

## LSAB Work Programme

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

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

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

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

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

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

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

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

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

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

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



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

Meeting date	Report TBC	Reason	LSAB action	Decision by	Decision date
<b>30 June 2022</b>					
	<b>Tenancy consultation findings inc Agreement</b>	To review findings from tenancy agreement consultation	Advice HofH and PH to serve statutory notice to amend tenancy conditions	Hof H in consultation with Portfolio Holder for Housing	June
	<b>Tenancy Policy</b>	Review and comment on draft document	Advice HofH and PH to adopted updated Tenancy Policy and stop use of flexible tenancies	Hof H in consultation with Portfolio Holder for Housing	June
	<b>Tenancy Strategy</b>	Review and comment on draft document	Advice HofH and PH to request Exec recommend adoption of Tenancy Strategy and stop use of flexible tenancies	Council	July
<b>Outcomes</b> – Board recommended Co-Portfolio Holder for Housing adopt proposals to end the use of flexible tenancies, updated conditions of tenancy and tenancy policy and tenancy strategy. Suggestions for clarity on condition of tenancy regarding video door bells and further information regarding permissions and joint tenancies on website and/or tenant newsletter. To consider fencing at budget setting meeting.					
	<b>Tenant Involvement Progress Report</b>	Review and consider current performance and proposed actions in line with regulatory Tenant Involvement and Empowerment Consumer Standard	To comment on report and recommend methodology for future recruitment and selection of resident board members. Feedback comments to Service Improvement Manager	Board	At meeting

	<b>Outcomes</b> – Board thanked officers for engagement work. Suggested further publicity of Tenant Involvement Strategy, recommended LSAB tenant membership be extended to engaged tenants and leaseholders and officers meet with Communications team to review housing service and LSAB communications.				
	<b>Q4 Performance report</b> inc 2021/22 Service Plan achievements	Review and consider current performance	Identify any areas wish to comment on, explore or examine further. Feedback comments to Head of Housing Operations	Board	Ongoing
	<b>Head of Housing Operations Matters Arising</b>	To consider live operational and strategic issues	To consider areas for further review and future reports	Board	At meeting
	<b>Outcomes</b> – Board noted cQ4 performance and budget savings due to challenges in recruitment.				
	<b>LSAB Terms of Reference review</b>	To consider updated terms to reflect membership, frequency of meetings and Co-Portfolio Holders	To review and advise on adoption	Executive	September
	<b>Outcomes</b> – item deferred to July meeting				

Meeting date	Report TBC	Reason	LSAB action	Decision by	Decision date
<b>28 July 2022</b>					
4	<b>2021/22 Financial Outturn Report</b>	To review previous year budget	Identify any areas wish to comment on, explore or examine further. Feedback comments to Head of Housing Operations	Board	At meeting
<b>Outcome</b> – Board noted report and the underspend on revenue and capital budgets. Discussed the problems experienced with contractor performance and emerging pressure and risks. Also raised concerns about staff shortages and queried how to address the issue. Board to monitor finance reports through Quarterly performance, to ensure budgets spent to deliver services improvements to tenants.					
5	<b>Property Services Roadmap and action plan</b>	To gain awareness of the Property services work plan future projects and challenges	Identify any areas wish to comment on, explore or examine further and agree reporting cycle. Feedback comments to Operations Manager		
<b>Outcome</b> – Officer shared progress and priority of the procurement work to appoint contractors to deliver services related to tenants homes. Board to monitor performance of contractors through quarterly budget and KPI performance.					
6	<b>Review of HRA Hardship Fund</b>	Review objectives, take up, costs and outcomes of scheme	Identify any areas wish to comment on, explore or examine further and agree reporting cycle. Feedback comments to Rent Accounts Manager	Board	At meeting
<b>Outcome</b> – Board reviewed guidance note, agreed recommendation that all other forms of support be sought before HRA hardship application. Board also made suggestions to advertise the fund and broaden access. Updated eligibility guide to be brought back to September meeting and monthly reporting on use of funds.					

7	<b>LSAB Terms of Reference review</b>	To consider updated terms to reflect membership, frequency of meetings and Co-Portfolio Holders	To review and advise on adoption	Executive	September
	<b>Outcome</b> – Board agreed revised terms of reference to increase membership and frequency of meetings.				
8	<b>Q1 Performance report</b>	Review and consider current performance	Identify any areas wish to comment on, explore or examine further. Feedback comments to Head of Housing Operations	Board	Ongoing
	<b>Outcome</b> – Board noted the report and queried responsive repairs performance. Board to continue to monitor performance of contractors through quarterly budget and KPI performance				
9	<b>Verbal Update on garden waste charges</b>	Feedback for Tenant Panel/Board enquiry	To comment	Executive	Feb budget setting
	<b>Outcome</b> - Co-Portfolio Holder advised Board of options Environmental services would consider to reduce costs and increase take up of service.				

