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To: MEMBERS OF THE HOUSING COMMITTEE
Councillors Pursehouse (Chair), Lockwood (Vice-Chair),
Evans, Gaffney, Groves, Hammond, Montgomery,
Robinson, Shiner, Stamp and Swann

for any enquiries, please contact:
customerservices@tandridge.gov.uk
01883 722000

Substitute Councillors: Lee, Moore, O'Driscoll and Pinard

C.C. All Other Members of the Council

26 September 2022

Dear Sir/Madam

HOUSING COMMITTEE TUESDAY, 4TH OCTOBER, 2022 AT 7.30 PM

The agenda for this meeting of the Committee to be held in the Council Chamber, Council Offices, Station Road East, Oxted is set out below. If a member of the Committee is unable to attend the meeting, please notify officers accordingly.

Should members require clarification about any item of business, they are urged to contact officers before the meeting. In this respect, reports contain authors' names and contact details.

If a Member of the Council, not being a member of the Committee, proposes to attend the meeting, please let the officers know by no later than noon on the day of the meeting.

Yours faithfully,

David Ford
Chief Executive

AGENDA

- 1. Apologies for absence (if any)**
- 2. Declarations of interest**

All Members present are required to declare, at this point in the meeting or as soon as possible thereafter:

- (i) any Disclosable Pecuniary Interests (DPIs) and / or
- (ii) other interests arising under the Code of Conduct

in respect of any item(s) of business being considered at the meeting. Anyone with a DPI must, unless a dispensation has been granted, withdraw from the meeting during consideration of the relevant item of business. If in doubt, advice should be sought from the Monitoring Officer or her staff prior to the meeting.

- 3. Minutes of the meeting held on 21 June 2022 (Pages 3 - 8)**

To approve as a correct record.

- 4. To deal with any questions submitted under Standing Order 30**

5. **Appropriation of Land for Council House Building - Wolfs Wood and Pelham House - Next Steps** (Pages 9 - 28)
6. **Council House Building Programme - Pelham House** (Pages 29 - 34)
7. **Adoption of Private Sector Housing Assistance Policy** (Pages 35 - 62)
8. **Garage Management Update** (Pages 63 - 80)
9. **Housing Revenue Outturn 2021/22** (Pages 81 - 88)
10. **Quarter 1 2022/23 Budget Monitoring - Housing Committee** (Pages 89 - 100)
11. **Housing Committee – Future Tandridge Programme update - September 2022** (Pages 101 - 132)

12. **Any urgent business**

To consider any other item(s) which, in the opinion of the Chair, should be considered as a matter of urgency – Local Government Act 1972, Section 100B(4)(b).

13. **To consider passing the following resolution to exclude the press and public**

That members of the press and public be excluded from the meeting for agenda items 14, 15 and 16 under Section 100A (4) of the Local Government Act 1972 (as amended) on the grounds that:

- i) they involve the likely disclosure of exempt information as defined in Paragraph 3 (information relating to the financial or business affairs of any particular person (including the authority holding that information)) of Part 1 of Schedule 12A of the Act; and
- ii) for the items the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

14. **Council House Building Programme - Open Market Land Purchase** (Verbal Report)

The latest situation to be reported verbally to the Committee.

15. **Uplands - Confirmation of decision taken under urgency powers (Standing Order 35)** (Pages 133 - 138)

16. **Bronzeoak House - Contract Update** (Pages 139 - 146)

TANDRIDGE DISTRICT COUNCIL

HOUSING COMMITTEE

Minutes and report to Council of the meeting of the Committee held in the Council Chamber, Council Offices, Station Road East, Oxted on the 21 June 2022 at 7:30pm.

PRESENT: Councillors Pursehouse (Chair), Lockwood (Vice-Chair), Evans, Gaffney, Hammond, Montgomery, Robinson, Shiner, Stamp, Swann and O'Driscoll (Substitute) (In place of Groves)

PRESENT (Virtually): Councillor Groves

ALSO PRESENT (Virtually): Councillors Allen and Moore.

34. MINUTES OF THE MEETING HELD ON 24 MARCH 2022

The minutes were approved and signed as a correct record.

35. MINUTES OF THE MEETING HELD ON 26 MAY 2022

The minutes were approved and signed as a correct record.

36. COUNCIL HOUSE BUILDING PROGRAMME - WARREN LANE / THE DEPOT

The Committee received a report seeking approval for a potential new scheme at the Warren Lane depot site, Hurst Green. The scheme would involve the re-designing of the existing site to rationalise it and free up approximately half it to develop up to 22 homes for families on the Council's housing register.

Officers confirmed that the site is used by Council officers and contractors, and that they would work closely with colleagues to ensure there would be no impact on services. Residents and Ward Members had been informed and a public consultation was planned.

In response to questions from Members, it was confirmed that:

- If phase 2 development were to take place, these dwellings would also be for families on the Council's housing register.
- In relation to recommendation B, the effect of appropriation was to remove the threat of an injunction where the proposed development may impact on third-party rights, including any third party rights which are currently unknown.
- The £80,000 sought for the project would cover the whole site up to planning pre-application advice. While re-designing the depot, the consideration of the functions moving to another location and the remaining area of the site used for housing as phase 2 will be considered. The re-provision of office space as a modular, moveable building will be looked at. The re-routing of the public sewer will avoid re-routing into the area of phase 2 housing development. These costs would come out of a full budget, if approved, not the initial £80,000.

- Drainage consultants would be appointed to provide expert advice on flood mitigation.
- If offices could not be reallocated on the site, staff would be moved into the Council offices.
- The public consultation would be in relation to phase 1 of the project only.

RESOLVED – that:

- A. Officers prepare proposals for and seek pre-application planning advice for the redevelopment of part of the Warren Lane depot site for up to 22 new affordable dwellings; the rationalisation of the depot site
- B. A budget of £80,000 be approved to cover the following pre-application elements:
 - the appointment of an architect, Employer’s Agent and other specialist consultants and surveyors to act for, or advise, the Council; and
 - commissioning any necessary surveys.
- C. Officers be authorised to commence the process of appropriating the land for planning purposes in accordance with Section 122 (1) of the Local Government Act 1972.

37. PRIVATE SECTOR HOUSING ASSISTANCE POLICY

The Committee received a report which outlined details of a proposed new Private Sector Housing Assistance Policy. The policy, which reflected the current priorities of the Council and guidance issued in March 2022, would replace the existing Home Adaption and Improvement Policy once approved. Members were invited to comment on the draft policy and to decide if they wished to submit the policy to a period of public consultation before the final version of the Policy was considered by the Committee in September.

Officers explained that the proposed policy would:

- enable the Council to offer broader grants within the agreed budget envelope, including support for those who have health issues or disabilities exacerbated by lack of heating on the advice of a medical professional or occupational therapist
- include a proposal to negotiate a financial contribution from Housing Associations towards the cost of adaptations to their properties
- provide greater transparency on decision making and using the Council’s Better Care Fund allocation to support Surrey County Council’s Community Equipment Service and the Council’s Handyperson Service
- provide a robust means of administering assistance for any future increase to Disabled Facilities Grants from the Government.

Members considered the report and draft policy and made the following comments:

- public consultation on the new policy was welcomed

- negotiations with Housing Associations was welcomed, but that there should be consideration around the proposed amounts they would be asked to contribute to adaptations within their properties
- concern around any potential for there to be reduction in the Handyperson Service should discretionary grant funding stop being available. Officers confirmed that the future operating model of the Handyperson service is to be considered as part of the Housing service reviews in accordance with the Future Tandridge Programme
- the Winter Warmth Grant should be referred to as a loan to provide clarity to those applying for it that it must be repaid
- consideration be given to include Alzheimer's and dementia in the list of medical conditions that qualify for Winter Warmth assistance
- there should be a process for accelerated action in urgent circumstances
- the consultation with members be extended to all Members of the Council.

It was confirmed that officers would consider all comments received from Members and decide on incorporating suggestions into the policy. There would be further discussion with individual members if necessary.

RESOLVED – that:

- A. Members be invited to provide feedback on the proposed policy between the 21st June and 8th July 2022;
- B. The draft Private Sector Housing Assistance Policy be subject to a period of public consultation;
- C. Subject to the consideration and appropriate inclusion of Member comments received by the 8th July 2022, the publication of the draft Private Sector Housing Assistance Policy for public consultation be approved.

38. TENANTS INCENTIVE SCHEME

The Committee considered a report which proposed amendments to the Tenants Incentive Scheme. The scheme is designed to encourage Council tenants who are under-occupying family sized accommodation to move to lower demand older persons stock. It was recommended that the scheme be revised to consider inflationary increases and changes in relative demand for properties of particular sizes since the last review 15 years ago. This included the extension of eligibility for the scheme to all one-bedroom properties and two-bedroom properties within the Council's permanent housing stock, extending the scheme to tenants of Registered Providers' properties and an increase in grants.

In response to Member questions, it was confirmed that:

- Those moving within Housing Association properties would be eligible for the scheme
- All the grants in the current scheme were £2,000
- Those with a flexible tenancy with less than 2 years left would not be eligible

- If met, the target of 5 under-occupation transfers in the year would be of considerable help to the housing waiting list

RESOLVED – that the amendments to the Transfer Incentive Scheme as set out in paragraphs 16 and 18 to 20 of the report be agreed, namely that with effect from 1st July 2022:

- eligibility for the Scheme will be extended to qualifying assured tenants of Registered Provider (RP) properties in the District providing that the Council has received written confirmation from their landlord that it will be entitled to nominate the new tenant for the resulting vacancy;
- eligibility for the Scheme will be extended to tenants moving to all one bedroom properties and two-bedroom properties within the Council's permanent housing stock;
- the fixed grant amount payable to applicants transferring under the Scheme a property be increased as follows:
 - a £5,000 incentive grant for tenants moving to one-bedroom or bedsit accommodation; or
 - a £2,000 incentive grant for tenants moving to a two-bedroom property;
- budgetary provision for the scheme for 2022/23 be increased from £15,000 to £25,000.

39. HOUSING COMMITTEE QUARTER 4 2021/22 PERFORMANCE REPORT

Members were presented with an analysis of progress against the Committee's key performance indicators (KPIs), together with an updated risk register for the fourth quarter of 2021/22 and an update on the Council's House Building programme. Officers explained that five of the KPIs had not been met. Narratives were provided in appendix A to the report outlining the reasons for these KPIs not meeting target.

In response to Member's questions, it was confirmed that:

- The reconciliation issues between the Council's housing management system and its finance system had been resolved. Data was provided in the report for Q4. Work needed to be completed to extract data for Q2 and Q3. This would be circulated to the Committee by mid-July.
- Orchard were conducting a health check of the system. The risk H1 was still regarded as high whilst past Quarters were to be reconciled but it was expected this would be reduced following conclusion of the health check.
- The Council were addressing KPI HO5 Number of People in Urgent Need on the Housing Register through the Housing Strategy and the Homeless and Rough Sleeping Strategy. Updates were brought to the Committee throughout the year.
- The situation with the Council's gas contract had not changed since it was last reported to Committee in March.
- In relation to HO10A and HO10B, a survey was posted to residents following the completion of responsive repairs. There was a low response rate and consideration

would be given to despatching this electronically following the completion of the Orchard health check.

RESOLVED – that the Quarter 4 2021-2022 performance and risks for the Housing Committee be noted.

40. URGENT BUSINESS - GARAGE IN ALEXANDRA ROAD, WARLINGHAM

A report in respect of the item, recommending the sale of the leasehold of the garage, had been circulated in writing to the Committee prior to the meeting. The Chairman considered it necessary for the Committee to receive the item in view of the progress made towards selling the leasehold and the need for the matter to be determined by Full Council in accordance with the delegation arrangements within the Constitution.

The Committee resolved to move into 'Part 2' for this urgent item of business in accordance with Paragraph 3 (information relating to financial or business affairs) of Part 1 of Schedule 12A of the Local Government Act 1972 and as the public interest in maintaining the exemption outweighed the public interest in disclosing the information.

The Committee discussed the details of the proposed disposal.

COUNCIL DECISION
(subject to ratification by Council)

RECOMMENDED – that the garage property is disposed of on such terms as the Executive Head of Communities agrees, in consultation with the Chair and Vice Chair of the Housing Committee.

Rising 8.52 pm

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Appropriation of Land for Council House Building at Wolfs Wood - Next Steps

Housing Committee Tuesday, 4 October 2022

Report of: Alison Boote, Executive Head of Communities

Purpose: For decision

Publication status: Unrestricted

Wards affected: Oxted South

Executive summary:

The Council acquires and holds land for various statutory purposes to perform its functions. It can use statutory powers of appropriation to transfer the use of land from one purpose to another.

Prior to appropriating any land, the Council must demonstrate that the land in question is not required for the purposes for which it is currently held.

Appropriating land for planning purposes allows the Council to engage statutory powers to override any third-party rights (subject to the payment of compensation) enabling development to proceed if planning permission is granted.

This report updates Members on the recent consultation for the appropriation of land at the proposed development sites at Wolfs Wood in Hurst Green and seeks approval to continue with and ultimately conclude the appropriation process at the relevant time.

This report supports the Council's priority of: Creating the homes, infrastructure and environment we need

Contact officer Nicola Cresswell Housing Development Specialist, 01883 732897, NCresswell@tandridge.gov.uk –

Recommendation to Committee:

- A. That the land at the proposed development site indicated in the plan at Appendix A, being the garage site and 106-128 (even numbers) Wolfs Wood be appropriated for planning purposes to facilitate the redevelopment of the land for the proper planning of the area and contribute to its economic, social and/or environmental wellbeing.
- B. That the Council seeks the consent of the Secretary of State for the appropriation of housing land for planning purposes by demonstrating that the land is not required for the purposes for which it is currently held and that the use of the power of appropriation is in the public interest.
- C. That delegated authority be provided to the Executive Head of Communities, at the appropriate time to sign a memorandum stating that the land is appropriated from planning purposes to housing.

Reason for recommendation:

To facilitate the carrying out of development within the Council's house building programme by ensuring that the land and property in question is appropriated for the correct statutory purpose under Section 122 (1) of the Local Government Act 1972.

Introduction and background

- 1 Property and land that is already held for housing purposes must be appropriated for planning purposes and then held by the Council under the statutory provisions of Part 9 of the Town and Country Planning Act 1990. The practical consequence (by virtue of sections 203-205 of the Housing and Planning Act 2016) is that the demolition, erection, construction or carrying out of any maintenance of any building or work on the land and subsequent use of the land is authorised under those planning powers, if the works are done in accordance with planning permission, even if they interfere with third party rights. It should be noted that beneficiaries of any rights that have been interfered with may be able to claim compensation.
- 2 The Council's Housing Committee, at its meeting on 28th September 2021 resolved that the relevant Officer commences the process of appropriating land from housing to planning purposes at 106-128 (even numbers) Wolfs Wood. Officers advised this Committee, at its meeting on 30th November 2021 that the process would be delayed until it could be run concurrently with a public consultation for the development proposal.
- 3 A public consultation at Wolfs Wood was held between 19th May and 7th June 2022. This included a drop-in at Hurst Green Community Centre on 30th May 2022.
- 4 This report considers the outcome of that consultation and seeks approval to proceed to the next and final stages of the appropriation process. On completion of any development, the land would then need to be appropriated back to housing land from planning purposes and the report also seeks approval for this to be completed.

- 5 Just under 70 letters were sent notifying the following residents of the Council's development plans and intention to appropriate the land at 106-128 Wolfs Wood along with the adjoining garage site from housing to planning purposes:

1-23 Hurstlands (odd numbers)

127 – 137 Pollards Oak Road (odd numbers)

68 – 156 Wolfs Wood (even numbers)

The Headteacher of Hurst Green school

The Manager of the Children's Centre

The current garage tenants at Wolfs Wood garages

Local ward members

- 6 The consultation event was also advertised on the parish council noticeboards and on the Hurst Green community Facebook page. Respondents could either attend the drop-in, view the proposals on the Council's website or make an appointment to view the proposals at the Council offices. They could respond either through completing a feedback sheet at the drop-in, or via letter or email.
- 7 There were 21 attendees at the consultation event and 11 feedback sheets were completed. The feedback sheet contained five statements and asked for respondents to tick all those that applied. The results are shown in Table 1 below. There was also a free text section for any additional comments.

Statement	Yes	No	Don't know
I think that more affordable housing is necessary for the area	5	1	0
I think that the new development will improve the area	4	2	2
I like the design and feel of the proposals	4	3	0
I don't like the proposed layout	5	2	0
I'm concerned about the increase in traffic this proposal could bring	5	1	0

Table 1

There were a further 13 emails received in response to the consultation (although four of these were from people who also completed feedback

sheets at the consultation event). The overall response rate to the public consultation was just over 25%.

Respondents' main concerns were identified as follows:

- Overlooking
- Parking
- Construction traffic
- Dust during construction
- Safety of school children
- Loss of rented garages
- Re-housing options
- Loss of green space
- Privacy, security and noise levels
- Communication throughout any development works
- Boundary treatments with adjoining land

There were a number of positive comments also received, including:

"I wish you well with this potential scheme, the sooner the area is improved the better"

"A great scheme"

"Good use of land and not overdeveloped"

"I fully support the plans"

- 7 A letter with frequently asked questions was collated and sent to all the respondents to the consultation as well as the original invitees (see Appendix B). Where concerns were raised by more than one household, responses were provided in the FAQs. However, some households raised specific questions about their own circumstances or boundaries and these will be addressed outside of this process with those residents in due course.
- 8 At the time of the inception of the scheme, the garages were in the process of being emptied following the results of a structural survey. Most of the garages at Wolfs Wood were deemed unsafe and those remaining have asbestos roofs in need of replacement. There are a small number of garage tenants remaining in the brick-built garages and the views of those garage tenants were also invited. Garage tenants who still wish to rent a garage from the Council will be offered vacancies at nearby locations.
- 9 Despite some recent and essential investment in the properties at Wolfs Wood, they were identified as stock which was poorly performing in terms of insulation, several suffering from damp and black mould and they would have been very expensive to bring to net zero carbon.
- 10 Consideration of sites such as Wolfs Wood for development arises out of a significant need for affordable housing locally which the Council has an obligation to address. The Council has a substantial waiting list for affordable housing and family sized homes.. Those households that are currently being housed from the Housing Register have a District connection and will already be living within the communities and will already be accessing local facilities such as schools, roads, shops and doctors.

- 11 The Council must consider whether, in light of the responses it has received, it should appropriate the land at Wolfs Wood for planning purposes. Many of the concerns raised by objectors are ones that would be considered and must be addressed at planning stage. Appropriating the land for planning purposes does not mean that planning approval will be granted. Any planning application will be subject to the same scrutiny as any other planning application and therefore Committee should consider whether the above responses should prevent the appropriation process from proceeding. None of the responses or comments received during the consultation exercise suggested any reason why the Council should not proceed with appropriating the land.
- 12 The feedback from the consultation was however incredibly helpful and has been discussed with the architect and employer's agent so that the Council can mitigate against concerns where possible, this may include tweaks in the design/layout or through inclusion in the contractual requirements of the build contract (e.g. measures to limit dust or to limit large vehicle movements at school drop off / pick up).
- 13 The Council has previously considered the continued use of these sites in their current usage managed in the Housing Revenue Account. Officers assessments have concluded that the site is underused or inappropriate in their current usage and can be better used to provide additional affordable housing, for which there is an acute level of need in the District.

Consultation

- 14 Ward Members have been updated regularly on the proposals for Wolfs Wood including inviting them to participate in the public consultation and attend the drop-in. Around 70 households were notified of the consultation event and it was further promoted on the parish council noticeboards and on the Hurst Green community Facebook page.

Other options considered

- 15 If the Council decided not to appropriate the land then there is the potential that third parties could bring injunction proceedings at a later date which could stop the construction of the project or delay its delivery. By exercising appropriation powers, the threat of injunction proceedings for the infringement of third party rights would be extinguished. Affected parties would still receive compensation but they will not be able to delay or stop the development.

Key implications

Comments of the Chief Finance Officer

There are no direct financial Revenue or Capital implications for the HRA in approving this appropriation of land to go ahead. The financial implications of associated developments would be subject to separate reporting.

Comments of the Head of Legal Services

The Council has statutory powers which enable the appropriation of Council owned land for planning purposes pursuant to section 122(1) of the Local Government Act 1972. This is a statutory process which may assist in situations such as set out in this report in order to secure the development of Council owned land. This is because where land is appropriated in this way easements and other rights and interest in the land can be interfered with pursuant to section 203 of the Housing and Planning Act 2016 where they would otherwise be an impediment to development.

