Lyons, Housing Strategy and Enabling Managers presented to the Board on draft Affordable Homes Delivery Strategy which would be going out to consultation at the end of January.

The new Strategy focussed on the creation of new affordable homes by the council and by Housing Associations. It reflected the current context of changes in national policy (eg First Homes), the new Waverley Corporate Strategy and the council's climate emergency declaration, and the issue of what 'affordable' meant in Waverley. The Strategy was informed by two studies commissioned to provide local evidence on housing affordability for end users, and the viability of delivering affordable housing for the developer.

The key themes of the strategy were: Build more; Build better; Build for life. Key issues in the consultation were: achieving more consistency in approach between the council and other providers; the impact of new products such as First Homes; the impact of the Covid pandemic on how homes were used (home-working) and the importance of outdoor space; the impact climate change and need for sustainable development; and affordability and rent levels.

Following the consultation (27 January to 24 February), the aim was to have the new Strategy approved by Council in April 2022.

The Board discussed

- affordability – ‘affordable rent’ was 80% of market rents, but the market rent in Waverley meant that in reality so-called affordable rents were not affordable for residents on low- or middle-incomes. The aim was to define a ‘Waverley affordable rent’ which better reflected the reality of market rents in the borough and provided options for working age renters who did not receive full Housing Benefit.
- the impact of the pandemic and people having to work from home, or spend more time at home which had emphasised the importance of having some private outdoor space for play and relaxation.
- building for life and what this meant in practice – there were many older people living in large family homes who would like to downsize, but not to the very small homes typically provided for older people. What options were there for providing bungalows, or maisonettes, with some private or shared outdoor space that might be more appealing to those looking to downsize?
- tension between households of different generations in close proximity, versus the risk of creating communities of older people by restricting availability of certain properties by age.
- the availability of land on which Waverley could build – the council continued to develop under-used garage sites, and was able to acquire affordable homes under S106 agreements. Land acquisition was expensive, and it was too soon to assess whether the changes in where work happened were permanent and might result in the release of land or buildings previously used for employment. This would be explored as part of the review of the Local Plan Part 1.

Officers encouraged Board members to respond to the consultation and it was **agreed that Terry Daubney and Cllr Jacquie Keen, and the new Housing PFH, would meet with Alice and Esther to go through the detail of the new Strategy and agree feedback.**

12 Regulator of Social Housing Consultation on Tenant Satisfaction Measures

Annalisa Howson, Service Improvement Manager, introduced consultation document from the Regulator of Social Housing (RSH) on proposed Tenant Satisfaction Measures.

The RSH was proposing 22 tenant satisfaction measures by which tenants would be able to hold their landlord accountable. There were 10 measures that would be measured by landlords themselves, and 12 measures that would be based on surveys of tenant perceptions carried out by or on behalf of the landlord.

The Board discussed a number of issues, with a view to informing the response to the consultation:

- a. Survey methodology
 - Agreed that face-to-face or phone surveys were likely to provide the best response, but a mix of methods would be needed to secure responses from across the tenant population.
 - A prescribed method of surveying tenants would be preferable, removing choice from landlords, to increase the likelihood of outcomes being comparable between landlords.

- There was value in the survey being carried out independently, to ensure that the methodology was robust, and to give assurances to tenants about the confidentiality of their responses.
- b. Survey fatigue
- There was some concern about the frequency of the survey – to be assured of 500+ responses, it was likely that over 1,000 tenants would need to be surveyed each year. This would be in addition to the separate STAR survey, and satisfaction surveys in relation to repairs.
 - Tenant perceptions typically lagged behind a measurable improvement in service, so the Board was unsure what the benefit would be in carrying out the tenant perception survey annually. Perhaps the landlord data responses could be collected annually, and the perception survey every other year?
- c. Number and range of measures
- Questions need to be meaningful in terms of the tenant/landlord relationship, so that landlords are able to respond to outcomes.
 - There were no measures relating to rent levels or value for money.
- d. Neighbourhoods
- Questions are broad and open to different interpretations therefore difficult to make comparisons between landlords.
 - ASB not defined so every respondent will have their own definition and base their answers on that.
 - NM01 measures the relative number of ASB cases per 1,000 homes but doesn't measure outcomes. Also implicit assumption that ASB is an issue for landlords and tenants.

Board Members were asked to feedback any other comments to officers, and a draft consultation response incorporating comments put forward would be circulated to Board members for final comments.

13 Outcome of Responsive Repairs and Void Procurement (Pages 13 - 18)

Heather Rigg, Operations Manager – Housing Operations, gave a presentation to the Board (slides attached) setting out the outcome of the procurement of a new Responsive Repairs and Voids Contract.

The preferred bidder was Ian Williams Ltd, the incumbent contractor. The new contract was expected to go live from 1 April, although the timetable for this was very tight.

The Board noted that there were no 'penalties' against the contractor set out in the contract and a high priority would be put on developing a positive relationship with the contractor. The new contractor would be invited to attend a LSAB meeting soon after implementation.