Meeting date	Report TBC	Reason	LSAB action	Decision by	Decision date
<b>29 September 2022</b>					
	<b>Hardship fund policy update</b>	<del>Review and consider current performance and proposed actions in line with regulatory Rent Standard</del>	Identify any areas wish to comment on, explore or examine further and agree reporting cycle. Feedback comments to Service Improvement Manager	Board	At meeting
<b>Outcomes</b> – Board considered policy (eligibility criteria) agreed HRA Hardship Fund resources when other funds exhausted. Agreed no limit to applications or maximum amount per person. Advised Portfolio Holder to adopt Policy. Verbal update at each Board meeting.					
	<b>Senior Living Service</b>	To provide (verbal or written) progress report on actions following consultation	To comment on service review and action plan to Senior Living Manager	Board	Ongoing
<b>Outcomes</b> – Board received written report and update from David Brown. Noted improved communications and completed actions from plan.					
	<b>Presentation from Responsive Repairs and Voids contractor</b>	Meet contractor, review performance against service promises.	Identify any areas wish to comment on, explore or examine further and agree reporting cycle. Feedback comments to Operations Manager	Board	At meeting
<b>Outcomes</b> – Kris Shepway presented current team performance and team structure. Board raised questions on timescales and communications.					

	<b>Q1 Performance Report (extract from Corporate report)</b>	Review and consider current performance	Identify any areas wish to comment on, explore or examine further.	Board	Ongoing
<b>Outcomes</b> – Board noted performance and raised enquiries regarding the complaints reported. Cllrs asked for clarification on no mow may and cycle spaces at Halsemere car park.					

Meeting date	Report TBC	Reason	LSAB action	Decision by	Decision date
<b>27 October 2022</b>					
	<b>Six month Service Plan progress report and Development of 2023/24 Service Plan</b>	Review and comment on progress of Service Plan	Feedback comments to Portfolio Holder for Housing	Board review Council adopt new SP	Feb 2023
<b>Outcomes</b> – noted progress					
	<b>Housing Revenue Account Business Plan Strategic Review</b>	To share review findings and seek views on range of recommendations and priorities to ensure financial viability	Feedback comments to Portfolio Holder for Housing and Head of Housing Operations	Council	Dec 2022
<b>Outcomes</b> – Board received presentation to support co					
	<b>Joint Executive Head of Housing Services Update</b>	Introduction to Andrew Smith and to share news and plans for service	Feedback comments to Joint Executive Head of Housing Service	Board	At meeting
	Other Business – HRAA Hardship Fund Practice Proposal	To share proposal to use funds to support 100 tenants in least energy efficient homes	Feedback comments to Portfolio Holder for Housing	Portfolio Holder for Housing	Nov 2022
<b>Outcomes</b> – Board supported proposal					

Meeting date	Report	Reason	LSAB action	Decision by	Decision date
<b>24 November 2022</b>					
	<b>Q2 Performance report and midyear performance review (extract from Corporate report)</b>	Review and consider current performance and need of Board to govern effectively.	Identify and agree areas for Board monitoring. Feedback comments to Head of Housing	Board	At meeting
	<b>2023/24 HRA Draft Budget</b>	Review draft budget and consider financial plans	Feedback comments to Portfolio Holder for Housing	Council	Feb 2023
	<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	
	<b>Senior Living Welfare Check in Policy</b>	To share proposal to standardise welfare contact with tenants at Senior Living Schemes	Consider proposal and comment to Senior Living Manager		



**Note** The following agenda items to be reviewed and meeting dates agreed with project managers. Those in **bold** agreed. To hold monthly meetings with three agenda items only.

*Internal notes*

*Carry forward*

	IT review of databases and digital services	Review and consider current performance and proposed actions	Feedback comments to Service Improvement Manager	Board	at meeting
	Reshaping of staffing resources	Review proposal to add capacity and resilience, to ensure professional service delivery, succession planning and health and wellbeing of team	Feedback comments to Service Improvement Manager	Hof H in consultation with Portfolio Holder for Housing	
	Housing Management Progress Report	Review and consider current performance and proposed actions in line with regulatory Tenancy and Neighbourhood and Community Consumer Standards	Identify any areas wish to comment on, explore or examine further and agree reporting cycle. Feedback comments to Housing Manager	Board	At meeting
	Health and Safety performance report – intro to Compliance Team	Review and consider current performance and proposed actions in line with regulatory Home Consumer Standard	Identify any areas wish to comment on, explore or examine further and agree reporting cycle. Feedback comments to Compliance Manager	Board	At meeting

	Rent Accounts Progress Report	Review and consider current performance and proposed actions in line with regulatory Rent Standard	Identify any areas wish to comment on, explore or examine further and agree reporting cycle. Feedback comments to Rent Accounts Manager	Board	At meeting
--	-------------------------------	----------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------	-------	------------

**Potential briefings:**

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

**Proposed Cycle of reports**

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

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

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

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

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

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

Procurement projects and other projects – as scheduled

**To routinely cross check work programme with:**

Service Plan actions, team performance reporting, HDB programme

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

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

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