The Council when appropriating land for planning purposes needs to be satisfied that it will facilitate the carrying out of development, redevelopment or improvement on or in relation to land and that it is likely to contribute to the achievement of namely the promotion or improvement of the economic, social or environmental well-being of the whole part of its area and that there is a compelling case in the public interest for doing so.

Should any claim be made as a consequence of invoking Section 203 of the Town & Country Planning Act 1990 the compensation under section 204 of the Housing and Planning 2016 is assessed on the basis of the loss in value of the land that had the benefit of those rights as a consequence of the interference or breach.

Equality

The Council's House Building Programme aims to contribute significantly to making decent and affordable homes accessible to all our residents and are designed to mitigate against fuel poverty, be mobility friendly and be of sufficient size to promote working from home.

There is no evidence to suggest that the appropriation of any of the identified land will have a disproportionate adverse impact on those with protected characteristics. Indeed, the anticipated impact on affected parties is expected to be minimal as property owners and occupiers will continue to be able to enjoy their property in the same manner as they do at present: all properties will continue to be accessible through the works and thereafter upon their completion. The Council is satisfied that the development would strengthen the vitality and viability of the area and the appropriation of the Council's land would not have any negative impacts on equality and diversity.

Climate change

At its meeting on 17th September 2020, Housing Committee resolved to adopt new standards of construction in the Council's House Building Programme so as to deliver Council homes that are operationally net zero carbon. The new standards are to be piloted at Windmill Close and Auckland Road (both sites

currently under construction) with a view to rolling them out to all new Council homes for construction.

Appendices

Appendix 'A' – plan indicating land subject to the appropriation process outlined in the relevant sections of the report.

Appendix 'B' – Wolfs Wood Public Consultation – Frequently Asked Questions

Background papers

None

----- end of report -----

Appendix A

Land at Wolfs Wood



Appendix B

Frequently Asked Questions

1. Will construction work be carried out on Saturdays? (1 question)	This is a possibility. The Planning Authority advises that acceptable hours for noisy work from construction can include 8am to 1pm on Saturdays. However, on TDC development schemes we try and limit working days to Monday-Friday where possible and works can only take place on a Saturday morning where TDC have given specific approval.
2. What are the site working hours? (3 questions)	Working hours will be restricted to 8am to 6pm Mon to Fri although in practice most sites finish work between 4-5pm. However, the contract will also include a requirement to schedule large deliveries and heavy works traffic outside of the drop off and pick up times of the school.
3. Will any damages to kerbs and verges during construction be made good again afterwards? (4 questions)	Yes. Before work starts we will prepare a schedule of condition of all the verges, kerbs, and this will include a photographic record. The contractor will be responsible for making good any damages to roads, footpaths and services underneath or adjoining, whether on public or private land, if caused by the contractor or their subcontractor.
4. Will any damage to private fences and property be made good afterwards? (2 questions)	Yes, as above. The contractor will be responsible for making good any damages, whether on private or public land, if it is caused by them or their sub-contractor.
5. Will alternative garages be offered to the garage tenants at Wolfs Wood? (1 question)	Yes, although there may be a waiting list for some of our other garage sites we will do our best to offer you an alternative garage at a nearby location. If you are interested in renting another garage you should email: ECordovaGuerrero@tandridge.gov.uk or ring the Council on 01883 722 000 and ask for Emma Cordova Guerrero.
6. Did the Council remove garage doors and lintels to make them look worse? (1 question)	No. When a decision has been taken to redevelop a garage site, the doors in good condition may sometimes be removed and used as replacements elsewhere in the district. The issue with the garage site at Wolfs Wood relates mainly to the garages of concrete construction. These were inspected in 2018 and identified as too costly to repair. Many of the pre-cast concrete components were breaking up and this exposes the reinforcing bars within which causes them to rust (and makes it worse). The concrete components are

	<p>old and no longer available to buy for repairs. Because the garages are interlocking, they rely upon each other for structural stability. The garages were therefore vacated on health and safety grounds and the site was put forward as having development potential. The brick garages do not have the same problems but they have been identified as also having asbestos roofs which will require replacement.</p>
<p>7. How will traffic, including construction traffic be managed during the building work and where is everyone going to park? (11 questions)</p>	<p>The contractor is required to manage the works with minimum disturbance to members of the public and neighbours, particularly in respect to construction traffic, noise and dust and keeping the highway clear of mud at the end of each working day.</p> <p>A CTMP (Construction Transport Management Plan) will need to be submitted and approved by a planning officer. This is a detailed plan that identifies hazards and sets out particular controls so that the movement of vehicles and pedestrians on a construction site is managed and coordinated. This will typically include:</p> <ul style="list-style-type: none"> • Parking for vehicles of site personnel, operatives and visitors • Loading and unloading of plant and materials • Storage of plant and materials • Vehicle routing • Measures to prevent the deposit of materials on the highway <p>Contractor vehicles will need to be accommodated on the site and they will not be permitted to park in residential spaces preventing you from parking outside your homes.</p> <p>As part of the works we are also considering providing dropped kerbs and off-road parking for properties in very close proximity to the development site.</p>
<p>8. Who was invited to the public consultation? (2 questions)</p>	<p>Residents of 1-23 Hurstlands (odd numbers) Residents of 127 – 137 Pollards Oak Road (odd numbers) Residents of 68 – 156 Wolfs Wood (even numbers) The Headteacher of Hurst Green school The Manager of the Children’s Centre The current garage tenants at Wolfs Wood garages Local ward members</p>

<p>9. Why have the residents from the flats already been re-housed when planning has not been approved? (1 question)</p>	<p>On previous developments the Council has waited until planning approval is received before decanting existing residents. However, this leads to prolonged periods of uncertainty for the residents. In addition, some of the flats required money to be spent on them quite urgently and so the decision was therefore taken to allow residents to bid for alternative accommodation once they were formally told about the plans.</p>
<p>10. How is the development being funded and can the Council afford it? (2 questions)</p>	<p>The Council's house building programme is funded through a combination of income from rents, Right to Buy receipts and low interest loans available to public sector organisations. It may also be possible to get Homes England grants in the future. It is not funded from council tax.</p>
<p>11. Who will own the finished scheme? (2 questions)</p>	<p>The homes will be owned by Tandridge District Council and allocated to households on our housing register.</p>
<p>12. When and how will residents be told when construction work will be happening? (2 questions)</p>	<p>If planning is approved, the Council will appoint a contractor who will contact residents and introduce themselves. They will give names and contact numbers for the site management and are required to provide newsletters to residents to let you know what works are happening when and any other information that they think will be useful for you to know. We can request that they communicate in advance about particularly noisy and intrusive works including the demolition of the existing garage blocks.</p>
<p>13. The drawings show hedges around the car park. What type will they be and who is responsible for maintaining them? (1 question)</p>	<p>It is too early to say at this stage, but a landscape contractor will be consulted for advice. The contractor will be required to produce a landscape plan which will include the detailed planting proposed. The contractor is usually responsible for the maintenance of the landscaping for the first 12 months following completion and then the responsibility passes to the Council.</p>
<p>14. Are the new houses on the same footprint as the existing dwellings? (1 question)</p>	<p>No, in some cases the new buildings may be slightly closer to existing boundaries. This is to make best use of the land available, maximise the parking that we can create on the site, retain as many existing trees as possible and avoid the root protection zones of those trees.</p>
<p>15. What about overlooking? (3 questions)</p>	<p>The designs meet planning requirements in relation to minimum distances and overlooking. Overlooking has been kept to a minimum by</p>

	designing the internal layouts so the windows closest to existing boundaries are secondary windows i.e. bathrooms, bedrooms, kitchens etc
16. What will the boundary treatment be, and will my boundary be left open at any time? (2 questions)	Generally, our boundary treatments tend to be 1.8m close boarded fencing, using concrete gravel boards and concrete posts. The contractor will be asked to programme the boundary fence installation early in the construction process. When the garages are demolished the boundaries will be protected immediately using Heras fencing and the new fences will be installed asap after.

<p>1. Will construction work be carried out on Saturdays? (1 question)</p>	<p>This is a possibility. The Planning Authority advises that acceptable hours for noisy work from construction can include 8am to 1pm on Saturdays. However, on TDC development schemes we try and limit working days to Monday-Friday where possible and works can only take place on a Saturday morning where TDC have given specific approval.</p>
<p>2. What are the site working hours? (3 questions)</p>	<p>Working hours will be restricted to 8am to 6pm Mon to Fri although in practice most sites finish work between 4-5pm. However, the contract will also include a requirement to schedule large deliveries and heavy works traffic outside of the drop off and pick up times of the school.</p>
<p>3. Will any damages to kerbs and verges during construction be made good again afterwards? (4 questions)</p>	<p>Yes. Before work starts we will prepare a schedule of condition of all the verges, kerbs, and this will include a photographic record. The contractor will be responsible for making good any damages to roads, footpaths and services underneath or adjoining, whether on public or private land, if caused by the contractor or their subcontractor.</p>
<p>4. Will any damage to private fences and property be made good afterwards? (2 questions)</p>	<p>Yes, as above. The contractor will be responsible for making good any damages, whether on private or public land, if it is caused by them or their sub-contractor.</p>
<p>5. Will alternative garages be offered to the garage tenants at Wolfs Wood? (1 question)</p>	<p>Yes, although there may be a waiting list for some of our other garage sites we will do our best to offer you an alternative garage at a nearby location. If you are interested in renting another garage you should email: ECordovaGuerrero@tandridge.gov.uk or ring the Council on 01883 722 000 and ask for Emma Cordova Guerrero.</p>
<p>6. Did the Council remove garage doors and lintels to make them look worse? (1 question)</p>	<p>No. When a decision has been taken to redevelop a garage site, the doors in good condition may sometimes be removed and used as replacements elsewhere in the district. The issue with the garage site at Wolfs Wood relates mainly to the garages of concrete construction. These were inspected in 2018 and identified as too costly to repair. Many of the pre-cast concrete components were breaking up and this exposes the reinforcing bars within which causes them to rust (and makes it worse). The concrete components are old and no longer available to buy for repairs. Because the garages are interlocking, they rely upon each other for structural stability. The garages were therefore vacated on health and</p>

	<p>safety grounds and the site was put forward as having development potential. The brick garages do not have the same problems but they have been identified as also having asbestos roofs which will require replacement.</p>
<p>7. How will traffic, including construction traffic be managed during the building work and where is everyone going to park? (11 questions)</p>	<p>The contractor is required to manage the works with minimum disturbance to members of the public and neighbours, particularly in respect to construction traffic, noise and dust and keeping the highway clear of mud at the end of each working day.</p> <p>A CTMP (Construction Transport Management Plan) will need to be submitted and approved by a planning officer. This is a detailed plan that identifies hazards and sets out particular controls so that the movement of vehicles and pedestrians on a construction site is managed and coordinated. This will typically include:</p> <ul style="list-style-type: none"> • Parking for vehicles of site personnel, operatives and visitors • Loading and unloading of plant and materials • Storage of plant and materials • Vehicle routing • Measures to prevent the deposit of materials on the highway <p>Contractor vehicles will need to be accommodated on the site and they will not be permitted to park in residential spaces preventing you from parking outside your homes.</p> <p>As part of the works we are also considering providing dropped kerbs and off-road parking for properties in very close proximity to the development site.</p>
<p>8. Who was invited to the public consultation? (2 questions)</p>	<p>Residents of 1-23 Hurstlands (odd numbers) Residents of 127 – 137 Pollards Oak Road (odd numbers) Residents of 68 – 156 Wolfs Wood (even numbers) The Headteacher of Hurst Green school The Manager of the Children’s Centre The current garage tenants at Wolfs Wood garages Local ward members</p>
<p>9. Why have the residents from the flats already been re-housed when planning has not been approved? (1 question)</p>	<p>On previous developments the Council has waited until planning approval is received before decanting existing residents. However, this leads to prolonged periods of uncertainty</p>

	for the residents. In addition, some of the flats required money to be spent on them quite urgently and so the decision was therefore taken to allow residents to bid for alternative accommodation once they were formally told about the plans.
10. How is the development being funded and can the Council afford it? (2 questions)	The Council's house building programme is funded through a combination of income from rents, Right to Buy receipts and low interest loans available to public sector organisations. It may also be possible to get Homes England grants in the future. It is not funded from council tax.
11. Who will own the finished scheme? (2 questions)	The homes will be owned by Tandridge District Council and allocated to households on our housing register.
12. When and how will residents be told when construction work will be happening? (2 questions)	If planning is approved, the Council will appoint a contractor who will contact residents and introduce themselves. They will give names and contact numbers for the site management and are required to provide newsletters to residents to let you know what works are happening when and any other information that they think will be useful for you to know. We can request that they communicate in advance about particularly noisy and intrusive works including the demolition of the existing garage blocks.
13. The drawings show hedges around the car park. What type will they be and who is responsible for maintaining them? (1 question)	It is too early to say at this stage, but a landscape contractor will be consulted for advice. The contractor will be required to produce a landscape plan which will include the detailed planting proposed. The contractor is usually responsible for the maintenance of the landscaping for the first 12 months following completion and then the responsibility passes to the Council.
14. Are the new houses on the same footprint as the existing dwellings? (1 question)	No, in some cases the new buildings may be slightly closer to existing boundaries. This is to make best use of the land available, maximise the parking that we can create on the site, retain as many existing trees as possible and avoid the root protection zones of those trees.
15. What about overlooking? (3 questions)	The designs meet planning requirements in relation to minimum distances and overlooking. Overlooking has been kept to a minimum by designing the internal layouts so the windows closest to existing boundaries are secondary windows i.e. bathrooms, bedrooms, kitchens etc

<p>16. What will the boundary treatment be, and will my boundary be left open at any time? (2 questions)</p>	<p>Generally, our boundary treatments tend to be 1.8m close boarded fencing, using concrete gravel boards and concrete posts. The contractor will be asked to programme the boundary fence installation early in the construction process. When the garages are demolished the boundaries will be protected immediately using Heras fencing and the new fences will be installed asap after.</p>
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Council House Building Programme - Pelham House

Housing Committee Tuesday, 4 October 2022

Report of: Executive Head of Communities

Purpose: For decision

Publication status: Unrestricted

Wards affected: Harestone

Executive summary:

This report seeks approval for Officers to prepare detailed proposals for the redevelopment of Pelham House in Caterham. This scheme will be the next development within the Council's extended house building programme and will involve the demolition of the existing block of 12 one-bed flats and studios and the development of new and much needed family sized affordable homes for rent.

This report supports the Council's priority of: Creating the homes, infrastructure and environment we need/ Becoming a greener, more sustainable District

Contact officer Nicola Cresswell Housing Development Specialist
NCresswell@tandridge.gov.uk / 01883 732897

Recommendation to Committee:

It is recommended to Members that:

- A. Officers prepare detailed proposals for the development of Pelham House in Caterham for a mix of 3 bedroom houses and 1 and 2 bedroom flats for affordable rent and submit a planning application to develop the site and approve a budget of £3,667,926 for the project;
- B. Authority be delegated to the CEO in consultation with the Council's Leadership (as detailed in Standing Order 46 of the Council's Constitution) to procure and award a contract for the proposed development to the most economically advantageous tenderer, subject to the outcome of the planning process and construction costs being within the approved budget;

- C. The above approval to proceed includes the appointment of an architect, Employers Agent and other specialist consultants and surveyors to act for, or advise, the Council and the commissioning of necessary reports to take the schemes forward through to completion, all subject to the Council's Standing Orders and Financial Regulations;
- D. Should approval be given to proceed with the redevelopment scheme, work to rehouse residents displaced by the redevelopment will commence following this Committees decision being ratified by Full Council, including the payment of compensation where eligible.

Reason for recommendation:

The recommendations support one of the Council's key strategic objectives and seeks to address in part the district's need for affordable rented housing, particularly family sized homes.

Where it is possible, the early decanting of properties the subject of demolition will reduce stress and uncertainty for affected tenants who might otherwise have to wait a further 6-9 months for a planning decision and reduces the time between a planning consent being granted and construction being able to start. The construction of the new sheltered housing scheme at nearby Wadey Court is the catalyst for bringing forward this proposal at this time.

Introduction and background

1. At its meeting on 11th March 2021 this Committee approved a 5-year extension to the current Council House Building programme and gave specific approval for Officers to develop proposals for the developments at Wolfs Wood, Hollow Lane and Featherstone, bringing forward the first 35 homes under the programme. This proposal will see the demolition of 8 one-bed flats and 4 studio flats with 10 replacement dwellings consisting of 6 x 3-bed houses, 2 x 2-bed flats and 2 x 1-bed flats.
2. The proposal involves redevelopment and it will be necessary to rehouse tenants into alternative accommodation and compensate them for having to move home. Considerable care is taken when moving residents, particularly older people, and Officers have gained much experience in doing so in recent years. Compensation covers the costs relating to moving home and, residents of more than 12 months are also eligible for a statutory home loss payment.
3. On past schemes rehousing has taken place after planning consent has been granted, however this causes considerable stress and uncertainty for affected tenants so where it is possible, subject to Committee's approval of a scheme, the decanting of residents commences from the Committee's decision to proceed with a project, including the payment of compensation.
4. 25% of the stock developed in the extended Council house building programme is proposed to be for social rent. A decision over whether or not this scheme can be let at social rents will be confirmed at a later date due

- to the escalating costs of construction that the sector is experiencing currently.
5. Pelham House was built in 1976 as a sheltered housing scheme. However, the design no longer meets modern expectations for older persons housing in terms of accessibility. Windows and doors are due for replacement in the next couple of years and like many blocks, there will be a cost in the future associated with making the building thermally efficient to meet the Government commitment of zero carbon.
 6. The main catalyst for looking at the development potential of Pelham House is the development of a modern sheltered housing scheme at Wadey Court, less than 500 meters away. Pelham House no longer meets the standards expected of an older persons' scheme in terms of mobility needs. There are no communal facilities and no lift serving the first floor. In contrast, Wadey Court will have lift access to all floors and flats will have wet rooms and their own private outdoor space as well as a communal lounge and patio for socialising. Despite the obvious disturbance involved in a move, the sheltered housing residents at Pelham House will be provided with significantly improved accommodation and by extension quality of life. There has been very little resistance to the proposals from existing residents of Pelham House.
 7. The provision of the sheltered housing scheme at Wadey Court delivers against the first objective of the current Housing Strategy – Building the homes we need and in particular para 2.28 which is to reduce the stock of sheltered housing and focus delivery in five key areas of Warlingham, Caterham Hill / Valley, Oxted / Hurst Green. Godstone / Bletchingley and Lingfield / Dormansland.
 8. Pelham House sits on a site that is approx. 0.25 hectares. It is in a sustainable location, close to Caterham town centre and therefore is well suited to for use to provide much needed family sized housing to low-income households on the housing register. It is proposed to develop 6 x 3-bedroom houses to the rear of the site and construct a block of 2 x 2 bed and 2 x 1 bed flats at the front of the site, giving the appearance of a large single dwelling in keeping with the rest of the street. The dwellings will meet the Council's adopted Net Zero Carbon (operational) targets and deliver Bio-Diversity Net Gain as well as meet the requirements of the Council's Compensatory Tree Planting Scheme (providing an opportunity to enhance the woodland beyond the site).
 9. The budget cost, including contingencies and compensation for tenants having to move home is £3,667,926 (this includes the budget of £50,000 towards pre-application advice approved by this committee in March 2022).
 10. The decanting of tenants will be dictated by the completion of Wadey Court but in the interim period Officers will be able to commence with the preparation of a full planning application with a submission target of Spring next year and a start on site in 2023/24.

Other options considered

11. The other options considered were to retain Pelham House as sheltered housing and not to decant residents into Wadey Court. However, Pelham

House no longer meets modern day expectations for older persons housing, particularly in terms of mobility needs and the scheme could become even harder to let, especially the studio flats and first floor flats if it were to be retained as sheltered accommodation. If Pelham House were to be retained but re-categorised as general needs accommodation it would not be able to meet the overwhelming need for family housing, being made up of only one-bed and studio flats and the position of the existing building would prevent the development of 3-bed houses in the remaining space.

Consultation

12. Ward Members were consulted on the proposals in March 2022 and the new ward Member for Caterham Valley was also consulted following the May elections. Residents of Pelham House were informed of the proposals in March 2022 and subsequently consulted under S105 of the Housing Act between May and June. Furthermore, this Committee at its meeting on 11th March 2022 approved a pre-app budget for the scheme of £50k. Officers have now consulted with the Council's pre-app Officer and received some positive pre-app advice for the proposals in the current form.