The Key Performance Indicator Handbook, including customer satisfaction targets, would need to be reviewed with the new contractor, and the post-repairs independent satisfaction surveys re-introduced.

Agreed that the LSAB would have the opportunity to meet with the new contractor and with TFL (who carry out the satisfaction surveys) at an appropriate point in the mobilisation of the new contract.

14 Work programme

The Board noted the future Work Programme.

Terry Daubney asked for a report back on the Senior Living consultation, as a number of issues had been raised with the Tenants Panel.

15 Next meeting

Friday 28 January 2022.

Affordable Homes Delivery Strategy 2022-25



Alice Lean & Esther Lyons
Housing Strategy and Enabling Managers



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Housing Strategy & Enabling Team

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Esther Lyons
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A new strategy for 2022-25 focusing on delivery of new council and housing association affordable homes



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Context

- National policy changes e.g. First Homes
- New Waverley Corporate Strategy
- Climate Emergency Declaration
- Increasing affordability issues locally
- New evidence studies commissioned to inform the strategy

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Updated local evidence

- Waverley Housing Affordability Study (Justin Gardner Consulting / Icen) analyses affordability for the end user
- First Homes Viability Update (Three Dragons) considers the viability of delivering affordable housing to the developer

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A new ambitious strategy

Themes developed with Executive and Portfolio Holder



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Key themes

- **Build More**
- **Build Better**
- **Better For Life**



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Build More

- **Increasing momentum** in the delivery of Locally Affordable Homes, with ambitious targets across Waverley's own build programme and from other affordable housing providers
- **Innovative financing** using our financial flexibilities and assets as a local authority to fund more homes
- **Making most effective use of our planning powers**, utilising the full range of mechanisms available, and lobbying for better
- **Harnessing the power of partnerships** Building upon our strong relationships, we will lever in experience, expertise and funding to deliver what our communities need

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Build Better

Aligning new supply more closely with need Developments will be informed by a better understanding of changing needs across the borough.

Rethinking rents New homes built will cater for all income levels, including households on the lowest incomes.

Design to be proud of With our partners, we will create high quality homes in attractive environments, promoting cohesive, inclusive communities. We want affordable housing to be a tenure of choice in Waverley.

Synergy between services We will forge stronger links with Health, Adult Social Care, our Town & Parish Councils, housing providers and neighbouring councils.

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Build for Life

Greener homes We will develop affordable homes which are both built sustainably and enable residents to live in a more environmentally sustainable way, now and for years to come.

Places for people to belong We will deliver inclusive, cohesive developments that enable communities to thrive for the wellbeing of the whole community. We will improve our understanding of customers' experiences, needs and expectations in a post-Covid world.

Homes for all our lives We will collaborate more closely with Adult Social Care partners to build the right homes for older people and those with specialist needs.

Homes for a stronger economy We will support the local economy by building homes that local workers on low incomes can afford. This underpins the essential services that keep the borough going and the leisure and hospitality services we all enjoy.

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Key issues

- Council and other affordable housing provider new build
- Impact of new products such as First Homes
- Impact of pandemic and associated changes e.g. WFH, economic factors
- Climate change and eco-friendly initiatives
- Affordability and rent levels

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Consultation

- Consultation period from 27.01.22- 24.02.22
- Targeted at individuals and organisations
- Promoted through Waverley Homes and People, Council's social media platforms, Business e-newsletter, member bulletins, Cascade, website
- Input to consultation from Landlord Services Advisory Board

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Next Steps

- Services O&S
24.01.22 as part of
consultation
- Executive 5.4.22
- Full Council 26.04.22
for adoption



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Year 1 Actions

- Update Affordable Housing Supplementary
Planning Document to set rent levels
and First Homes policy
- Further detail in
Affordable Housing
Delivery Plan and
Housing Association
Programmes



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Landlord Services Advisory Board input

- Waverley council housebuilding programme: quantity; quality; affordability
- Tenant engagement
- Your feedback and comments
- Questions?

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Responsive Repairs and Voids procurement outcome

Landlord Services Advisory Board

10 January 2022



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Procurement Timeline

- Jan 2021 - documents were published to note intention to procure – from 73 registrations of interest there were 11 Expressions of Interest
- Jan 2021 – the 11 EOI were reduced to 9 as 2 bidders failed to meet the compliance and financial thresholds
- March 2021 – The selection questionnaire submissions were evaluated and marked on 9 bidders
- April 2021 – The 9 bidders were reduced to 4 who were invited to submit a tender
- June 2021 – Technical marking and financial evaluation was completed with support from tenant reps and corporate colleagues. The 2 lowest placed bidders were removed.
- Sept 2021 – Contract negotiations discussions were undertaken
- November 2021 – Final Tender submissions were marked, and financial evaluation undertaken
- December 2021 – Final evaluation report was produced following robust scrutiny from Management Board, Procurement Governance Board and Finance, as well as updates to Executive.
- December 2021 – Preferred bidder letters were issued to leaseholders to enable observations or queries
- January 2022 – Bidder feedback to be issued and 30-day standstill period will commence
- Feb 2022 - Formal Contract Award
- April 2022 – Contract commencement