Key implications

Comments of the Chief Finance Officer

The Housing Revenue Account(HRA) has funds within its capital programme to provide funding to cover the proposed recommendations. As noted in the report it was agreed that the Council would continue to develop and build the HRA property portfolio and the 30 year HRA business plan supports this strategy.

Comments of the Head of Legal Services

The Council has statutory powers to deliver the Council house building programme set out in this report and to undertake the related procurement activity under the general power of competence under section 1 of the Localism Act 2011, section 111 of The Local Government Act 1972, and all other enabling powers.

All procurement must be undertaken in compliance with The Public Contracts Regulations 2015 and the Council's Contract Standing Orders.

Equality

15. The letting rather than the development of housing for sales is key to issues of equality. New housing developed reflects the housing priorities at the time it is conceived, is designed to mitigate against fuel poverty, be mobility friendly and be of a size sufficient to promote working from home.

Climate change

16. The new housing will achieve the Council's adopted target of Net Zero Carbon (operational) and the developments will deliver Bio Diversity Net Gain including the planting of new trees in accordance with the Council's Compensatory Tree Planting Scheme.

Appendices

None

Background papers

None

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Adoption of Private Sector Housing Assistance Policy

Housing Committee Tuesday, 4 October 2022

Report of: Executive Head of Communities

Purpose: For decision

Publication status: Unrestricted

Wards affected: All

Executive summary:

The Private Sector Housing Assistance Policy ('the Policy') sets out the types of financial assistance available from the Council to undertake essential works and disabled adaptations, in the form of grants or loans, along with any conditions attached to receiving this financial help. These are as follows:

- **Mandatory Disabled Facility Grants (DFGs)**, which are provided under the Housing Grants Construction and Regeneration Act 1996 to support the provision of adaptations to promote independent living within the home. Local Authorities have a statutory duty to provide mandatory DFGs to applicants who qualify.
- **Discretionary financial assistance**, given under Article 4 of the Regulatory Reform (Housing Assistance) (England and Wales) order, which enables Council's to make funding available to carry out repairs, improvements and adaptations, along with the conditions attached to any discretionary award made.

The Council has consulted widely on the draft Private Sector Housing Assistance Policy and made some revisions. The Committee is invited to approve and adopt the final text of the new policy which is set out in Appendix A.

This report supports the Council's priority of: Creating the homes, infrastructure and environment we need.

Contact officer Jane Ellis Resident Support Specialist
jellis@tandridge.gov.uk – 01883 732826

Recommendation to Committee:

That the Committee adopt the final version of the Private Sector Housing Assistance Policy at Appendix A.

Reason for recommendation:

The current Policy has not been reviewed since 2018 and needs to be updated to ensure that best practice is adopted, to ensure funding decisions are made lawfully, transparently, and consistently and that the support available is targeted effectively to meet the needs of vulnerable and disabled residents.

Introduction and background

- 1 At the Committee on 21st June 2022, Members gave approval for Officers to carry out non-statutory public consultation on the draft Private Sector Housing Assistance Policy, following a two-week consultation period with Members regarding the draft policy.
 - 1.1 Public consultation commenced on 18th July 2022 and concluded on 12th August 2022.
 - 1.2 Consultation included direct contact with Surrey County Council's Occupational Therapy Teams for both adults and children, the District's Health and Wellbeing Board, Citizens Advice Bureau, community disability representative groups, Housing Associations operating in the District and Council colleagues. A survey was also produced and promoted on the Council's website for residents to complete, which additionally was promoted via the Council's social media pages and in the Council's e-newsletter to residents.
 - 1.3 Following the conclusion of consultation, the Policy has been revised further and the final version is attached. Members are asked to consider the final version of the Policy before agreeing to adopt it.

Other options considered

- 2 Consideration was given to not reviewing this policy at this time but that would have left the Council operating under a policy that was out of date and which does not reflect best practice.

Consultation

- 3 Clarion Housing Association have agreed to provide a financial contribution towards works in their homes in the District in line with the Policy at Appendix A as follows:
 - works costing up to £1,000 Clarion to fund 100%.
 - works costing between £1,000 and £10,000, Clarion to fund 40% and the Council to fund 60% (where DFG eligible).
 - works costing between £10,000 - £30,000, the Council to fund 100% (where DFG eligible).
- 3.1 While consultation with Housing Associations has concluded, there is a need for ongoing discussions with some housing providers regarding their provision of a financial contribution towards major works.
- 3.2 Raven Housing Association have advised they are unable to enter discussions on this point at present as they currently do not have an officer in post responsible for major adaptations. The new post holder commences in September 2022 and in preparation for them starting in this role, Raven have asked for data from previous years, so they can understand the level of budget impact of this request. They have committed to reviewing our request when the new Adaptations Manager commences their role, along with confirming the potential to take any funding request to their budget setting meetings in November 2022.
- 3.3 London and Quadrant (L&Q) advised they were unable to assist with financial contributions as they are transferring the stock they own in our District to Southern Housing Group in December 2022. This Council has explained that in the interim until the stock is transferred, the Council will formally request a contribution on a case by case basis as the need arises. We have asked L&Q to make Southern Housing Group aware of the need to contribute towards major adaptation works in their homes when they take over the stock (which they have agreed to do) and Officers from this Council will continue this conversation with Southern Housing Group directly later in the year.
- 3.4 MOAT declined to comment regarding the consultation as they only own two equity loan properties in the District, so there is no impact at present for them arising from this change.
- 3.5 Other larger sized Associations did not respond to the consultation (Habinteg, Guinness Trust, Rosebury and Optivo). Officers will follow up and continue the conversation regarding the provision of a contribution towards major works in due course and will advise them of the change in policy, (if the new

Policy is adopted). If any cases arise before agreement is reached they will be discussed individually on a case by case basis.

- 3.6 Depending on the progress of these discussions, Officers will decide later in the year whether to take this issue to the Surrey wide aids and adaptations group to discuss further.
- 3.7 There have also been discussions with smaller providers, but it quickly became apparent that it is not equitable or practical to request a financial contribution from associations who have less than 50 units in total nationwide.
- 3.8 Housing providers who hold 50 units or less tend to be small charities, almshouses and trusts and are not for profit organisations providing low cost community housing, usually with support, for local people in housing need. The smallest ones are run by volunteers and rely on fundraising, donations and legacies so have limited funding capacity. The small providers spoken to also advised they have a low turnover of tenants, often retaining the same tenants for 20 years or more and that they do try to fund as much of the adaptation works as they can from their own budgets and would only approach the Council for assistance with very large works. This means that it is likely that the works they would seek assistance with would be higher cost and more likely therefore, to be fully funded by the Council under the Policy. If these smaller providers began to approach the Council for more works between £1,000 and £10,000, this would have a detrimental impact on the DFG budget.
- 3.9 A review of major adaptations funded over the last three years confirms that there were no cases of major works completed in the homes of registered housing providers who own less than 50 units. Officers therefore recommend taking a pragmatic approach by awarding these small providers "de minimis" status in the new Policy as their budgetary impact on Disabled Facility Grants is so small, it can be considered immaterial. In addition, as highlighted previously in this report, if more smaller providers with 50 units or less came forward to request funding for mid-range cost adaptations between £1,000 and £10,000, this could be detrimental to the Council's budget. Granting de minimis status in this way would have a negligible impact on the Council as it is by focussing the requirement for a contribution towards the larger associations is where this Policy change will have the most impact
- 3.10 Consideration has been given to charging these smaller providers a lesser amount than that set out in the Policy, but it is not practical to do so as this approach would create an unhelpful level of complexity and challenge and could cost the Council more as there would be a need to pay for more works for smaller providers than currently. Complexities around the level of contribution would develop as what may be considered a reasonable percentage to request from one small provider, may not be reasonable for another smaller provider and will create opportunities for challenge. This approach would also cause delays for disabled people in a situation where the Council cannot enforce the payment of a contribution.

3.11 This complexity would also impact on wider negotiations should this discussion be taken to the Surrey wide aids and adaptations group to seek a collective conversation with regards to securing a financial contribution towards major works. It is most unlikely that other authorities across Surrey would agree to request a financial contribution from small charities and trusts for the reasons set out in this report. To be successful as a collective group, there would be a strong need for parity and to harmonise the approach taken to obtain a Surrey wide consensus, but this will be even more difficult if providers are treated differently.

3.12 Consultation comments were also received from the Adult Occupational Therapy team which mainly requested some clarifications and corrected errors and omissions, as did the consultation with Council colleagues.

3.13 Six people responded to the survey published on the website. Five responses agreed with the following proposals, with just one response not in agreement for each one:

- That Council Tax Support should be included as a passported benefit;
- That a discretionary grant of up to £2,000 should be introduced to alleviate hardship;
- That funding should be repaid so it can be used to help other people in future;
- That funding should be made available for a Winter Warmth Loan for people with qualifying health conditions;
- That funding should be made available to install stairlifts and/or ramps up to the value of £15,000 without applying a means test, meaning they are free to all, irrespective of income and capital. However, following consultation it has been considered prudent to amend this award due to the anticipated strong uptake of the Winter Warmth Loan following the broadening of the eligibility criteria as a result of consultation. This £15,000 award has now been reduced to funding a stairlift or modular ramp only (not both) to the value of £10,000 without applying any means test.

3.14 Some additional commentary was provided in relation to these proposals, which was considered and reviewed in detail but did not result in any significant changes being made to the Policy. Full details are set out in the consultation statement that supports this Policy.

3.15 Four responses disagreed (and one agreed) that loans of up to £7,000 should be made available and interest charged on the loan given to cover serious disrepair in owner occupied homes.

3.16 Some additional commentary was provided with these responses as follows:

- Concerns about repayment were raised at the point the property was sold, should the applicants home fall into negative equity;
- Concerns that people will not understand what compound interest is and this will put people off taking up much needed help;

- Concerns that this assistance is not available to those in privately rented accommodation;
- A suggestion that the interest rate proposed is too low.

3.17 The loan of up to £7,000 to remedy serious disrepair has been so designed to promote responsible borrowing, as it is likely to be taken up by residents whose credit rating prevents them from borrowing on the high street. This help is being made available as the Council is committed to providing access to responsible borrowing to widen access to savings and credit as part of Levelling Up goals, as well as achieving the overarching purpose of this Policy which is to improve people's housing conditions to achieve better health and wellbeing outcomes. This ambition to widen access to responsible credit and to improve housing conditions must be balanced with the need to take all reasonable steps to protect public funds for the benefit of all residents and so interest is charged so that the loan hasn't been totally devalued by inflation when it is repaid many years into the future. To avoid excess profit making on loans, Officers have recommended that a low interest rate is charged at base rate plus 1.5% as annual compound interest and it remains the view of Officers that this is a reasonable approach.

3.18 When deciding to award a loan, it is set out in the Policy that the Council will consider the value of any mortgage or other loans secured on the property and any large unsecured debts before agreeing the funding and will undertake a careful evaluation as to whether the loan should be given. If the loan goes ahead, it will be registered as a full legal charge on the property and where this is not possible a local land charge will be registered instead. At the point the loan is due for repayment, should there be insufficient equity in the property to repay the loan, then a decision will be made on recovering the debt in line with the Council's corporate policy on writing off debt, taking into account the cost and likelihood of recovery and any other significant factors.

3.19 The comment regarding how easily understood compound interest is has been noted. Officers will ensure that service information and loan documentation developed to support this category of financial assistance explains this clearly and simply, using everyday language so that it is easy to understand.

3.20 There were no comments from any other sources.

3.21 The Policy will be reviewed again by officers in both six and twelve months' time from adoption to ensure that it is working effectively, without any unintended impacts. Should any issues arise during this time, they will be brought to the attention of the Housing Committee and the policy adjusted if necessary.

Key implications

Comments of the Chief Finance Officer

Although the funding of the projects come from Better Care Funding we still must ensure that we get value for money and distribute funding in a fair, transparent and robust way that stands up to external scrutiny.

It is important to ensure that the Council only undertake adaptations and works which they are responsible for and that they are targeted towards households with greatest need.

Given the constrained financial environment in which the Council operates, adaptation spending must be kept within the available amount. This is achieved by managing in-year variances through grant-funded reserves ring-fenced for the purpose and by careful monitoring of grants against the available budget.

Comments of the Head of Legal Services

Under the Housing Grants, Construction and Regeneration Act 1996, supported by amendments through the Housing Renewal Grants (Services and Charges) Order 1996 and the Regulatory Reform (Housing Assistance) Order 2002 subject to certain eligibility criteria being met, the Council has a statutory duty to provide disabled facilities grants and general power to provide discretionary financial assistance if needed. The proposed Policy provides a formal framework against which the Council can deliver mandatory grants and exercise its discretion in providing financial assistance under the increased powers provided for by the legislation.

Article 4 of the Order prohibits the giving of assistance unless the local housing authority has adopted a policy for the provision of such assistance and they have given the public notice of such adoption. Once adopted, the power to provide financial assistance must be exercised in accordance with the policy.

The adoption of a revised Policy allows both the efficient use of the budget and improves the outcomes for disabled residents, tenants, and owner occupiers alike. Offering a wider range of discretionary assistance will enable the Council to assist a greater number of disabled people, their families, and carers and to help people remain as well as possible at home.

Equality

The Equality Act 2010 defines a disabled person as someone who has a physical or mental impairment which has a substantial and long term adverse effect on his or her ability to carry out normal day to day activities. Disability is a "protected characteristic" within the meaning of that Act. Section 149 of the Act imposes upon public authorities a duty (the "Public Sector Equality Duty") to advance equality of opportunity between persons who share a relevant protected characteristic (such as disability) and persons who do not share it, and also to remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic.

A Preliminary Equality Impact Assessment has been completed which will be updated following the conclusion of the consultation period. A copy of this assessment is available as Appendix 'B' of the background papers to this report.

The Private Sector Housing Assistance Policy is specifically aimed at vulnerable and disabled people with a clinical need for adaptations and repair works to their home. The service promotes independent living for disabled people, improving their quality of life.

The policy ensures that the Council fulfils its duties to promote equality and eliminate discrimination.

Climate change

The Council will where possible ensure that materials used are sourced from sustainable materials and work with its contractors to ensure materials are recycled

Appendices

Appendix 'A' - Private Sector Housing Assistance Policy (FINAL)

Background papers

- 1) The preliminary Equality Impact Assessment has been finalised and is available as a background paper on request or [here](#).
- 2) The consultation statement for this Policy is available as a background paper on request or [here](#).

----- end of report -----

Tandridge District Council
Private Sector Housing Assistance Policy
September 2022



Tandridge District Council
Private Sector Housing Assistance Policy

1.0 Introduction

- 1.1 The Council is committed to supporting the availability of good quality private sector housing stock in the District so that all residents can have choice and the opportunity to access housing that best meets their needs.
- 1.2 It is well established that poor quality housing negatively influences health, independence and wellbeing outcomes. By supporting the availability of good quality and safe housing, the Council can contribute towards improved outcomes for residents. This is because providing financial support for works that enable people to live independently in their own home for longer and which reduce accidents, also helps alleviate pressure on other acute services and care.
- 1.3 While this Policy promotes the Council's ability to help achieve these important outcomes, primarily it remains the homeowner's responsibility to maintain their property to a reasonable standard. The aim of this Policy, therefore, is to provide financial support in a targeted way to those who are disabled or vulnerable, on a low income but are in the greatest need, who are unable to make their properties safe without assistance. As a result, these most vulnerable residents have some protection from living in the worst maintained and unsafe housing and from achieving the poorest health outcomes.
- 1.4 This Policy sets out the types of financial assistance available from the Council to undertake essential works, which is in the form of grants or loans (or both), along with any conditions attached to receiving this financial help as follows:
- Mandatory Disabled Facility Grants (DFGs), which are provided under the Housing Grants Construction and Regeneration Act 1996 to support the provision of adaptations to promote independent living with the home. Local Authorities have a statutory duty to provide mandatory DFGs to applicants who qualify.
 - Discretionary financial assistance (which may be given either in the form of a grant or a loan or both), given under Article 4 of the Regulatory Reform (Housing Assistance) (England and Wales) order, may be available to carry out repairs, improvements, and adaptations, along with the conditions attached to any discretionary award made.
- 1.5 This policy also sets out how the Council has exercised discretion to extend or amend eligibility criteria for assistance and will remain in force until a further Private Sector Housing Assistance Policy is published.

2.0 Policy Aims and Framework

- 2.1 This Policy has also been developed with regards to the Housing Grants Construction and Regeneration Act 1996 which sets out the framework for the delivery of disabled facility grants (DFGs) and also the DFG delivery guidance published in March 2022: Disabled Facility Grant (DFG) Delivery: Guidance for Local Authorities in England.
- 2.2 The link between health and housing has also been reinforced through the housing health and safety rating system which came into force in April 2006 and now forms part 1 of the Decent Homes Standard.
- 2.3 This Policy has also been developed to meet local priorities in the District having had regards to local housing conditions and relevant guidance, including Better Care Funding guidance.
- 2.4 This Policy aims to:
- Reduce the number of homes with serious hazards as identified by Health and Housing Safety Ratings System;
 - Ensure the Council complies with statutory duties in relation to the award of mandatory DFGs and where budget allows, to enable effective use of discretionary DFGs to promote the health, wellbeing and independence of people who are disabled or who have a long-term health condition;
 - Achieve safe discharge from hospital to home for residents of the District where the fast installation of adaptations and minor works can ease “bed blocking”;
 - Provide support to help those who are elderly, disabled or who have a long-term health condition to continue to live safely in their home.
 - Maximise the use of any financial assistance given under this Policy and so sets out how the Council will seek repayment of any grants or loans awarded under this Policy. This is to enable the money repaid to the Council to be re-used to assist as many others as possible, who fall within the scope of this Policy.

3.0 Mandatory Disabled Facility Grants

3.1 Purpose

- 3.2 This mandatory grant is available to remove or help overcome any obstacles which prevent a disabled person from moving freely into and around their home and enjoying the facilities and amenities within it.

3.3 Eligibility to apply

- 3.3.1 This grant is available to owners, tenants, licensees and occupiers to help adapt their homes to meet the needs of a disabled occupant. Landlords may also apply for a DFG on behalf of a disabled tenant but must satisfy the requirements of future occupancy. Tenants of housing associations and Registered Providers

of social housing can apply for DFGs and are assessed for needs on the same basis as private owners.

- 3.3.2 While the entitlement to apply for a DFG is open to all tenures, major adaptation works for the Council's tenants are handled via the Council's Aids and Adaptations Policy for Council Homes and are wholly funded using the Council's own Housing Revenue Account (HRA) capital budget. This is because DFG grant funding cannot be used for works in Council homes. The Council's Aids and Adaptations Policy for Council Homes has been developed to mirror the provisions of mandatory DFGs with some additional flexibilities to enable the Council to best manage its housing stock.
- 3.3.3 Where a tenant of this Council has been refused works under the Aids and Adaptation Policy for Council Homes, they are able to access the mandatory DFG application process set out under the Housing Grants Construction and Regeneration Act 1996 and in line with this Policy. If the conditions for a mandatory DFG are met, the "grant" will be awarded but the Council cannot use DFG funding to pay for the works and must still fund all the agreed eligible works from its own HRA capital budgets.
- 3.3.4 Not every applicant will qualify for a DFG. The Council understands that those who are not eligible for DFG assistance still require access to reputable contractors of good quality. If an applicant is not eligible for a DFG and has not been able to take their application forward, they may still use the Council's Home Improvement Agency (HIA) to progress the work to their property privately (subject to the HIA having adequate capacity to take on private works).

3.4 Works Eligible to be included in a mandatory DFG

- 3.4.1 The Council will decide what works are eligible to be included in a DFG application by confirming that the works are necessary and appropriate and reasonable and practicable. This will be confirmed after consulting with Surrey County Council following a referral from an Occupational Therapist (OT) or Trusted Assessor.
- 3.4.2 It is the Policy of this Council to only fund works that are mandatory as prescribed by the Housing Grants, Construction and Regeneration Act 1996.
- 3.4.3 Mandatory DFG funding can be awarded for the following purposes:
- For works to aid entry and exit from a building e.g., installation of ramps;
 - For works to aid access into and around living areas e.g. installation of stair lifts;
 - Provision of accessible kitchen and bathroom facilities;
 - Improvement of access into and around the home;
 - Access to suitable sleeping facilities;

- Facilitating access by the disabled occupant:
 - To and from the dwelling;
 - To a room used or usable as the principal family room;
 - To a room used for or usable for sleeping;
 - To a room where there is a lavatory;
 - To a room in which there is a bath or shower;
 - To a room with a wash hand basin and;
 - To enable the disabled person to give care.
- 3.4.4 The maximum amount of grant allowed will be £30,000, or other such amount determined by the Secretary of State and the grant award will include funding to cover the cost of works, any professional fees and VAT where payable. Where the cost of the agreed eligible works exceeds the £30,000 threshold, top up funding of up to £10,000 can be applied for under this Policy (see 3.20 Discretionary Top Up funding).
- 3.4.5 Applications for grant aided work will not normally be considered where works have started but have not been completed or where work has been completed before applying for a grant.
- 3.4.6 Works outside the curtilage of the property are not eligible for assistance unless they relate to the provision of essential services such as water, gas or electricity or access for a disabled person.
- 3.4.8 Should the applicant wish to slightly enhance the recommended adaptation over and above the referral recommendations then they may do so at their own expense and should discuss this with the contractor directly as a private arrangement.
- 3.4.9 If the applicant's preferred scheme is more extensive than the Council's accepted scheme, the Council may consider providing an offset grant. An offset grant is where the mandatory DFG is provided as a financial contribution towards the applicant's preferred scheme. This must be discussed at the outset of making an application for grant funded works and there will be additional conditions on the grant notice to protect public funds and ensure that what is delivered on site at the property meets the needs of the disabled person.
- 3.4.10 The Council will consider a minimum of two contractors to quote for the recommended adaptation works unless there are exceptional circumstances, such as the works are only delivered by one or very few specialist providers.
- 3.4.11 The Council will always choose the most cost-effective quote, and should the applicant wish to approve a more expensive quotation the additional cost must be met by the applicant directly. Particulars of the work to be carried out may include, where appropriate, plans, specifications and specialist reports.
- 3.4.12 Works funded by DFG monies will be the simplest and most cost-effective adaptations that will meet the clients assessed needs. For example, facilities

will be provided on the ground floor unless the Council judges that to be impractical or more costly. Wherever the Council judges it to be a practicable and realistic option, the re-ordering and/or change of use of existing rooms will be the preferred solution and will take precedence over both the construction of extensions and the installation of equipment.

- 3.4.13 Where adaptations are deemed not reasonable and practical by the Council a Disabled Relocation Grant as set out under this Policy at para 3.11 may be offered to help the applicant obtain a more suitable property that can be adapted.

3.5 Means Testing

- 3.5.1 A mandatory DFG is subject to a means-test set out in regulations (unless the application is for a child and then no means test is applied).
- 3.5.2 The amount of grant awarded is reduced by any client contribution calculated under the means test. This means that in some cases, an applicant will have to pay the cost of some or of all of the works, depending on their level of assessed contribution.
- 3.5.3 The Council offers a discretionary grant of £1,000 to cover an applicant's contribution towards the cost of adaptations, which can in exceptional circumstances at the discretion of the Resident Support Specialist responsible for this Policy, be increased to a maximum of £2,000.
- 3.5.4 If an applicant is found to have a contribution that exceeds the cost of the adaptation works, the Council will be unable to offer any grant funding.
- 3.5.6 In these circumstances, the applicant will be advised they may proceed with a NIL grant.

This means that the applicant may make a DFG application if they wish and if eligible, a NIL grant will be awarded, with the applicant having to cover the cost of the work themselves. The benefits of proceeding with a NIL grant are that if an applicant's health or mobility deteriorates (within five years for tenants or 10 years for owners) from the date of the NIL grant award, any further mandatory DFG application would not be subject to any means test and could be awarded in full.

- 3.5.7 To ease hardship further on low-income households, the Council will exercise discretion and also include Council Tax Relief as a passported benefit under this Policy. This will enable any household in receipt of Council Tax Relief to receive a non-means tested mandatory grant.

3.6 Housing Association Contribution

- 3.6.1 Due to the increasing use of DFG funding for Housing Association properties, the Council seeks to work collaboratively with Housing Associations operating in the District to provide major adaptations quickly. Housing Associations have equality duties towards their tenants and can access funding from their own internal adaptation budgets to meet the needs of disabled people living in their homes. To make the best use of the public funds available so that as many people as possible can be assisted with grant funded major adaptations.

Housing providers with a total of less than 50 units nationwide will be awarded “de minimis” status under this policy as they tend to be charities, alms houses and trusts and so are not for profit organisations, relying on donations and legacies to deliver small housing schemes for local people.

3.6.2 Housing Associations will be asked to contribute funding towards the cost of major adaptation work in their homes as follows:

- Cost up to £1,000 – housing associations to fund 100%;
- Cost between £1,000 and £10,000 –housing associations to fund 40% and The Council to fund 60% via DFG (where mandatory DFG eligible);
- Cost over £10,000 up to £30,000 – the Council to fund 100% via DFG (where DFG eligible).

3.6.3 Where the cost of works exceeds £30,000, the balance of costs will be handled as set out at paragraph 3.20 Discretionary top up funding.

3.7 Supervision and payment of Works

3.7.1 Applicants are advised to use a suitably qualified person or Agent not just to make the application for a grant but to supervise and arrange the works also. All Agents charge a fee for this service. This role can be undertaken by the Council’s Home Improvement Agency, Millbrook Healthcare Ltd., or another approved surveyor of the applicant’s choice. Should the applicant choose to employ an Agent, the Agent will obtain all necessary Planning and Building Control approvals or arrange specialist reports (such as structural engineer reports) on their behalf, as well as supervising the works on site.

3.7.2 Relevant fees can be paid to the Council’s Home Improvement Agency, Millbrook Healthcare Ltd., or to any other approved managing agent appointed and included as part of the eligible works up to a maximum of 15% of the eligible costs. Building Regulations or Planning approval, or any other agreed professional fees, can also be paid out of the DFG award.

3.7.3 The Council will specify the maximum amount for assistance. These maximum amounts are inclusive of all costs including Value Added Tax and fees. If the final cost of the works is less than the maximum amount specified in the grant notice, the applicant is not due the balance of costs. The remaining funding that has been committed in the grant notice will be returned to budget to be reallocated.

3.7.4 The building works contract will be between the applicant and their chosen contractor. The Council facilitates the grant process only and is not party to any contract for works.

3.7.5 The Council (or the Council’s Home Improvement Agency) will check the quality of all works installed to ensure they are carried out according to the specification of works and in accordance with good building practice. The Council and its Officers are not liable for any poor workmanship and do not provide any guarantee of work. Any faults with the work will be a matter between the

applicant and their contractor and must be discussed directly between these two parties.

- 3.7.6 Where eligible works are not of an acceptable standard, the Council may withhold grant monies and will require the applicant to discuss with their Agent or contractor directly the correction of any issues at their own cost. There can be no additional grant money to rectify problems and to ensure that the standard of works installed are to the satisfaction of the Council.
- 3.7.8 If the Council is satisfied that owing to circumstances beyond the control of the applicant, the work has increased in cost due to unforeseen works, it may increase the assistance subject to the maximum limits allowed. The Council must give its approval of any increase in assistance before the additional cost is incurred.
- 3.7.9 Interim payments can be made if necessary, at the discretion of the Council.
- 3.7.10 The applicant's contribution (if any) will be taken into account in any payment of grant. Any assessed contribution must be paid to the contractor first before any grant monies can be released and evidence of payment provided to the Council.
- 3.7.11 Payments can only be paid for work completed and not for materials not yet used or installed.
- 3.7.12 Eligible works must be carried out to the satisfaction of the Council and an acceptable invoice supplied.
- 3.7.13 Normally all payments for works are paid direct to the builder and fees are paid directly to the Agent or surveyor supervising the works but in appropriate situations (such as for fees), payment may be made to the applicant or another third party directly where the applicant has already paid such costs.
- 3.7.14 Where an escrow agreement exists, payment may be made to such a scheme at the agreement of both parties.
- 3.7.15 Payment of a mandatory DFG may be delayed at the discretion of the Council by up to six months where existing budgets have already been committed.

3.8 Timescales

- 3.8.1 The Council will notify applicants in writing when a decision is reached on their grant application as soon as reasonably practicable and within six months of the date of the complete application is submitted to the Council, with all required supporting documentation.
- 3.8.2 Cases marked as needing the adaptations urgently by an OT can be prioritised. This is aimed to assist those with rapidly deteriorating conditions that are serious, such as for example, motor neurone disease. How much priority can be awarded to such cases is subject to the funding available.

3.9 Repeat mandatory DFG applications

3.9.1 Should an applicant have previously received a DFG, in consultation with the OT, their eligibility for a further grant will initially take into account any decline in their physical or mental health or change in need followed by the application of the eligibility criteria described in this section.

3.10 Discretionary Financial Assistance (Grants and Loans)

3.10.1 The Council's discretionary financial assistance provides targeted support for works that do not fall within the provisions of a mandatory DFG and which promote the health, wellbeing and independence of residents, prevents admissions to hospital and supports successful and safe hospital discharge.

3.10.2 Cases requesting discretionary assistance will be considered on a case by case basis and help is only available subject to budget. Therefore, the discretionary assistance set out in this Policy can be withdrawn temporarily and without notice at any time. Once the budget has been committed, it is not possible to consider any further discretionary awards under this Policy.

3.10.3 Registered Social Landlords (RSLs) have a prescriptive duty of care towards their tenants and can access other sources of funding due to their RSL status to ensure their homes meet certain standards and targets relating to the condition of their properties. This being the case, RSL tenants are only able to access mandatory DFG funding under this Policy and cannot be considered for any type of discretionary funding, except for the discretionary contribution grant to support a mandatory DFG.

3.10.4 Adaptations and minor works for Council tenants are handled via the Council's Aids and Adaptations Policy for Council Homes and this being the case, tenants of this Council are unable to be considered for any type of discretionary funding under this Policy. However, where a Council tenant has been refused assistance under the Aids and Adaptations Policy for Council Homes, they may apply for a mandatory DFG only.

3.10.6 The Council seeks to encourage private landlords who are willing to make their properties available to rent privately for at least five years, thereby increasing the supply of affordable housing in the District. This being the case, discretionary funding, which is means tested, will only be available to tenants in the private rented sector, where the landlord is willing to let to the tenant for at least the next five years and where the tenant intends to remain living in that property for the next five years.

3.10.7 Any request for discretionary grant or loan assistance must be supported by a recommendation from an OT, either working for Surrey County Council, funded by NHS Continuing Healthcare, working independently in the private sector or where applicable and acceptable under this policy, by a member of the Council's Private Sector Housing Team. The Council will consult with the Occupational Therapy Service at Surrey County Council before processing any application.

3.10.8 Not all properties can qualify for discretionary assistance under this Policy. Houseboats and caravans are excluded from the discretionary support available but can apply for a mandatory grant as set out in the Housing Grants Construction Regeneration Act 1996. Sheds, outhouses and extensions such as conservatories cannot be considered, and neither can non-residential buildings.

3.10.9 Discretionary funding can be made available in the form of a grant or a loan, or a combination of both if appropriate.

3.10.10 A land charge is registered on the property to the value of the discretionary grant at the point the date the works are agreed as being completed (the certified date).

3.10.11 A land charge is always placed on an owner's property where a discretionary grant is awarded, and it is expected that the land charge will be repaid if the property is sold or otherwise disposed of, or if the applicant dies or no longer occupies the property (or where it is a joint application, on the death of both applicants). Disposal includes the whole or part of the property and is a conveyance of the freehold or assignment of the lease or the grant of a lease for more than 21 years.

3.10.12 Excluded from this repayment requirement is:

- The discretionary financial contribution grant, which will be recovered, if appropriate, in line with the General Consent Order 2008;
- Discretionary top up funding, may, in exceptional circumstances not be required to be repaid. For example, in the case where top up funding is being given to support a disabled child in a foster placement or severe hardship would result. Otherwise, it is routinely expected to be repaid.

3.10.13 The types of discretionary assistance available under this Policy are below:

3.11 Discretionary DFG Relocation grant

3.11.1 This grant is only available to those who are eligible for a mandatory DFG and who own their home.

3.11.2 It is not always possible to adapt every property to meet the needs of the disabled occupant. The Council will consult with Social Services regarding the needs of the disabled person and will reach a decision whether adaptation works are reasonable or practicable or are not possible on grounds of expense in each case. Where works are not reasonable and practicable, the Council may offer a DFG relocation grant to homeowners to enable the disabled person to move to another property that would be more suitable to adapt.

3.11.3 The maximum DFG Relocation Grant offered is a maximum of £5,000 if the disabled person is moving to a new property outside the District and a maximum of £10,000 if moving within the Tandridge District.

3.11.4 Eligible moving costs include:

- Legal fees;

- Estate Agent's fees;
- Stamp duty;
- Removal costs;
- Survey and valuation costs;
- Reconnection of services, for example, electricity, gas and telephone;

3.11.5 The grant is to assist with moving costs and not the cost of additional capital needed to purchase a property. The disabled person (in case of a child, the parent) must provide agreement in writing that they agree to move.

3.11.6 Financial eligibility for a relocation grant is determined on the same basis as eligibility for a Disabled Facility Grant. A cost benefit analysis will also be undertaken by the Council to justify the award which will consider information provided by the referring OT and the Council's Home Improvement Agency. The Council and OT must also agree the suitability of the new property the disabled person is moving to.

3.11.7 A further DFG could potentially be awarded at the new property (providing all the usual qualifying conditions for a DFG are met) but if the disabled person moves to an alternative home out of District, the application would need to be made to the appropriate Council for the area in which the new property is located and be considered under their Policy. Other Local Authorities may have more demand than they can fulfil and so may hold a waiting list.

3.18 DFG Home Repair Assistance Grant

3.18.1 In some circumstances, a disabled persons home may need additional repairs undertaken to make any adaptations identified as being eligible for funding via a mandatory DFG viable.

3.18.2 This grant is only available to applicants who are eligible for a mandatory DFG and the application must be made by the homeowner (or for a private tenant's application, the landlord). Private Landlords may be required to contribute towards the cost.

3.18.3 This grant can be used to fund repairs to enable the adaptation to function properly, such as repairs to walls or ceilings, small upgrades to electrical wiring or small drainage works.

3.18.4 The maximum grant that can be awarded is £7,000 and the Resident Support Specialist responsible for this Policy has the discretion to increase this amount in exceptional circumstances.

3.19 DFG Contribution Grant

3.19.1 Mandatory DFGs for adults are subject to a means test to determine whether the applicant is required to contribute financially towards the cost of the works. The means test is set out in regulations and the Council has no discretion in applying it¹.

¹ A further means test is not applied to a second DFG application made within five years of the first for a tenant's application or within ten years for an owner's application.

- 3.19.2 However, the Council recognises that there are cases where an applicant may have a contribution to make towards the cost of works when their income and savings are just over the benefit threshold and that in these circumstances paying a financial contribution towards the cost of the works can cause hardship.
- 3.19.3 Where an applicant qualifies for a DFG and has a financial contribution, the Council will consider awarding a discretionary grant of £1,000 to cover the first £1,000 of any financially assessed contribution towards a DFG.
- 3.19.4 The Council also recognises that there may be exceptional circumstances where an applicant will have an assessed contribution of over £1,000 but funding their contribution will cause financial hardship: perhaps for example, due to having to pay for private care. In such cases, this may prevent much needed adaptations being installed and all the preventative benefits of a DFG lost. Where paying the assessed contribution would cause hardship, at the discretion of the Resident Support Specialist responsible for this Policy, a discretionary contribution grant up to a maximum of £2,000 can be awarded to cover all or some of the costs of an applicant's assessed contribution.
- 3.19.5 If an applicant is found to have a contribution that exceeds the cost of the adaptation works, the Council will be unable to offer any discretionary grant funding under this Policy.
- 3.19.6 This grant will not be expressly recovered but the mandatory DFG awarded that this discretionary grant contributes towards will be recovered under the requirements of the General Consent Order 2008 as set out at para 3.27.1. This means that The Council will only recover a portion of the total cost of the works (that between £5,000 and £15,000) by land charge, if it is appropriate and reasonable to do so.

3.20 DFG Discretionary Top-Up Grant

- 3.20.1 The maximum amount of mandatory DFG that can be awarded is set out in legislation as being £30,000.
- 3.20.2 In some instances, the mandatory ceiling of £30,000 has proved insufficient to meet the needs of the disabled person; this is found to be the case particularly in relation to applications for major adaptations for children.
- 3.20.3 The Council will consult with Surrey County Council on developing schemes that meet the needs of the disabled person and every effort will be made to design a scheme of works that falls below the mandatory threshold.
- 3.20.4 Where it is not possible to contain costs below the £30,000 threshold, the Council will consult with Surrey County Council to ensure that the total cost of works is both necessary and appropriate and reasonable and practicable. Where this is agreed, the Council will consider whether it is possible to exercise discretion and award top up funding as a contribution towards the total balance of the cost of works.
- 3.20.5 The maximum top up funding that can be awarded under this policy is £10,000.

3.20.6 Factors the Council will consider before awarding top up funding are as follows:

- The applicant must meet the criteria for a mandatory DFG;
- Does any other agency have a statutory duty to provide funding to meet the eligible needs of the disabled person²;
- Is the applicant able to raise their own finance to pay the top up;
- Is there any charitable funding that can be accessed to cover the costs;
- Is the landlord a registered social landlord and can contribute towards the cost;
- The budget available to the Council at the time of the request;

3.20.7 The financial means test set out in regulations will be applied to top up funding requests as follows:

DFGs for Adults

The means tests for adult mandatory DFGs will be applied once at the point of the initial DFG application.

If the disabled person has an assessed financial contribution to make towards a mandatory DFG of £30,000, the means test will not be reapplied for a second time to the request for top up funding. This is to avoid two amounts of financial contribution being paid. If someone has a contribution greater than the value of the grant work, they will not be entitled to top up funding;

DFGs for Children

Children's mandatory DFG applications are not subject to any means test.

Therefore, the standard DFG means test set out in regulations, will be applied to any top up amount identified as being needed to support a child's DFG. Where the assessed contribution is larger than the maximum top up funding award, no discretionary funding will be awarded. Any calculated contribution towards the top up grant, will need to be paid directly to the contractor first before any grant funding can be paid.

3.20.8 Where a discretionary disabled facilities top-up grant has already been awarded to a disabled person, a future application will only be considered for the same person in very exceptional circumstances at the discretion of the Resident Support Specialist responsible for this policy.

3.21 Stairlift/Ramp Discretionary Grant

3.21.1 Where an OT has identified a need for a stairlift and/or a modular ramp in a disabled persons home, a discretionary grant up to £10,000 can be provided to install either a stairlift or a ramp (one option only).

² *Surrey County Council have duties to meet the needs of disabled children under the Chronically Sick and Disabled Persons Act 1970, Childrens Act 1989 and Care Act 2014. The Health Authority has duties to meet the needs of an identified health need for those in receipt of Continuing Health Care funding.*

3.21.2 This grant has no means test applied to enable these works to be provided as quickly as possible, as a quick and simple way to promote independence and safety.

3.21.3 The responsibility for the maintenance and servicing of any stairlift lies with the grant recipient, including the purchase of any extended warranty. The Council will identify the preferred contractor to supply and fit the stairlift.

3.21.4 Works costing more than £10,000 will need to be addressed via a mandatory DFG.

3.22 Discretionary Winter Warmth Loan.

3.22.1 This loan enables older and vulnerable residents, who are living with long term health conditions and who own their home, to ensure their home is safe and warm (landlords cannot apply). It also enables the Council to make a positive contribution towards reducing the winter death rate amongst older people associated with excessive cold.

3.22.2 The loan is available to households on a means tested benefit (including Council Tax Relief) and can pay for heating (normally replacement gas boilers, controlled by a room-stat, programmer and thermostatic radiator valves) or other insulation measures, such as replacement windows and doors, for which there is no other grant funding or loan available.

3.22.3 Works can be considered for funding in the following circumstances:

- Where ECO funding is not available or is not viable (confirmation required from Action Surrey);
- The applicant is over 60 and has a long-term illness which is at risk of developing complications as a result of living in a cold home for an extended period;
- Confirmation of the long-term illness has been confirmed by a health professional. The cost of obtaining any medical report is the responsibility of the applicant but the cost can be added to the grant and reimbursed.

3.22.4 A list of eligible health conditions is set out below for illustration purposes (this is not an exhaustive list):

- Atrial fibrillation or heart flutter
- Angina or coronary heart disease
- PAD or peripheral arterial disease
- hypertension or high blood pressure
- Osteoporosis or brittle bones
- TIA or mini stroke
- Asthma
- COPD
- Rheumatoid arthritis
- Diabetes
- Cancer
- Alzheimer's/Dementia.

In the case of Alzheimer's/Dementia, funding can be provided to install a safety solution (that must be fixed to the property) to enable working heating to be

provided where there is evidence of cognitive decline. Funding cannot be used to pay the subscription costs of any smart technology enabled care solution.