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Procurement Headlines

- The former Housing O&S Committee through a task and finish group provided recommendations on the contractual vehicle, methodology and specification requirements. These were reflected in the tender documentation that the bidders were evaluated on.
- The tenants' representatives were involved in through out the process and were extremely supportive during the technical marking sessions.
- Following a comprehensive tender evaluation process, Ian Williams Ltd achieved the highest combined scores for price and quality and has been confirmed as the preferred bidder and subject to contract and final due diligence, will be awarded the contract

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Recommendations from the O&S Working Group Report June 2020

- The Working Group made 9 recommendations following their review in June 2020. Of these 7 were included as part of the procurement methodology and tender specification requirements:
 - 1 The procurement marking criteria was split with 60% on quality and 40% on pricing
 - 2 Customer satisfaction information was provided as part of the specification documentation
 - 3 Incentives and penalties were not included as part of the contract particulars
 - 4 Safeguarding training and channels to report concerns would be available to contractors
 - 5 The Council would be first point of contact for residents raising work orders however the contractor could then take follow on calls and there would be a future option for the contractor to take all calls if deemed suitable
 - 6 The Council would continue to use an independent market research provider to gather customer satisfaction information
 - 7 The contract would include a clause to enable the Council to explore alternative delivery options during the contractual term

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Preferred bidder commitments – contract mobilisation

Whilst Ian Williams are the incumbent contractor mobilisation is still crucial key focus areas include:

- Resourcing and Direct Delivery – increase work force from 11 to 18 operatives and with 80% work delivered directly and sub contractors only utilised for specialist work
- Improved IT integration – to develop the basic interface to Orchard to give full transparency and real time accessibility with improved appointment facilities.
- Alignment with the Ian Williams Hub – dedicated WBC schedulers will be employed
- Introduce Customer Liaison Officer – to take responsibility for social value projects, customer complaint management and resident support
- Mobilisation Lead & Governance Structure – focused on communication, training, development of KPIs and Performance Management, & integration with other WBC contractors

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Preferred bidder commitments – operational delivery

As part of the ongoing delivery of the contract Ian Williams have committed to:

- Ensuring shared values and training with WBC
- Having dedicated resources ringfenced to the specific RR and Voids workstreams
- Improved IT and systems integration providing
 - Real time communication
 - Multi channel communication
 - Automated resident call backs at busy periods
- Standardised van stock which is replenished weekly
- Use of analytics and data to drive continuous improvement
- Minimised use of subcontractors to specialist trades only

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Preferred bidder commitments – quality management and performance indicators

- Ian Williams are ISO 9001:2015 accredited meaning they have set processes and procedures which are fully compliant.
- There will be dedicated surveyors and fore persons on the WBC contract to supervise and review all works undertaken
- There will be both planned and unannounced H&S visits
- All works will have before and after photographs take and these will be shared with WBC
- There will be regular meetings at all levels to ensure that performance monitoring and review is managed and continuous improvement action plans will be developed
- There will be benchmarking on the WBC contract against other Ian Williams contracts

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Preferred bidder commitments – resident engagement and social value

- Focused on embedding the objectives of the Social Housing White Paper
- Will tailor their communication approach based on customer and geographic needs
- Customer Service and Social Value will be a key workstream and have dedicated working group set up
- A joint communications and messaging plan set up – including a social media strategy
- Will complete a customer profiling exercise to identify customers who have specific needs
- Set up residents surgeries in our Senior Living Schemes
- Will work with WBC to develop customer self service app to directly manage repairs
- Will implement the final mile technology as part of the development to allow appointment tracking and have a positive impact on cancellations or no accesses
- Will work with WBC to develop a joint Social Value strategy and proposals

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Preferred bidder commitments – resident engagement and social value

- Will work with WBC to develop a joint Social Value strategy and proposals
- Suggested proposal areas include:
 - Customer training and sponsorship
 - Community Project involvement
 - Voluntary work
 - Local Environment improvement schemes
 - Employment or apprenticeship schemes

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Preferred bidder commitments – business continuity and sustainability

- Ian Williams will work with WBC to develop bespoke business continuity and disaster recovery plans which will align to WBC policies
- There will be regular review at quarterly CORE group meetings
- IW have in house target to reduce CO2 emissions to net zero by 2030, in line with the Council targets
- Adherence to the targets will be measured corporately and will also be included in KPI measures and in the contract risk register

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Preferred bidder commitments – business continuity and sustainability

- The Ian Williams sustainability plan includes:
 - Reduction of carbon emissions at their head office through investment in green technology
 - To work in partnership with their supply chain to introduce specific green products such as insulation products through to technical design
 - A fleet strategy by 2040 only hybrid/plug in vehicles will be used
 - Work with WBC to develop recycling and reuse of materials or items in void properties
 - Work with WBC to consider how they can support retro fit of products in customer homes to encourage sustainability and behaviour changes – through LED light bulbs to considering installation of home EV chargers
 - Social responsibility projects –working with local projects to promote them locally

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Any Questions?



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