3.22.5 The maximum loan allowed is £7,000.

3.22.6 The loan is only available to homeowners and is registered as a land charge. There is no interest charged on this loan and the charge is repayable if the property is sold or otherwise disposed of, or if the applicant dies or no longer occupies the property (or where it is a joint application, on the death of both applicants). Disposal includes the whole or part of the property and is a conveyance of the freehold or assignment of the lease or the grant of a lease for more than 21 years.

3.23 Homeowner Repair Loan

3.23.1 Where an owner-occupied property contains a category 1 Hazard which has been identified and confirmed by the Council's Private Sector Housing Team under the Health and Housing Safety Rating System (HHSRS), the Council can make available a Homeowner Repair Loan of up to £7,000 to remedy the hazard. Landlords and private tenants are ineligible for this assistance.

3.23.2 This loan is only available to owner occupiers who are in receipt of a means tested benefit (extended to include Council Tax Relief) or who have a financial contribution of less than £7,000 under the statutory DFG means test.

3.23.3 This loan is available to remedy serious hazards in the home rather than minor works and repairs such as repairs to heating systems. Works costing less than a £1,000 will not qualify for assistance.

3.23.4 Annual compound interest will be charged on the loan at base rate, plus 1.5% at the point the loan is due to be repaid.

3.23.5 The loan (plus interest) must be repaid to the Council when:

- The property is sold or otherwise disposed of (disposal includes the whole or part of the property and is a conveyance of the freehold or assignment of the lease or the grant of a lease for more than 21 years);
- On the death of the applicant or on the death of both applicants if a joint application;
- Or if the applicant(s) no longer live in the property as their principle home. Loans will become repayable where the applicant(s) has not lived in the property for six months.
- If it appears to the Council that the applicant was not entitled to the loan at the time of the loan application being approved, no payment shall be made, and the loan cancelled. If any interim payments have been made, no further payments will be made, and the Council may recover any previous payments.

3.23.6 When deciding to award a loan the Council will take into account:

- The value of any mortgage or other loans secured on the property;
- Any large unsecured debts;
- No loans can be offered if the applicant has outstanding Council Tax arrears or other debt owing to the Council.

3.23.7 The loan will be registered preferably as a legal charge and the cost for registering the charge will be added to the cost of the loan. If it is not possible to register a further legal charge, a local land charge will be registered instead.

3.23.8 When the loan is due to be repaid, the Council will write to the applicant, advising of the date the loan is to be repaid, setting out clearly the interest payable. If the loan is not paid by the due date, interest at base rate, plus 1.5% will be charged **daily** until the loan is paid. Where there is a breach in loan conditions, the loan will be immediately repayable, and interest will be charged at base rate, plus 1.5% daily until it is repaid. If the loan remains unpaid, recovery (or write off) may be considered under the Council's debt recovery policies.

3.24 Supporting Discharge from hospital and preventing admission to hospital

3.24.1 Community Equipment Service

3.24.1.1 The Council provides an amount of funding, which is agreed each year, under its discretionary powers to support Surrey County Council's Community Equipment Service (CES). This is to enable the CES to provide key safes, ramps and grab rails to residents living in Tandridge.

3.24.1.2 This funding supports residents by preventing accidents and avoidable hospital admissions and also enables them to return home safely after a hospital stay.

3.24.1.3 The Council also provides the CES with funding to facilitate the speedy installation of ceiling track hoists, which are a major adaptation that can be funded via a mandatory DFG. This arrangement has been implemented to ensure the fastest access to this specialist equipment.

3.24.1.4 The Council provides funding to the CES to install hoists which cost up to £15,000, to avoid the disabled person having to undertake the DFG application process. Hoists which cost over this amount must be considered via the mandatory DFG process.

3.24.2 Handyperson Service

3.24.2.1 The Council operates a Handyperson Service, which provides a trusted contractor to undertake small jobs in resident's homes, for which it is difficult to engage a contractor.

3.24.2.2 The work undertaken by the Handyperson is small scale and must be able to be completed within two hours and covers a wide range of works including putting up shelving, small amounts of tiling and building flat pack furniture. The service user pays for materials themselves, with labour being charged at a reduced rate.

3.24.2.3 As the Council's Handyman Service has been in operation for more than 20 years, the service has a high profile and excellent reach across the rural District, making the service an excellent way to engage with vulnerable and disabled residents.

3.24.2.4 Using the Council's discretionary powers, funding is provided to the Handyman service under this Policy to pay for the installation of grab rails, ramps and key safes, free of charge in residents homes to supplement the work of Surrey County Council's Community Equipment Service. These free works extend the accessibility of these items to older and vulnerable residents and are offered on a preventative basis.

3.25 Repeat requests for discretionary grants or loans

3.25.1 Further grants or loans will not be awarded for works previously funded under this Policy, except for where an item has reached its normal life expectancy.

3.25.2 A further loan may be awarded when the original loan has been repaid or when the grant conditions expire but another discretionary financial award may be given in exceptional circumstances at the discretion of the Resident Support Specialist responsible for this Policy.

3.26 Maintenance of equipment provided via grant funding

3.26.1 The Council will only fund a standard one-year manufacturer warranty to ensure that the item provided is safe and free from manufacturing defects. Therefore, ongoing suitable arrangements will need to be made to service and maintain the grant funded item as follows:

- Homeowners will be responsible for the ongoing servicing and maintenance of any equipment installed as part of a grant;
- Housing Association tenants may find their landlords will take on the servicing and maintenance provision but as a result they may increase the tenants rent to cover the additional cost. Other Housing Associations may decide that it is the applicant's responsibility to service and maintain the equipment that has been specifically installed. Before the applicant agrees to go ahead with the DFG they need to discuss, and agree, the future servicing and maintenance requirements of any grant funded equipment that is to be installed with their landlord. A discussion also needs to take place regarding the removal of any equipment should the tenant no longer reside in the property.
- Applicants who are private tenants will also need to discuss, and agree, the future servicing and maintenance requirements of any specifically installed equipment with their landlord, and the impact, if any there is on their rent before agreeing to commence with the DFG. A discussion also needs to take place with the landlord regarding the removal of any equipment should the tenant no longer reside in the property.

3.26.2 Where the applicant/disabled person is to fund their own servicing package and warranty, they will need to explore purchasing this directly; it is usually cheaper to purchase this at the time of installation. If the cost of an extended warranty/service package cannot be met by the applicant, an approach can be made to various organisations and/or charities to try to identify funding to cover some or all the cost. The Council's Home Improvement Agency can advise on this.

3.27 Grant Conditions and repayment of grants

3.27.1 To maximise the availability of funding for adaptation works for as many people as possible, the Council will ensure that wherever it is possible and reasonable to do so, funding awarded to owner occupiers in the form of a mandatory grant is repaid to the Council as set out in s.3 Housing Grants Construction and Regeneration Act 1996: Disabled Facilities Grant (Conditions relating to approval or payment of Grant) General Consent 2008.

3.27.2 Unless stated otherwise, a mandatory grant will normally have conditions lasting 10 years requiring repayment of the grant if the property is sold or the applicants have died or vacated the property but in exceptional circumstances, at the discretion of the Resident Support Officer responsible for this policy, this may be varied. Such condition will be recorded as a local land charge. Where the application is a joint application, the grant is not repayable until the death of both applicants.

3.27.3 If there is evidence that repayment of a mandatory grant will cause extreme hardship, then the grant repayment amount can be reduced or waived. The grant may also be waived if the disabled person needs to move to give or receive care, to take up employment or to promote their physical or mental wellbeing. Any request must be put in writing to the Resident Support Specialist for consideration. Appeals will be considered by the Head of Housing.

3.27.4 Applicants must provide the relevant certificate with their application (owners, tenants or occupiers certificate) to confirm that they have at least 10 years interest left at the property and that they intend to live there, as their main residence, for at least the next five years from the date the works are complete.

3.27.5 Where a discretionary grant or loan is provided the land or legal charge will last indefinitely until the property is sold or otherwise disposed of. Disposal includes the whole or part of the property and is a conveyance of the freehold or assignment of the lease or the grant of a lease for more than 21 years). The grant or loan will also need to be repaid on the death of the applicant or on the death of both applicants if a joint application or if the applicant(s) no longer live in the property as their principle home. Grants and loans will become repayable where the applicant(s) has not lived in the property for six months.

3.27.6 If it appears to the Council that the applicant was not entitled to the loan at the time of the loan application being approved, no payment shall be made, and the loan cancelled. If any interim payments have been made, no further payments will be made, and the Council may recover any previous payments.

3.27.7 It is routinely expected that any land or legal charge will be repaid but the Resident Support Specialist responsible for this policy is able to agree to waive repayment of charges in exceptional circumstances if repayment was to cause extreme financial hardship.

3.28 Application Process for Grants and Loans

3.28.1 Initial enquiries about assistance can be made to Millbrook Healthcare Ltd., the Council's contracted out Home Improvement Agency by telephoning 03301 243 758 or emailing surreyHIAcontactus@millbrookhealthcare.co.uk.

3.28.2 Enquiries can also be made by writing to: Millbrook Healthcare Ltd., The Old Crummet Factory, 16 Brockham Lane, Brockham, Surrey, RH7 3EL.

3.28.3 Applications for assistance must be on the forms prescribed by the Council, which Millbrook Healthcare Ltd. provide to applicants. Millbrook can also provide support to applicants to complete the application process.

3.28.4 The application process is complicated, and many applicants struggle to provide the necessary paperwork. Applicants are therefore advised of the option to use an agent to assist them in making the application and with any other services they may need to install adaptations or repairs. This role can be undertaken by the Council's outsourced Home Improvement Agency, Millbrook Healthcare Ltd., or any other approved agent. A fee is charged for this service which can be added to the grant or loan.

3.28.5 Applications for adaptations must be supported by an assessment of need from the relevant Surrey County Council Occupational Therapy Team, a private OT or other Trusted Assessor approved the Council. This assessment is obtained by contacting Surrey County Council directly or by sourcing an OT from the private sector.

3.29 Where Assistance will be restricted

3.29.1 The following will not be eligible for assistance:

- Where ownership of the property is disputed;
- Where the owner(s) has a statutory duty to carry out the necessary works and it is reasonable in the circumstances for them to do so;
- Applications lacking the required information or documentation;
- Where an applicant deviates from the scheme of work(s) submitted and subsequently approved by the Council without prior consultation with, or agreement of the Council Officer, the Council may rescind the approval or refuse to make any further payment of assistance. The Council may also seek to recover any interim assistance payments previously made against the approved scheme;
- Funding may not be agreed where works have started on site without the grant or loan application being approved without strong justification;
- Where works have been completed prior to an application being made.

3.30 Waiting List

3.30.1 The Council reserves the right to introduce a prioritised waiting list for mandatory grants should their demand exceed the available budget. Any waiting list will be developed in partnership with Surrey County Council OT services to ensure that adaptations are provided to those most in need.

3.31 Fraud Prevention

3.31.1 All information provided by the applicant will be checked thoroughly and could be shared with other organisations handling public funds to prevent and detect fraud. Knowingly providing false information or withholding information could lead to prosecution.

3.32 Complaints

3.32.1 If an applicant is dissatisfied with any decision made under this Policy, they should raise the matter informally in the first instance and every effort will be made to address the concern raised.

3.32.2 If it is not possible to resolve the matter informally the Council's formal complaint process may be accessed. The Council offers a two stage complaints process, after which the complainant may complain to the Local Government Ombudsman.

3.32.3 Details of the Council's complaint process and policy are available on the Council's website.

3.32.4 Where the complaint is in respect of the works, the complaint should be made to the contractor or agent acting on the applicant's behalf. If the problem remains unresolved, the Council can be contacted for advice.

Garage Management Update

Housing Committee Tuesday, 4 October 2022

Report of: Executive Head of Communities

Purpose: For decision & information

Publication status: Open

Wards affected: All

Executive summary:

This report

- Provides a progress update to Councillors on the delivery of the garage management strategy
 - Requests Councillor support to progress work in line with the site-specific recommendations
-

This report supports the Council's priority of:

Creating the homes, infrastructure and environment we need

Contact officer Kate Haacke Asset Management Specialist
KHaacke@tandridge.gov.uk –

Recommendation to Committee:

A That the Committee notes the report and approves the progression of work in line with the site-specific recommendations of Appendix A.

B That the Committee gives delegated authority to the Executive Head of Communities (in consultation with the Chair and Vice-Chair of this Committee), where a long-leasehold sale of the garage at Ward Lane or the garages at Clifton Close is considered advantageous, to negotiate the best possible terms and proceed to sell these properties.

Reason for recommendation:

In March 2021 Officers presented a new Garage Management Strategy to this Committee. Some garage sites represented and continue to represent a liability to the Council, due to high void levels, poor/unsafe condition and/or vulnerability to fly-tipping, crime, land encroachment etc. Some sites also represent an opportunity for regeneration or redevelopment. Officers have made some site-specific recommendations within the report and request approval from the Committee to continue working in line with these recommendations. Garage sites, when properly managed, have the potential to support HRA finances and contribute positively to local communities. Surplus sites that have a clear and viable alternative use also have the potential to support HRA finances, either via rental income, or a one-off capital receipt.

Introduction and background

- 1 In March 2021 Officers presented a Garage Management Strategy, which sought to provide a framework for the future operation and development of Council garage sites. The primary objective was to “maximise the use, suitability and sustainability of the garage portfolio, to maintain and improve income levels and contribute to general environmental improvement” by:
 - Reviewing the location, condition and demand for the Council’s garage stock
 - Generating a planned review and maintenance programme of improvements to garage sites to ensure their future sustainability
 - Providing a framework of management actions, aimed at providing sustainable garage sites and demonstrating value for money
 - Considering changes of use (including repurposing, development or sales opportunities) as appropriate

Each site was to be assessed with a view to pursuing one of four options; repair & re-let; alternative use; sale, or development. At the time of the last report, despite high demand for garages, 319 of 707 garages (approximately 45%) were void with only 381 (54%) let. Officers reported a target of £100,000 of additional rental income in the 21/22 financial year, through a combination of increased rental income and sales. The March 2021 report also presented a garage management policy, which was supported by councillors. Councillors requested an action plan setting out how the additional rental income would be generated, and consideration of appropriate security lighting for at-risk sites.

- 2 Long-term sickness within the assets team has impacted progress with garage sales, alternative use appraisals and site evaluations. However, in November 2021 the asset management team were able to recruit a case officer, which has enabled garage lettings and the management of

the garage waiting list to transfer to the asset management team. Whilst staff resource to deliver the strategic changes at pace are still limited, the recruitment of the case officer has enabled significant progress to be made with day-to-day lettings and repairs. The repairs process has been reviewed and a more efficient process has been identified and is being implemented. The value that some of our regular contractors provide is also being tested. For example, we are working on the procurement of two garage door contractors and creation of a service level agreement for garage door and lock repairs/replacements. Where possible we will work with local contractors. The lettings process has also been improved to improve speed and efficiency. For example, documents can now be signed electronically via Docusign and keys are now collected at reception, saving Officer time.

- 3 The tables below provide a summary of the current position. The portfolio is now 647 garages of which 463 (72%) are let and 184 are vacant (28%). The current weekly rent for a garage (excluding VAT, and water/sewerage charges) is £13.54. Therefore, Officers are pleased to report that the annual equivalent rent has increased significantly, as per below table. The year-end OutTurn for 2021/22 for rental income for garages is £263,000.

Date	Number garages let	Weekly Rent	Annual equivalent rent (number garages x weekly rent x 52)
March 2021	381	£13.00	£257,556
August 2022	463	£13.54	£325,989
Change	+82		+£68,433

- 4 It is worth noting that, whilst Officers have been able to increase the number of let garages during 2022, Officers are also noting an increase in garage arrears, and an increase in the number of garages being handed back to the Council, due to the cost-of-living crisis.
- 5 We are nearing completion of the sale of one stand-alone garage and are working toward the sale of a further four (one at Ward Lane and three at Clifton Close). Capital receipts from garage sales are a source of additional income. With respect to Ward Lane and Clifton Close, if we sell these as freehold sites, due to the relatively low value, authority is not required from Committee. However, it may be advantageous to sell these as long leasehold sites. Long leasehold sales over 75 years require the approval of this Committee. We would therefore like to seek delegated authority from this Committee, should we reach agreement with a prospective purchaser to sell the Ward Lane garage or the Clifton

Close garages on a long leasehold basis, that authority to proceed with the sale be delegated to the Executive Head of Communities, in consultation with the Chair and Vice Chair of this Committee.

- 6 The following garages have been either demolished or are being vacated ready for demolition or declared surplus, and earmarked for alternative use:

Block Demolished/Declared Surplus/Earmarked for Alternative Use
Banstead Road, Caterham
Wolfs Wood, Hurst Green
Hollow Lane, Dormansland
New Farthingdale, Dormansland
Silkham Road, Oxted
Holt Wood, Chelsham
Rochester Gardens, Caterham
St Catherine's Cross, Bletchingley

Site specific updates and recommendations

Please see Appendix A.

Consultation

Officers will always consult with ward councillors and, where appropriate, the public, before making any changes to the use of a garage site.

Key implications

Comments of the Chief Finance Officer

The Housing Revenue Account has been under-recovering on the Garage stock rental income in previous years. It is positive to see that we are now turning this around and it is starting to generate the levels of income we should be getting for the Garage assets. In doing this there will be more funds available to reinvest in the HRA stock in future years. This progress should be maintained to continue to improve the position. The arrears position will be monitored and

action taken where appropriate, as part of the wider review of debt recovery under way, as reported to S&R committee on 30th June 2022.

Comments of the Head of Legal Services

There are no legal implications arising from this report other than the Council needs to ensure that its assets are maintained and used in a way that enables income to be maximised where possible.

Equality

There are no equality implications arising from the contents of this report.

Climate change

There are no significant environmental/sustainability implications associated with this report. Options for provision of electric vehicle charging points and solar powered lighting should be considered within the scope of specific site appraisals.

Appendices

Appendix 'A' – Site Specific Updates

Background papers

Report to Housing Committee, 11th March 2021

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Area	Name of Garage Block	Number of garages in block	Number Void	Comment	Recommendation
Caterham	Fern Towers	41	8	High demand for garages in this locality and condition generally ok. Faulty lighting has been repaired. Site has potential for housing development but is not a priority site for our housing development team at present.	Repair any defective garages and maximise lettings.
	Addison Road	6	1	Garage doors are timber, rotten and less secure. We are gradually replacing them for our standard metal doors. A charity occupies one garage, on a historic agreement, free of charge.	Repair and let the void garage.
	Coulsdon Road	42	10	Demand for these garages is high, however repairs are required to the doors and concrete frames. The garages flood when it rains due to the camber of the surface. Potential for housing development.	Work with community surveyors to prepare a specification for repair and obtain quotes. Assess whether it is worth undertaking the repairs given cost of repair and timing of possible housing development.
	Croydon road	9	4	High demand. Locks need to be changed. One repossession required.	Repair and let the void garage.

	Commonwealth	6	0	Fully let	Continue to maintain garages and let any that become vacant.
	Edinburgh Road	9	0	Fully let. Potential for housing development but not a current priority.	Continue to maintain garages and let any that become vacant.
	Eldon road	5	0	Fully let	Continue to maintain garages and let any that become vacant.
	Everard Lane	1	0	Stand alone garage in poor condition. Void. Low demand.	Demolish garage. It is located on land that could be part of a future housing redevelopment. Consider planting a tree.
	Foxon lane	1	0	Fully let	Consider a sale.
	Godstone Road	12	0	Fully let. High demand in this location.	Continue to maintain garages and let any that become vacant.
	Holly tree Road	8	2	Lock changes required to inspect the voids.	Maintain garages and let the voids.
	Parkside, Stanstead Road	2	2	Repairs needed to repair/board up windows, change lock and clear vegetation. Demand low. Under consideration as a development site.	Consider longer-term options for wider site.

	Rosedale, Park road.	1	0	Currently let in conjunction with a tenancy agreement.	Garage land would be needed for any future redevelopment of wider site. If/when garage becomes vacant, do not sell. Could consider demolition to provide more parking spaces in short term, if parking is required.
	Ryelands Close	9	3	Garages 7, 8 & 9 are in poor condition. Potential for sale of plot, or 1 social housing unit, but not a priority site at present.	Repair and let the void garages.
	Stafford road	8	3	Low demand and poor quality. Garage site is on a very steep slope. More parking is needed on Stafford Road, but the gradient of the site is challenging. Some potential for housing development.	Consider alternative uses.
	The Grove, Green lane.	14	5	Low demand. Poor quality. Old wooden doors.	Consider alternative uses.
	Westway	1	1	Fully let.	Garage land would be needed for any future redevelopment of wider site. If/when garage becomes vacant, maintain and re-let.
	Windmill Close	6	0	Fully let. Another block here was demolished to make way for housing development.	Continue to maintain garages and let any that become vacant.
TOTAL		204	39		

Bletchingley and Nutfield	Blacklands Meadow, Nutfield	15	6	Lock changes in progress in order to inspect and let the voids.	Continue to maintain garages and let any that become vacant.
	Kentwyns Rise, South Nutfield	5	2	Repairs raised to fully let. Minor repairs only on this site as potential for housing development.	Minor repairs only. Alternative garages at Mid Street and Blacklands.
	St Catherines Cross, Bletchingley	19	17	Low demand and unsafe condition. Tenants have been asked to vacate. Several neighbours have created unauthorised access onto the site. Site has a gate. Some limited potential for housing development.	Demolish garages. Consider alternative uses such as paid-for vehicle parking, sale of parts for garden land.
	Mid Street, South Nutfield	11	2	One door requires replacement. One garage very wet, cause to be investigated.	Continue to maintain garages and let any that become vacant.
TOTAL		50	27		
Godstone and Tandridge	Dean Shaw, Tandridge	4	3	Low demand. Poor quality. Concrete lintels on garages have fallen off.	Consider alternative uses e.g. marketing garages for commercial use/demand from parish council/community groups. If demand exists, repair garages.
	Hickman's close, Godstone	12	0	Fully let.	Continue to maintain garages and let any that become vacant.

	Tylers Close	8	3	This site is gated. When it rains, the garages suffer water ingress. Site has development potential for 3 houses, but not a current priority.	Investigate drainage options to reduce water ingress. Let the void garages.
TOTAL		24	6		
Hurst Green	Chestnut Copse, Hurst Green.	30	17	High demand. Various repairs issues.	Repair garages and let the voids.
	Coldshott, Hurst Green.	4	0	Fully let. Potential for housing development but not a current priority.	Continue to maintain garages and let any that become vacant.
	Pollard's oak road, Hurst Green.	16	8	Garages 7 to 12 are in an unsafe condition due partly to a mature tree that is growing in the vicinity of the garages. These garages are earmarked for demolition. The other garages in this block are fully let.	Consider alternative uses for the block that requires demolition.
	Meadowlands	8	2	Need to inspect condition of the voids. There is a large open area to the rear of the garages, and the site could be suitable for development, but the access is very narrow with privately owned housing either side.	Continue to test demand for these garages and let the voids if possible. Consider alternative uses.

	Pollards Oak Shops	11	0	Fully let. Potential for housing development but not a current priority.	Keep in repair and continue to let garages as they become vacant.
TOTAL		69	27		
Lingfield and Dormansland	Cottenham, Lingfield	6	0	Fully let. Site has potential for housing development. Under review by our housing development team.	Liaise with Housing Development regarding timing. Carry out minor repairs only, as required, and continue to let garages if they become available.
	Drivers mead, Lingfield.	17	12	Hard to let. Parking issues mean tenants cannot access their garages.	Consider redevelopment/alternative uses.
	Jeddere Cottages, Dormansland	12	3	Demand has increased now that garages at Hollow Lane have been vacated and given condition of garages at New Farthingdale. Garages 7 to 12 need inspection to ascertain need for and cost of repairs. Some local residents interested in purchasing land. Parking in the area is problematic.	Consider repair and re-let. Consider alternative use e.g. parking/EV charging.
	Saxbys Lane, Lingfield.	24	6	Garage site has two vehicular accesses, both with gates. Locks need to be changed for security. Vegetation needs cutting back. Several garages keep flooding. Need to investigate improving	Arrange repairs and continue to let garages.

				drainage. Demand is reasonably high.	
	Meadowside Park, Lingfield	29	6	Waiting list is very short. Garages are in reasonable condition.	Continue to try to let garages.
TOTAL		88	27		
Others	Buckhurst Mead	6	6	Site is only just within the Tandridge boundary and is very close to East Grinstead. Garages are poor quality. A neighbour is accessing a private garage via our land.	Consider alternative uses.
	Godstone Road, Whyteleafe.	1	0	Fully let	
	Little Collins, Outwood, Redhill.	7	2	Door repairs completed and the two voids are being let in September.	Keep in repair and continue to let garages as they become vacant.
	Rowplatt, Felbridge.	6	0	Fully let. Good condition. Demand not particularly high.	Keep in repair and continue to let garages as they become vacant, subject to demand.
TOTAL		20	8		

Oxted and Limpsfield	Chalkpit Wood, Oxted.	12	0	Fully let. Demand reasonably high. Potential for housing development.	Keep in repair and continue to let garages as they become vacant. Continue to liase with housing development.
	Granville Road, Limpsfield.	12	4	Keys missing for the 4 voids. Lock changes to be arranged. Otherwise in good condition.	Arrange repairs and continue to let garages.
	Springfield, Oxted.	6	0	Fully let.	Keep in repair and continue to let garages as they become vacant.
	Westlands Way Garages, Oxted	18	0	Fully let. Good condition.	Keep in repair and continue to let garages as they become vacant.
	Stoneleigh Road, Limpsfield.	16	10	Two separate blocks. Low demand and several garages needs new doors. A number of neighbours have created their own access and cars park on the site.	Needs closer management. Replace doors only if new tenants can be found. Regularise the access issues. Consider alternative uses.
TOTAL		81	14		
South Godstone and Blindley Heath	Easter way, South Godstone.	7	1	We installed a gate in February 2022 upgrading the garage site.	
	Featherstone, Blindley Heath.	8	4	Needs minor repairs to fully let.	Arrange repairs and continue to try let garages.

	Lagham Road, Godstone.	10	4	No development potential. Needs repairs (gutter and timber frames).	Arrange repairs and continue to try let garages.
TOTAL		25	9		
Warlingham and Tatsfield.	Blanchmans road, Warlingham	5	1	The vacant garage needs inspection (alleged collapsing wall)	Investigate condition.
	Cranmer Close, Warlingham	17	3	Repossessions/lock changes required for the voids. Potential for housing development.	Arrange repairs and continue to let garages. Continue to liaise with housing development.
	Crewes Lane, Warlingham	28	12	Four separate garage blocks. Relatively low demand. Some are poor quality with wooden doors and leaks. Potential for housing development one or two blocks. Cars park on grass verges and neighbours complain.	Work closely with housing development to help bring forward one block. Consider alternative use for one other block e.g. car parking.
	Farm Road, Warlingham.	9	0	Fully let.	Keep in repair and continue to let garages as they become vacant.
	Green Hill, Alexandra Road, Warlingham.	2	0	Fully let.	Keep in repair and continue to let garages as they become vacant. Could consider selling these.
	Gresham Avenue, Oxted.	17	4	Minor repairs instructed to the void garages in order to let	Liaise with housing development regarding timing. Continue to let

				these. Potential for housing development.	garages in the short term and carry out minor repairs.
	Harrow Road	4	1	Two blocks. Need inspection.	Inspect.
	Lime Grove, Warlingham	6	3	No development potential. Two blocks. One block has 2 garages, both of which are void.	Inspect. Consider selling the garages in the block of two.
	Shelton Avenue, Warlingham.	8	1	Three blocks. Demand for these garages is relatively high. However garages 6 to 9 are located either side of an apartment building, which was recently subject to leasehold enfranchisement. The new freeholder has plans to redevelop the site and wishes to purchase or relocate these 4 garages. Garages 1to3 have lots of land to the rear, but this land is part of the garden of the flats above the library.	Consider the price we would require to sell garages 6 to 9.
	The Square, Tatsfield	6	1	Void garage needs inspecting and new lock.	Inspect.
	Ward lane	1	1	Stand alone garage.	Possible sale.

TOTAL		86	27		
Woldingham	Ulstan Close.	2	0	Fully let.	Keep in repair and continue to let garages as they become vacant.
TOTAL		2	0		
GRAND TOTAL		647	184		

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Housing Revenue Outturn 2021/22

Housing Committee, Tuesday 4 October 2022

Report of: Mark Hak-Sanders Chief Finance Officer (Section 151)

Purpose:

The purpose of the report is to provide the Housing Committee with the Housing Revenue Account 2021/22 Financial Outturn on Revenue and Capital.

Publication status: Unrestricted

Wards affected: All

Executive summary:

This report, including Appendix A, outlines the 2021/22 budget position at the end of March 2022 (Outturn).

This report supports the Council's priority of: Building a better Council/ Creating the homes, infrastructure and environment we need/ Supporting economic recovery in Tandridge/ Becoming a greener, more sustainable District.

Contact officer Mark Hak-Sanders Chief Finance Officer (S151),
mhaksanders@tandridge.gov.uk

Rona Leitch, Senior Finance Business Partner,
rleitch@tandridge.gov.uk

Recommendation to Committee:

That the Committee note the Housing Revenue Account's Revenue and Capital outturn positions for the year 2021/22 (Appendix A)

Reason for recommendation:

The Housing Revenue Account's full outturn position and proposals for use of the surplus are set out in this report and Appendix A. The recommendations support the need to build the Council's reserves towards a sustainable level, in light of growing inflation.

Introduction and background

- 1 The Housing Revenue Account 2021/22 Financial outturn was an overall underspend of £523k.
- 2 The Housing Revenue Account 2021/22 Capital programme had an underspend of £ 5,719k.

Headlines

- 3 The underspend in the Outturn is explained further in the attached appendix A, however the main were as noted below: -
 - a. £197k Salaries - underspend due to the carrying of vacant posts and vacancy drag due to the post being vacant whilst recruiting to back fill the rolls.
 - b. £172k Service Costs – underspend due to rechargeable time costs to other service in both revenue and capital.
 - c. £217k Repairs and Maintenance – overall less spend on Housing stock repairs than the set budget.
 - d. £117k Rental Income Garages – the budget set was not achieved due to long-term sickness and garage development adjustments.
- 4 The slippage in the Capital outturn was mainly related to the Housing development and new builds budget, which had slippage of £4,930k.
- 5 It should be noted that, as the outturn position is a surplus for the HRA, the underspend amount can be taken to reserves and used in future years to be spent in either the revenue or capital programmes and may allow the Council to develop new Housing stock.
- 6 The reserves position will be factored into the 2023/24 HRA budget and business plan to be considered at committee in January 2023.

Key implications

Comments of the Chief Finance Officer

The Section 151 Officer confirms the financial information presented in this report has been based on reasonable working assumptions, taking into account all material, financial and business issues and risks. The change from M11 suggests that there is room for improvement in our approach to forecasting in the HRA (as is the case with the wider Council's finances) and this will be part of the continuing improvement plan for Finance.

At present a detailed review of staff allocations and charges to the Housing Revenue Account is underway. This along with close working with the Head of Housing will form the starting point to more accurate forecasting in future.

Comments of the Head of Legal Services

It is essential, as a matter of prudence, that the financial position of services continues to be closely monitored. In particular, Members must satisfy themselves that sufficient mechanisms are in place to ensure both that savings are delivered and that new expenditure is contained within the available resources. Accordingly, any proposals put forward must identify the realistic measures and mechanisms to produce those savings.

Under S28 of the Local Government Act 2003, a local authority must review its budget calculations from time to time during the financial year and take appropriate action if there is any deterioration in its budget. This report satisfies this statutory requirement.

Equality

This report does not disadvantage or discriminate against any different groups with protected characteristics in the community.

Climate change

There are no significant environmental / sustainability implications associated with this report.

Appendices

Appendix 'A' - 2021/22 report.

Background papers

None.

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2021/22 Outturn Report

Housing Committee
15th September 2022

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Mark Hak-Sanders
Chief Finance Officer (S151)

Housing Revenue Account

- Revenue Outturn year ended 31/03/2022
- Capital Outturn year ended 31/03/2022

Revenue Commentary Housing Revenue Account

	Outturn 31/03/2022 £k	Annual Budget £k	Outturn Variance £k	One-off events £k	Adjusted in future budget £k	Change in Position since last month £k
Salaries	2,302	2,500	(197)	(127)	(70)	(16)
Services Costs	1,027	1,199	(172)	(172)		(246)
Corporate Support Service	1,542	1,519	23		23	23
Repairs and Maintenance	2,457	2,674	(217)	(217)		(216)
Interest Changes on Loan	1,616	1,655	(40)		(40)	(27)
Rental Income Dwellings	(14,528)	(14,552)	24	24		24
Rental Income Garages	(263)	(380)	117	117		17
Other Income	(359)	(297)	(62)		(62)	(62)
Other variances less than £10k	0	0	0			0
Total Revenue Movement Before Transfer to Reserves	(6,205)	(5,682)	(523)	(375)	(149)	(503)
Transfer to Reserves	6,205	5,682	523			503
Housing Revenue Account	0	0	0			0

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Housing Revenue Account underspend £523k (improvement of £503k from M11), mainly:

- £117k Rental Income Garages due to long-term staff sickness and garage development adjustments (£100k M11, deterioration £17k), Offset by:
 - £197k salary savings due to carrying post vacant post and vacancy drag due to post being vacant whilst recruit to backfill the rolls
 - £172k year end adjustment re rechargeable time to other services (£75k M11, improvement £246k)
 - £217k overall less spent on Housing stock repairs than budget (£1k M11, improvement £216k)
 - £40k interest changes on Loans less after detailed calculations completed. (£13k M11, improvement £27k)
 - £62k Other Income increased lease renewals applied for than in budget. (£0k M11, improvement £62k)

2021/22 Capital Outturn

	Original Budget 2021/22 £k	Carry Forward from 2020/21 approved 4 (S&R) £k	Original Budget including Carry Forwards 2021/22 £k	Outturn M13 2021/22 £k	Outturn Variance M13 2021/22 £k
Council House Building	12,700	0	12,700	7,770	(4,930)
Council House Improvements	3,590	163	3,752	3,214	(539)
HRA IT - Hardware /Infrastructure Projects	264	87	352	101	(250)
Total HRA	16,554	250	16,804	11,085	(5,719)

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Quarter 1 2022/23 Budget Monitoring - Housing Committee

Housing Committee Tuesday, 4 October 2022

Report of: Mark Hak-Sanders - Chief Finance Officer (Section 151)

Purpose: To note the 2022/23 Quarter 1 / Month 3 (June) Financial position of both the Revenue and Capital for the Committee (including HRA).

Publication status: Unrestricted

Wards affected: All

Executive summary:

This report presents the 2022/23 Quarter 1 / Month 3 (June) financial position of both the Revenue and Capital budgets for the Committee (including HRA)

This report supports the Council's priority of: Building a better Council

Contact officer Mark Hak-Sanders Chief Finance Officer (S151)
mhaksanders@tandridge.gov.uk

Recommendation to Committee:

That the Committee's forecast Revenue and Capital budgets positions as at Quarter 1 / M3 (June) 2022 be noted (including HRA).

Reason for recommendation:

The Council has a duty to ensure that its expenditure does not exceed resources available. The medium-term financial outlook remains uncertain and so the Council must continue to take steps towards growing its financial resilience, including building reserves to a sustainable level.

It is essential, as a matter of prudence that the financial position continues to be closely monitored. In particular, Members must satisfy themselves that sufficient mechanisms are in place to ensure both that savings are delivered, and that any

new expenditure is contained within the available resources.

Finance have committed to bringing quarterly financial monitoring updates to each committee to ensure that all members are aware of the financial position of the services within their remit, as context for decisions needed to mitigate any variance to budget and as background to the emerging budget for 2023/24.

The consolidated position will be reported to Strategy & Resources Committee on the 29th September 2022.

Introduction and background

- 1 The 2022/23 Housing General Fund Revenue budget was approved at £476k on 24th March 2022, including the distribution of staffing increments and vacancy factor (known as the Tranche 2 budget).
- 2 The 2022/23 Housing Revenue Account (HRA) Capital Budget was approved at £11,586k by Council on 10th February 2022 having been considered by Housing Committee on the 25th January 2022. £460k was approved in the Housing General Fund.
- 3 The HRA Capital Budget was increased to £15,956k by carry-forwards from 2021/22 approved by S&R committee on 30th June 2022.

Key Points

- 4 The key headline at M3 is that both the HGF and HRA total forecast revenue are holding to budget 2022/23, however in HGF there are two offsetting amounts. The two offsetting amounts are as follows:-
 - Housing Benefit currently assumes that expenditure is matched by the Government's subsidy, however this is not the case and therefore we have provided £80k in the M3 budget monitoring to cover the under recovered costs.
 - Homelessness - we are able to recognise more of the Homelessness grant and use it to offset legitimate costs elsewhere in the committee.
- 5 At present it is assumed that the full HRA Capital Budget is deliverable, although there are variances on individual lines. The General Fund shows a variance on current expectations of DFG spend. This is an early estimate and will continue to be kept under review.

Key implications

Comments of the Chief Finance Officer

The Section 151 Officer confirms the financial information presented in this report has been based on reasonable working assumptions taking into account

all material, financial and business issues and risks. The key financial implications at this stage are captured in the body of the report.

Comments of the Head of Legal Services

It is essential, as a matter of prudence, that the financial position of services continues to be closely monitored. In particular, Members must satisfy themselves that sufficient mechanisms are in place to ensure both that savings are delivered and that new expenditure is contained within the available resources. Accordingly, any proposals put forward must identify the realistic measures and mechanisms to produce those savings.

Under S28 of the Local Government Act 2003, a local authority must review its budget calculations from time to time during the financial year and take appropriate action if there is any deterioration in its budget. This report satisfies this statutory requirement.

Equality

There are no significant environmental / sustainability implications associated with this report.

Climate change

There are no significant environmental / sustainability implications associated with this report.

Appendices

Appendix A - Committees M3 (June) 2022 Financial Report and supporting data.

Background papers

- Housing Committee 22/23 draft budget and Medium-Term Financial Strategy –Housing Committee – 25th January 2022
- 2022/23 final budget and 2023/24 MTFS - Strategy and Resources Committee 1st February 2022
- Housing Committee - 2022/23 Budget – Tranche 2 Pressure and Savings Distribution –Housing Committee - 24th March 2022
- 2021/22 Budget – Outturn Report – Strategy and Resources Committee 30th June 2022

----- end of report -----

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Appendix A

Quarter 1 / Month 3 (June 22) Financial Report – Housing Committee

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Mark Hak-Sanders
Chief Finance Officer (S151)

15th September 2022

Contents

- Housing General Fund
 - Revenue Budget
 - Saving Plans Update
 - Revenue Risks
- Housing Revenue Account
 - Revenue Budget
- Capital Programme Update

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Revenue Budget – Housing General Fund

2021/22 Outturn £k	Forecast at M03 £k	Annual Budget £k	Outturn Variance £k	One-off events £k	Ongoing Pressures £k
509 Salaries	527	527	0		
(131) Meadowside Mobile Homes	(134)	(134)	0		
69 Westway	50	50	0		
34 Private Sector Enabling	82	82	0		
(186) Housing of the Homeless	(141)	(61)	(80)		(80)
55 Other Housing Renewal Functions	55	55	0		
15 Syrian & Afghan Refugees	25	25	0		
Ukraine Placements	0	0	0		
(22) Redstone House	0	0	0		
113 Housing Benefits	11	(69)	80		80
1 Other variances less than £10k	1	1	0		
458 Housing General Fund	476	476	0	0	0

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Net balanced forecast with offsetting variances due to:

- Housing Benefit budget currently assumes that expenditure is matched by the Government, however this is not the case. For 2022/23, an indicative estimate at Q1 is that an £80k General Fund cost will be incurred.
- In prior years (inc 2021/22) the shortfall in Government support has been offset by applying Homelessness grant to legitimate costs elsewhere in the committee.
- This forecast reflects the assumption that one will offset the other, however further refinement is needed
- The 2023/24 budget will be updated to reflect a realistic position

Savings Tracker –Housing General Fund

Committee	Target	Blue Achieved	Green	Amber	Red	Black - BAU Full Year Forecast
	£k	£k	£k	£k	£k	£k
Housing GF	80	20	60	0	0	0

- The Housing general Fund Committee budget includes a savings target of £80k.
- Of this:
 - £20k is currently deemed to be achieved
 - £60k is deemed to be achievable
 - £0k is deemed to be at risk
- Detail of the savings plan for this committee is set out below:

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MTFP Savings Title	Savings Achieved £	Green Forecast in Remainder of the Year £	Amber Forecast in Remainder of the Year £	Red Forecast in Remainder of the Year £	Total Savings Forecast in 2021/22 £
Increase Meadowside Mobile Home Sales	2,500	7,500			10,000
Reduce funding for Westway Centre (Douglas/Broughton) per lease agreement	12,500	37,500			50,000
Introduce a Vacancy Factor in staff budgets	5,000	15,000			20,000
	20,000	60,000	0	0	80,000

Revenue Risks – Housing General Fund

Committee	Outline of Risk	Mitigation	Range Max - Min £k	Likely Financial Risk £k
Housing	Rising inflation may induce greater unemployment and straining housing demands	Reviewing reasons for strain on the housing demands and allocating relevant New Burden grants	£0k- £120k	£60k
Housing	Higher unemployment directly linked to high risk of rent defaults	Reviewing reasons for strain on the housing demands and allocating relevant New Burden grants	£0-£100K	£40k

Revenue Budget – Housing Revenue Account

2021/22 Outturn £k	Forecast at M03 £k	Annual Budget £k	Outturn Variance £k	Change since last £k	One-off events £k	Ongoing Pressures £k
2,302 Salaries	2,540	2,540	0			
1,027 Services Costs	1,478	1,478	0			
1,542 Corporate Support Service	1,314	1,314	0			
2,457 Repairs and Maintenance	3,173	3,173	0			
1,616 Interest Changes on Loan	1,640	1,640	0			
(14,528) Rental Income Dwellings	(14,919)	(14,919)	0			
(263) Rental Income Garages	(400)	(400)	0			
(359) Other Income	(1,888)	(1,888)	0			
(6,205) Total Revenue Movement before Tfr to Reserves	(7,063)	(7,063)	0	0	0	0
6,205 Transfer to Reserves	7,063	7,063	0			
0 HRA	0	0	0	0	0	0

Capital Programme Update

- The Capital Budget was approved by Full Council on 2nd February 2022 at £460k for the General Fund and £11.6m for HRA.
- This was supplemented by £4.4m of carry forwards from 2021/22 as part of the outturn report to S&R on 30th June 2022
- The total budget for 2022/23 is therefore £16.0m
- The budget has been reviewed for deliverability at Q1 and at present it is deemed to be largely deliverable. Within the HRA, the budget holders have proposed rebalancing the budget amongst some lines to better reflect deliverability
- A small variance has been forecast on DFG, however this forecast actual spend rather than commitments

Scheme Name

Housing GF

Disabled Facilities Grants Mandatory

Total Housing GF

Housing Revenue Account

Council House Building

Roof Renewals

Structural Damage

Roads, Footpaths & Car Parking Areas HRA

Drainage Works

Conversion of Shared Facilities

Bathroom Renewals

Kitchen Renewals

Window Replacement

Thermal Insulation

New Central Heating

Rewiring HRA Capital Schemes

Service Renewal Boilers

Re-Plumbing

Works to Void Properties

Fire Precautions

DDA Upgrades

Removal of Hazardous Materials

Adaptations for the Disabled

Boundary Walls & Fences

Garages & Outhouses

Door Entry Systems

IT - Hardware/Infrastructure/Projects

	Original Budget 2022/23 £	Carry Forward from 2021/22 £	Original Budget including Carry Forwards 2022/23 £	Forecast at M3 2022/23 £	Forecast Variance M3 2022/23 £
	460,000	0	460,000	400,000	(60,000)
Total Housing GF	460,000	0	460,000	400,000	(60,000)
	7,586,100	3,930,200	11,516,300	11,516,300	0
	520,000	0	520,000	520,000	0
	200,000	15,000	215,000	215,000	0
	60,000	0	60,000	60,000	0
	75,000	0	75,000	50,000	(25,000)
	30,000	0	30,000	130,000	100,000
	380,000	0	380,000	300,000	(80,000)
	322,000	0	322,000	300,000	(22,000)
	499,500	0	499,500	494,000	(5,500)
	30,000	0	30,000	30,000	0
	30,000	0	30,000	50,000	20,000
	187,500	0	187,500	185,000	(2,500)
	345,000	0	345,000	425,000	80,000
	180,000	0	180,000	90,000	(90,000)
	425,000	80,000	505,000	505,000	0
	125,000	35,000	160,000	180,000	20,000
	15,000	0	15,000	30,000	15,000
	50,000	0	50,000	50,000	0
	250,000	115,000	365,000	400,000	35,000
	60,000	0	60,000	40,000	(20,000)
	125,000	0	125,000	100,000	(25,000)
	30,000	0	30,000	30,000	0
	60,600	195,200	255,800	255,800	0
TOTAL HRA	11,585,700	4,370,400	15,956,100	15,956,100	0
TOTAL CAPITAL PROGRAMME	12,045,700	4,370,400	16,416,100	16,356,100	(60,000)

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Future Tandridge Programme Housing Committee - Service Review Update

Tuesday, 4 October 2022

Report of: Chief Executive

Purpose: For information

Publication status: Open

Wards affected: All

Executive summary:

As part of the Future Tandridge Programme ('FTP'), each service has undergone a robust service review to consider opportunities for service improvement, the potential for services to be delivered through a different delivery model and to identify savings needed to address the Council's significant budget gap in 2023/24.

This report sets out progress to-date for the services within the scope of the Housing Committee. Members are asked to note the progress of both the Housing Statutory and Housing Landlord service reviews which is detailed in Appendix A.

An options appraisal has been undertaken to help us further understand the possibilities for delivering our housing management services in a different way, to realise efficiencies and deliver an improved customer experience, more details can be found in Appendix B.

The Housing repairs and maintenance service review has been undertaken as part of the Operational Services review and is included in the report to the Community Services Committee (8th September). The budget for this service is however within the Housing Committee.

Where new savings opportunities for 2023/24 have been identified, these will be included in the overall assessment of the budget position for 2023/24. These are however still subject to further detailed analysis, consideration and formal approval as part of the budget setting process.

This report supports the Council's priority of: Building a better Council / Supporting economic recovery in Tandridge.

Contact officer David Ford (Chief Executive)

Recommendation to Committee:

1. To note the direction of travel for Housing Services as set out below:
2. Members are asked to note the progress of both the Housing Statutory and Housing Landlord service reviews outlined in Appendix A. This report outlines the work that has been undertaken in the service review and details the scope and findings for the two Housing areas - Housing Statutory Services and Housing Landlord services.

As detailed in Appendix B, a new structure and service improvement plan for the Housing Landlord Service is to be developed over the coming weeks. Emphasis will be given to setting a clear direction of travel for the service area, highlighting the need to collect meaningful, comparable data to ensure an accurate options appraisal in 12 months' time and a focus on resident engagement in accordance with the new Housing Reform Bill.

Appendix C sets out the comparable data we aim to collect during this time and provides performance indicators for a sector leading service. In addition to these, work will continue in relation to maximising income, co-designing processes with residents and stakeholder input and supporting the role out of the corporate Digital and IT strategy actions across all areas of housing.

3. To note that an update on the outcomes of the Housing restructure will be presented to the Housing Committee in September 2023.
4. To note the direction of travel on the Housing repairs and maintenance service which is included within the scope of the Operational Services review.

Reason for recommendation:

The Housing Services Service Review has highlighted areas for improvement including restructuring the team to ensure that Officers are focused on the right activities to bring about improved performance, whilst continuing to fulfil statutory obligations.

1.0 Background to Service Reviews

1.1 Financial context

It is also important to set the Service Reviews in the context of the financial gap that the Council faces going forward.

At the Strategy and Resources Committee on 30th June, a savings requirement of up to £2m was identified to meet the likely shortfall between income and projected expenditure.

There is a need for the Service Reviews to deliver a significant proportion of these savings and this report sets out the areas in which it is anticipated that this Committee will contribute to meeting that savings requirement in 2023/24. It is important to note that the financial position of the Council is continuing to evolve and, should current assumptions prove overly optimistic, further savings from services may need to be found.

An update on the budget position and overall financial outlook will be reported to the Strategy and Resources Committee on 29th September, including reference to the proposals and savings set out in this report, whilst also recognising that these are still subject to further detailed analysis and formal approval.

Final Committee consideration will take place in January 2023 leading to a final budget report to Strategy and Resources Committee on 31st January and Full Council on 9th February 2023.

1.2 Future Tandridge Programme

The overall aims of the FTP programme are to transform the operating model for the Council, to create a smaller, more strategic, agile and responsive organisation, with resources targeted at Council priorities and which is underpinned by a more business-like approach to the way that the Council operates.

A key part of the programme is consistent and rigorous review of all services which fundamentally challenges how and why the Council provides the services it does. It considers the demand for these services, the most appropriate delivery model, performance, cost and value for money. The focus is on identifying outcomes which support the longer-term operating model for the Council, balanced against short term opportunities to deliver the budgeted savings in 2022/23 and 2023/24.

A full progress update on the programme was reported to the Strategy and Resources Committee on 30th June. This report identified some key themes which, taken together, have implications for and will inform the future development of the future operating model for the Council and the way that services will be delivered.

1.3 A 'Commissioning Council'

Of particular note for this Committee is the emerging direction of travel for the Council to become a 'Commissioning Council'.

Commissioning is an established approach within and across the public sector. Essentially it is a structured process to assess needs (at a strategic,

operational and/or individual level), establish the resources available to meet those needs (both those available to the Council and more widely available through other partners) and to put in place the right delivery mechanisms to meet those needs.

Once delivery is underway, a cycle will involve evaluating and reviewing performance and taking corrective actions.

1.4 Implications for the Council

For the Council this means being clearer on the needs and requirements of its residents and service users, evaluating carefully what the contribution of the Council should be (alongside that of other partners), re-thinking the services it ought to provide, and taking a consistent approach to consideration of how best to deliver those services.

Whilst it does not mean outsourcing every service, it does mean a more objective and structured way of considering the most appropriate way for these to be delivered. In the current context however, it is likely to lead to more services being provided by third parties coupled with a stronger focus on what the Council can afford.

It is important to note that the Council is already a commissioner of services at an operational level (e.g. Waste Services through Biffa, Freedom Leisure). It is also a service provider in its own right, including for services which have been commissioned by other partners (e.g. the Wellbeing Service commissioned through the Clinical Commissioning Group).

The Housing Committee is also effectively commissioning the repairs & maintenance service internally from Operational services.

It is also evident from the Service Reviews that there are clear opportunities in some areas to commission services differently and more effectively. An example of this is Operational Services, where services are currently delivered through a mixture of third-party contracts, ad-hoc arrangements and in-house provision which, taken together, do not appear to represent best value for the Council or service users.

Looked at from a Council-wide perspective, commissioning arrangements have developed in an ad-hoc way over time without any overall guiding strategy, model or structured set of processes and standards to guide this. The consequence is that performance is patchy and there are gaps and weaknesses in areas such as:

- evidence to inform priorities and the way that services are provided
- performance metrics to support the evaluation of performance and the effectiveness of impact
- data to provide insight and improvement
- the lack of development of the core capabilities, skills, structure, mechanisms and disciplines necessary to be an effective commissioner of services.

Going forward, the Council will need to develop skills, mechanisms and capabilities in areas such as:

- client and contract management capability to drive performance and value from existing and new contracts and shared service arrangements.
- building evidence & knowledge
- specifying outcomes and/or services required
- developing influential partnerships and relationships with other partners and service providers to deliver outcomes.

2.0 Summary of Service Reviews

2.1 Housing Statutory and Housing Landlord Service

Service reviews have taken place in both Statutory Housing and the Housing Landlord Services, with the key lines of enquiry identified earlier in the reviews now being investigated to understand where there are savings and efficiencies opportunities. A subsequent review of Housing Services has looked at potential alternative delivery models and has considered how the teams should best be structured to deliver statutory services in the most efficient way.

The updates from the key lines of enquiry can be found in Appendix A. Findings from the review of the delivery model are detailed in Appendix B.

2.3 Overlaps with other service reviews

As part of the Digital and Customer Services reviews, improvements are proposed to the customer experience to ensure that queries are dealt with first time rather than creating further avoidable customer contact. This will have some impact on the future operating model for Housing Services.

As part of the Housing Review, it is proposed to transfer back services which are currently provided by the Localities team to Housing Officers.

Housing Repairs and Maintenance

The Housing repairs and maintenance service review has been undertaken as part of the Operational Services review and is included in the report to the Community Services Committee (8th September). The budget for this service is however within the Housing Committee.

In moving to a Commissioning Model, it will be for Housing Services to specify the requirements for their services currently provided by Operational Services. As such they will be closely engaged in the development of the Improvement Plan as it may impact Housing Services.

The Housing review identifies a twin track approach as set out below:

Internal Improvement programme - to initiate an internal improvement programme to deliver better service outcomes, achieve savings and mitigate operational risks and issues. This will include the redesign of Operations services, the development of service specifications and associated performance metrics, improvement in technology and an interim restructure of services

Market readiness preparation – to undertake early market engagement to assess the market readiness and appetite to deliver Operations services, in whole or in part.

Within this, there are two options under consideration for the future direction of the Housing repairs and maintenance service. These will be considered further as part of the early market engagement:

Option 1: developing a mixed economy for the delivery of housing repairs. This would involve creating an extended local supply chain of sub-contractors on longer term contracts to support the local economy and increased employment opportunities. This would then reduce the workload for the direct workforce, allowing it to be reduced in size

Option 2: seeking partner arrangements with local social landlord or other councils or outsourcers to piggyback on to their housing repair delivery arrangements to drive service improvements and economies for scale from a bigger and higher performing housing repairs service.

3.0. Comments of the Chief Finance Officer

The *2023/24 Budget Setting Process* report to Strategy & Resources committee on the 30th June 2022 set out optimistic, pessimistic and neutral scenarios for the 2023/24 budget. The report concluded that a range of savings of up to £2m will be required in 2023/24.

The scenarios included in the 30th June report were based on a range of assumptions around funding, reserves and inflation. These assumptions are in the process of being updated and the latest position will be reported to Strategy & Resources committee on the 29th September 2022. The continuation of high inflation is likely to mean that the savings requirement will be closer to the higher end of the range. Further savings may be required if funding does not match current projections, or inflation continues to escalate. Funding pressures are likely to remain across the Medium-Term from 2024/25 onwards.

This paper sets out the direction of travel for a set of services that has potential to contribute to the delivery of the savings required in 2023/24, subject to Member approval through the budget process. A savings requirement across the Council is inevitable and so maintaining the status quo is unlikely to be an option. Alongside the financial imperative is a desire to improve the services that the Council delivers to residents and to increase the overall value for money provided by the Council.

Investment will be required to deliver the savings and improvements set out here and across the wider Future Tandridge Programme. This investment will be funded corporately and so will be subject to further reports to Strategy & Resources committee setting out the quantum and expected return on investment.

4.0. Comments of the Head of Legal Services

The FTP is crucial in supporting the achievement of transformational change required to deliver major changes in the Council structure and how services

are delivered as well as the delivering budget savings in line with the Council's financial strategy. While there are no presenting legal implications arising from this report, it is likely that some of the projects included in the FTP of this Committee will have legal implications. Legal advice and support may be required to support and progress this work at the pace required.

Updates and relevant information for decision making purposes should continue to be brought to the respective Committee and or Full Council where required, as this work starts to evolve into firm proposals.

5.0 Equality

The Council has specific responsibilities under the Equality Act 2010 and Public Sector Equality Duty. Part of this is to ensure that the potential effects of decisions on those protected by the equalities legislation are considered prior to any decision being made.

Section 149 of the Equality Act 2010, provides that a public authority must, in the exercise of its functions, have due regard to the need to:

- eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the EA;
- advance equality of opportunity between persons who share a relevant protected characteristic (as defined by the EA) and persons who do not share it;
- foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The three parts of the duty applies to the following protected characteristics: age, disability, gender reassignment, pregnancy/maternity, race, religion/faith, sex and sexual orientation. Marriage and civil partnership status applies to the first part of the duty.

Members should have due regard to the public-sector equality duty when making their decisions. The equalities duties are continuing duties they are not duties to secure a particular outcome.

Officers will continue to monitor the impact of proposals and undertake an Equality Impact Assessment where this is found to be appropriate.

6.0 Climate Change

There are no direct impacts on environmental aspects in this budget report. Climate change implications will be assessed as part of any changes to Service provision through a business case process.

Appendices

Appendix A – Housing Services – Service Review update

Appendix B – Housing Services - Options paper

Appendix C – Key performance indicators – National standards

Appendix D – Glossary

Background papers

2022/23 overall S&R paper – 30th June 2022

----- end of report -----

Appendix A – Housing Service Review update

1. Overview of existing service

For the purpose of this report, Housing is split into two service areas, Statutory Housing Services and Housing Landlord Services.

Services covered by Statutory Housing include, Housing Need and Homelessness, administration and management of Disabled Facilities Grants and Meadowside mobile home site. Private sector housing would usually be considered as a statutory housing function, however for the purpose of the Future Tandridge Programme it is being reviewed as part of the Regulatory service review due to the work currently being carried out as part of the Mole Valley Environmental Health shared service.

Services covered by the Housing Landlord service include, tenancy and estate management, income collection and sheltered housing. Community Surveyors and the Housing repairs service would ordinarily be considered as a Landlord service, however for the purpose of the Future Tandridge Programme they are being reviewed as part of the Operations and Asset Management service reviews respectively. Housing, as the main commissioning service area will have input into both service reviews and will work closely with colleagues from each area to ensure the best possible future operating model is achieved.

2. Scope and Approach

Officers have been undertaking work to develop and agree a scope for Housing's service reviews. To support this, several Key Lines of Enquiry have been developed and agreed by the Target Operating Model (TOM) Development Group, these include:

Statutory Housing Services

- KLE1: Review the potential for increased use of Government Homelessness Prevention Grant to offset legitimate General Fund costs such as salaries for the Housing Needs and Homelessness work area.
- KLE2: Commercial opportunities appraisal for Meadowside site for potential savings and income from sale. Consideration to be given to the purchase of the site by the Housing Revenue Account to aid management of the site, improve service for residents and provide a capital receipt to the Housing General Fund.
- KLE3 Review delivery of Disabled Facilities Grants (DFGs) and consider other delivery options.
- KLE4 Explore how the different IT systems can be linked to improve efficiency.
- KLE5 Review of team structure to ensure more effective set-up, bring about improved performance and continue to fulfil statutory obligations with regard to homelessness prevention, administration of a choice-based lettings scheme and administration of private sector DFG applications.
- KLE6 Consult with neighbouring Authorities with a view to increasing shared services beyond current arrangements.

- KLE7 Benchmarking of performance against other LA's to understand how we are performing in comparison to aid the development of new policy, process and future proof services.

Housing Revenue Account

- KLE1 Commissioning: Investigate outsourcing of the landlord service – potential models, opportunities and the business case for doing it.
- KLE2 Repairs and maintenance delivery model and options for alternatives and efficiency savings (implications and cross over with Operational Services review).
- KLE3 Consider including Council Housing Aids and Adaptations service with DFGs for Private Housing in potential shared service
- KLE4 Service Delivery: Restructure and deconstruction of Customer First model to create a delivery structure that is fit for purpose and meets the needs of customers and stakeholders.
- KLE5 Review of Orchard housing management system – Health check to be commissioned and actions/recommendations from that and implications/opportunities to be understood, and efficiencies identified.
- KLE6 Comprehensive review of process and procedures to identify more efficient ways of working, improving resident satisfaction and co designing processes to meet the current and future needs of residents.
- KLE7 Financial: Consider opportunities to increase income to HRA
- KLE8 Review of salary and other cost apportionment to HRA
- KLE9 Housing Development: Review new build plan and whether this can be accelerated to increase homes built to increase supply and support reduction in homelessness
- KLE10 In conjunction with the Assets workstream, lead discussions around the Community Surveyor team and service

3. Service Review Analysis

Statutory Housing Services

Four of the seven key lines of enquiry have been completed, these are KLE1, KLE3, KLE5 and KLE6.

KLE1 – Each year the Council receives approximately £300k in grant funds from central Government for the prevention of homelessness within the district. This is in accordance with the Homelessness Reduction Act 2017. This is a ringfenced grant, which can only be used for Homelessness prevention in accordance with the determination letter and

guidelines issued by the Government. This grant is predominantly used to fund prevention initiatives such as Next Step Housing, the shared outreach service and cover costs associated with bed and breakfast use. Salary costs are also deemed as legitimate spend in accordance with the grant guidelines. Any unspent grant money is likely needed to be returned to government.

Homelessness and use of bed and breakfast is low when compared to neighbouring authorities. This is due to a high emphasis being placed on prevention, connections with private landlords, use of temporary accommodation including the Hostel and the ability to utilise the Councils own housing stock.

Officers have forecast a saving of £150k to the Housing General Fund by offsetting salaries to this value for the financial year 2023/24. This relates to applicable costs of officers working on homelessness and prevention and is a legitimate use of the grant. Remaining money from the grant is committed to support the service meet the increasing demands of homelessness.

KLE3 – Disabled Facilities Grants (DFG) are designed to help people with disabilities to have the maximum amount of independence in their homes. They are available to owner-occupiers, tenants and landlords. They are mandatory up to a defined value for the following adaptations:

- Providing access to and from the home - for example, ramps, shallow steps, hardstanding's
- Making the home safe for the disabled person and others living in the house - such as guard rails and safety glass
- Providing access to the principal family room such as widening doorways
- Providing access to a bedroom such as a stairlift or extension
- Providing access to the lavatory - e.g. by altering bathroom layouts or providing specialist WCs
- Providing access to a bath or shower - e.g. by replacing a bath with a level access shower
- Providing access to a wash basin
- Enabling the disabled occupier to prepare and cook food - e.g. by providing low level kitchen units
- Improving or providing space heating or heating controls
- Enabling the disabled occupier to use and control power, light and heat - e.g. by altering the position of light switches and power sockets
- Enabling the disabled occupier to move around the home to care for another person - e.g. to enable a parent to care for a child.

Consideration was given to outsourcing this work activity to the Environmental Health shared service with Mole Valley District Council. During discussion, it became evident that this is not an area of work the shared service is able to facilitate and alternative options were then explored.

Salary costs for providing this service are currently £60k. Grant funding is provided to the Council in the form of Better Care Funding with strict guidance on how the grant can be spent. Guidelines advise that grant funds cannot cover salary costs for administration and approval of grants being made. However, grant funding can be used to offset salary costs for advice. This forms approximately 70% of Officers time and includes liaising with occupational therapists and other health and social care providers, working with the Home Improvement Agency to spec, cost and design the adaptations and liaising with the applicant about progress, timeframes and future needs. Grant funding is not currently used to offset these costs but has been calculated that a £42k saving to the Housing General Fund can be made by doing so. This recommendation has been approved by the Tandridge Operating Model Delivery Group.

In addition to this, the Councils Housing Landlord Service (Housing Revenue Account) has a duty to carry out aids and adaptations work within its own housing stock. An annual budget of £250k is set aside to complete these works which will range from minor adaptations such as installation of level access showers through to major projects involving extension of living space by way of property extension. These adaptations are carried out in accordance with the Councils Aids and Adaptations for Council Homes Policy.

This activity is currently managed by Community Surveyors who oversee the end to end process. This being from Occupational Therapist referral and specification of the work through to procurement and tender of the work and project management while the work is being undertaken. This approach provides very little in the way of value for money and is very resource intensive on the Community Surveying team, who would be best utilised ensuring compliance across the Councils housing stock and General Fund assets. Discussions have now commenced with the DFG Home Improvement Agency with a view to them providing services for both the private sector DFG and Council house aids and adaptations work. Benefits of this will ensure value for money due to economy of scale, better end to end process and customer service, management of a single contract for all aids and adaptations work and reduced need to tender individual schemes. Both the DFG and Council housing aids and adaptations work can be administered within the current £60k salary envelope. This will generate a further £18k saving to the Housing General Fund as costs will be covered by the Housing Revenue Account. This approach brings about a £60k saving to the Housing General Fund by way of £42k saving from Better Care Funding and £18k from Housing Revenue Account. Administration support will be provided within existing resource to support this activity. This recommendation has been approved by the Tandridge Operating Model Delivery Group.

Consideration is also being given to the Home Improvement Agency carrying out the service currently provided by the Councils Handyperson service. It supports residents with limited funds and access to trades with day to day routine repairs plus minor aids and adaptations work such as grabrails, ramps and key safes.

This service is currently funded three ways, customers not in receipt of means tested benefits paying for the work they receive, Better Care Funding and Housing Revenue Account contribution. Discussions are at an early stage and further information will be provided at November's Housing Committee.

KLE5 – Team structures have recently been reviewed following the senior management restructure and as part of the statutory housing service review. A new structure has been designed for the Housing Needs team. This team conduct services in relation to homelessness prevention and the administration of the Councils housing register in accordance with the Councils Housing Allocation Scheme. This team play a vital role in

supporting those at risk of homelessness find alternative accommodation before becoming homelessness. This is a proactive approach which limits the Councils use of bed and breakfast accommodation.

Administration of the Council's housing register also plays a key role in preventing homelessness within the district. Advertising vacant properties for both registered providers and the Council's own stock means empty properties are occupied by those most in need at the earliest opportunity.

The revised structure for this service area ensures Officers are assigned tasks and work in accordance with their skills, knowledge and experience. It also ensures that responsibilities are distributed in accordance with the salary grade at which they are paid. This will ensure clear lines of responsibility and accountability, ability to ensure effective performance management, better understanding for residents, Members and partners when escalating their concerns and ensures the team is structured in a way to meet the current and future needs of residents by assigning resource according to need.

In addition to creating a revised structure, data gathering, and monitoring will continue to be improved to ensure accurate benchmarking with other Local Authorities. This recommendation has been approved by the Tandridge Operating Model Delivery Group.

KLE6 – Shared services have formed an important part of service delivery for Housing in general over recent years. Several shared working arrangements are in place across the service including the private sector housing activity provided by Mole Valley District Council's Environmental Health team. Shared service arrangements are in place with Reigate and Banstead Borough Council and Mole Valley District Council to support the Syrian refugee and Afghan resettlement schemes as well as support for the Homes for Ukraine Scheme.

Shared services with neighbouring authorities have in the past been explored, for Housing Allocations via a sub-regional allocations scheme. This scheme was trialled for approximately three years and was decommissioned due to the low level of flexibility with partners being unable to meet local demand and need via a sub-regional scheme. Opportunities for shared services will continue to be considered and reviewed as the Council moves to become a commissioning authority.

Housing Revenue Account

One of the 10 key lines of enquiry have been completed, this is KLE8. There are currently five key lines of enquiry nearing completion, these are KLE1, KLE3, KLE4, KLE5 and KLE7.

KLE8 – The Housing Revenue Account (HRA) is a ring-fenced account held separately to the Council's General Fund that contains the income and expenditure relating to the management and maintenance of the Council's housing stock. Legislative features of a HRA state that credits and debits are prescribed by statute, there is no general discretion to breach the ring-fence and it cannot budget for a deficit.

An internal review into salary and corporate recharge apportionments has been undertaken by Officers to ensure accurate charges, based on work activity, are being made to the HRA in accordance with relevant legislation.

The review has identified approximately £400k of staffing costs for 2023/24 that need to be reallocated from the Council's HRA account to its General Fund as part of the budget process. This is likely to be partially offset by a review of recharges into the HRA to ensure that it is bearing its fair share of corporate costs. To meet this re-balancing, £150k has

been set aside as an indicative pressure within the emerging General Fund budget for 2023/24.

KLE1 – Work has recently been undertaken to consider the future delivery model and potential for outsourcing the management of the Councils Housing Stock. An options paper has been completed, as detailed in Appendix B. This paper considers several possible delivery options and highlights the challenges needing to be overcome to make a final decision.

This options paper was presented to the Tandridge Operating Model Delivery Group on Wednesday 24 August 2022. This group concluded that they were in favour of the recommendation within the paper which was:

Option 1b: Retain in house for now - allowing time for the implementation of a service improvement plan, including better data collection to measure our service delivery level, with a review after 12 months

Given this decision, a service improvement plan will be developed, performance indicators reviewed, and relevant data collected to enable meaningful benchmarking. Appendix C outlines what a sector leading service looks like.

KLE3 – As detailed within statutory housing KLE3, alternative delivery models have been considered for the management and administration of aids and adaptations work to the Council's housing stock.

Discussions are currently ongoing with the Home Improvement Agency for them to deliver this service in addition to the Private Sector DFG work. This will increase resource within the Community Surveying team to focus on compliance across the Council's housing stock and wider Council assets. At present a surveyor manages each request for adaptation, procures each contract and liaises with each applicant and their occupational therapist. Amalgamating the two services will ensure a single point contract to manage, value for money through economy of scale, reduced wait times for customers and a streamlined process managed in line with that of the private sector DFG works.

KLE4 – A revised structure for HRA services is currently being designed and socialised amongst the teams affected. This will include estates management, income management and sheltered housing.

KLE5 – Orchard Housing is the software package currently used by the Council to manage its housing and corporate asset stock. Orchard was introduced in 2017 and enables management of tenancies, rent accounts, repairs and assets.

As part of this service review a health check has recently been undertaken by MRI/ Orchard to check the status of our software, check parameters and functionality and make recommendations for systems improvements. Receipt of a costed final report is expected September 2022.

As part of the Council's wider digital and IT strategy exploration of other housing management platforms is underway. This work will form part of the wider Council digital transformation with Officers considering all options to ensure quality services are delivered to both tenants and leaseholders.

KLE7 – In November 2021 a full income review was undertaken by Officer's and consideration given to ways of maximising income to the HRA. This included a review of collection processes, billing processes and cross cutting work between teams and external stakeholders. A series of improvements have been identified which will form part of the service improvement plan for the Housing area.

4. Proposed Savings

Service Area: Statutory Housing (Housing General Fund)												
Service Lead: James Devonshire												
Area of Savings Opportunity	Key Assumptions	2023/24 ('000s)				2024/25 ('000s)				Total ('000s)	Investment required ('000s)	Risks to delivery of savings
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4			
Offset of Homelessness officer's salary against annual government grant	Grant levels continue to remain at current levels. Service area use of grant for other initiatives does not dramatically increase	£150								£150	£0	Confirmation of government grant for 2023/24 will not be released until March 23 That government grant for 2023/24 is significantly less than current and previous years
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4			
Capitalise 70% of salary for 1FTE and fund remaining 30% via HRA for private sector DFG work.	Service retained in house. HRA aids and adaptations work to be commissioned with DFG work under one contract	£60								£60	£0	Home Improvement Agency unable to accommodate request to carry out in house aids and adaptations work prior to contract retendering in 2023
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4			

Service Area: Housing Landlord Service (Housing Revenue Account)
Service Lead: James Devonshire

Area of Savings Opportunity	Key Assumptions	2023/24 ('000s)				2024/25 ('000s)				Total ('000s)	Investment required ('000s)	Risks to delivery of savings
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4			
Salary apportionments and corporate recharges review	Higher salary apportionment to be costed to General Fund Exact costs to be confirmed by finance following review	£150				£250				£400	£0	Increased salary costs to General Fund
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4			
Restructure of housing management teams	Potential savings following review of structure and reporting lines and process. Saving to be confirmed once review is complete	£100								£100	£0	Reduction in resource could lead to non-compliance with Housing reform (regulation) Bill – structure to be designed to mitigate this risk and ensure appropriate posts are created to ensure compliance
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4			

5. Risks

Statutory Housing Service (Housing General Fund)

- Government grant is significantly reduced on previous and current years, reducing the amount of grant that can be reasonably offset.
- Greater need for service area to utilise higher levels of grant funding to fund service area initiatives, reducing the amount of grant that can be reasonably offset.
- Increased use of Bed and Breakfast accommodation to meet increasing homelessness provision demands.
- Home Improvement Agency unable to accommodate the work required to support both the private sector DFG and Council homes aids and adaptations work.

Housing Landlord Service (Housing Revenue Account)

- Greater apportionment of salary cost needing to be funded by the General Fund.
- Non-compliance with financial regulations for HRA management if we do not address the apportionment.
- Inability to deliver statutory services in accordance with legislation if resource is reduced to much.

6. Recommendations

Members are asked to note the progress of both the Housing Statutory and Housing Landlord service reviews.

As detailed in Appendix B, a new structure and service improvement plan for the Housing Landlord Service is to be developed over the coming weeks. Emphasis will be given to setting a clear direction of travel for the service area, highlighting the need to collect meaningful, comparable data to ensure an accurate options appraisal in 12 months' time and a focus on resident engagement in accordance with the new Housing Reform Bill.

Appendix C sets out the comparable data we aim to collect during this time and provides performance indicators for a sector leading service.

In addition to these, work will continue in relation to maximising income, co designing processes with residents and stakeholder input and supporting the role out of the corporate Digital and IT strategy actions across all areas of housing.

Progress reports will be provided to this Committee throughout the year.

Appendix B – FTP Service reviews – Housing Options paper update

1. Executive Summary

This initial high-level options appraisal has been undertaken to help us further understand the possibilities for delivering our housing management services in a different way, in order to realise efficiencies and deliver an improved customer experience.

The options considered in this paper are:

- Option 1a: Do Nothing - Retain the housing management service in-house
- Option 1b: Retain in house for now - allowing time for the implementation of a service improvement plan, including better data collection to measure our service delivery level, with a review after 12 months
- Option 2: Outsource to a local housing provider
- Option 3: Outsource to a national/large regional provider
- Option 4: Shared service with other LA housing provider(s)

The recommendations being made are:

- To retain the housing management service in-house for the next 12 months, whilst implementing a service improvement plan, including data collection to measure service delivery levels.
- To revisit the service in 12 months' time (August 2023) and undertake a full review of the impact that the changes have had and compare the enhanced performance data to enable a clearer picture of: how we are performing; the costs of the service following the changes; and compare ourselves to other providers from a new foundation of confidence in our own data.
- The review findings be reported back to Housing Committee along with a refreshed Options Appraisal paper in September 2023, to allow for further consideration of the appropriate option to take forward at that point.

2. Background and Context

As part of the services review being carried out authority wide, one of the Key Lines of Enquiry for the HRA was to investigate the outsourcing of our landlord service including potential models, opportunities, and the business case for doing it.

This initial high level investigation has been undertaken to better understand the costs and benefits to the service and customers and whether efficiencies and service improvements can be delivered through partnering with another provider, to deliver housing management services on our behalf.

This appraisal is looking only at outsourcing of the housing management service. The HRA and housing stock would remain with Tandridge District Council (TDC) in all options considered. The Housing Revenue Account (HRA) is a ringfenced self-financing account used for the management of the Council's owned housing

stock. The costs of managing and maintaining properties, collecting rents, and meeting the cost of monies borrowed to pay for investment in the stock and the development or acquisition of new stock are all charged to the HRA. The rent and service charge income collected from tenants is used to meet these costs.

Services falling within the Housing Revenue Account (HRA)/landlord function include tenancy and estates management, rent accounting and collection, sheltered and older persons housing and property services/community surveyors.

The Council House Building Programme is funded through the HRA and delivered through the Asset Management Team.

HRA assets currently include 2580 tenanted properties of which: 2247 are general needs; 333 are Sheltered/older persons accommodation; there are an additional 654 leasehold properties; 675 garages; and a hostel with 15 rooms.

Housing services considered under this review include tenancy management and enforcement; rent collection; and estate and neighbourhood management.

Considerations for this options appraisal:

- Key local issues: Budget constraints and the need to find savings for TDC and increase efficiency and effectiveness of the service
- TDC's track record of housing service delivery: We has a reasonable level of service delivery in relation to housing management and management of Council owned housing stock. A lack of data collection has resulted in us being unable to measure this. Very few complaints have been received in relation to these services. Satisfaction surveys have not been utilised by the department in the past and need to be completed to obtain a starting point for comparison.
- TDC's experience of working with third parties: Tandridge has examples of delivering shared services with other local authorities including housing services. We have quite a lot of experience across the council of outsourcing. This has been a mixed result, with some arrangements working more successfully than others. Where there have been issues, these have often resulted from poor contracting, poor specification or inadequate management of the contract
- Future considerations of service delivery: The Social Housing (Regulation) Bill is currently in the early stages of reading in Parliament. The Bill is intended to improve the regulation of social housing, strengthen social tenants' rights and ensure better quality, safer homes. This links to the Housing White paper: The charter for social housing residents: social housing white paper. The white paper is intended to deliver "transformational change" for social housing residents. It sets out measures to:
 - Ensure social housing is safe.
 - Make it easier to know how social landlords are performing, to increase transparency and accountability.
 - Ensure swift and effective complaint resolution.
 - Strengthen the consumer standards social landlords must meet and create a strong, proactive regime to enforce them.

- Empower residents to support them in engaging with and holding their landlords to account.
- Ensure good quality, decent homes, and neighbourhoods.
- Support tenants to buy a home of their own.

We do not currently have a robust track record either on resident engagement or gathering and sharing performance data. If this comes into law, then it will require a new approach and potentially a greater resource and focus. New anticipated regulations are likely to enforce the recording of statutory performance indicators across the sector allowing for more accurate benchmarking against others in the industry.

FTP - Critical Success Factors

	<p>Financial</p> <p>An overall reduction in net budget of 15% by 23-24 over 18 months An overall reduction in expenditure on 'Back Office' functions of 15-20% by 23-24 A higher proportion of the budget is spent on 'front-line' services & Council priorities</p>
	<p>Residents and Service Users</p> <p>Service Users are involved in the redesign of services Resident and Service User feedback and insight is used to drive service improvement Residents and Service Users are encouraged to use the least cost channel to access services</p>
	<p>Services</p> <p>Service Delivery is undertaken by the most appropriate means Service performance is measured, benchmarked and actively managed Service levels provided are closely aligned to Council priorities</p>
	<p>Staff</p> <p>The Council has a smaller directly employed workforce Managers and staff are engaged and accountable for their performance Staff feel valued and motivated and understand the values and behaviours expected</p>

Objectives for this option appraisal, in line with the above critical success factors, have been taken as:

- Resident and Service User feedback and insight is used to drive service improvement
- Service delivery is undertaken by the most appropriate means
- The council has a smaller directly employed workforce
- Service performance is measured, benchmarked, and actively managed
- Ensuring value for money for tenants and leaseholders
- Ensuring services are delivered in the most effective and efficient way
- Utilising staff in line with their skills and knowledge, to motivate them to provide high levels of service delivery
- Engaging and involving residents to co-design services, to best meet their current and future needs

The current staffing budget for the entire HRA is £2,539,600 (currently under review as part of the Future Tandridge Programme)

- Case Services HRA salary budget Apportionment is £1,068,985.
- Specialist Services HRA salary budget Apportionment £418,965.
- Other HRA salary budget apportionment £1,051,630

Current budget breakdown for the housing management services being considered in this paper:

Income	£17,206,400
Employee Costs	£2,539,600
Non-Pay Costs (Systems, legal expenses, training etc)	£4,650,500
Interest	£1,639,600
Support Service & Customer Service Recharge	£1,313,800
Transfer to reserves	£7,062,900

Housing Management current baseline

We have looked to provide a baseline from which our current services can be measured to:

enable an understanding of our current performance;

to allow for measuring performance against this baseline over time; and

to enable benchmarking with other housing management service providers, in order to inform this options appraisal. However, in the development of this options appraisal, we have confirmed our concerns that: Our own data is lacking in detail and therefore does not currently allow for meaningful measurement or benchmarking; and there is a lack of available data from Local Authority providers who are of similar size, to enable like for like comparisons across the board.

Bearing this in mind, the table below provides a snapshot of performance compared to a local registered provider, Raven Housing Trust, and a median performance for national Registered Providers based on current information available. (It's worth noting, that as the full details for how each provider/source calculates 'Total Cost Per Property' is unclear this can only be taken as an indicative figure at this time, as we may not be fully comparing like with like).

Housing Provider Measure	TDC	Raven HT	Registered Providers (National)
Housing Management - Total Cost Per Property of Housing Management	£3,901	£5,500	£3,891*
Rent collection	99.47%	-	95%

Current tenant arrears	2.23%	3.19%	-
Average void re-let time	31.8 days	-	13 days
Repairs completed on first visit	87%	-	95%
Initial complaints responded to within target	100%	-	95%

*(Based on first 3 Quarter figures only - 2021 median of Registered Providers)

It is evident from the above snapshot, that we do not currently have access to comparable data across the sector, which limits us being able to accurately measure our performance.

3. Assumptions

The below outlines the high-level assumptions that we have made in developing this options appraisal paper.

3.1. Assumption 1: The HRA and housing stock will remain with TDC

All options are based on the understanding that the Housing Revenue Account and housing stock will remain within the control of TDC and consideration is only being given to a change in how our housing management services are delivered. Retaining the HRA and housing stock provides the authority with a valuable resource and the ability to develop new housing in the district.

3.2. Assumption 2: Retaining the service in-house (with no changes)

Costs would remain similar to as is for the service other than annual increases related to wage and materials.

3.3. Assumption 3: The potential outsourcing of our Repairs and Maintenance service is being considered separately

This options appraisal focuses solely on the Housing Management service and does not include consideration of the Repairs and Maintenance service in tandem, as this is being developed as part of the wider services review elsewhere.

4. Options

The following sets out the options that we have considered at a high level for the delivery of our housing management services.

The appraisal criteria we have used in assessing these options are:

- *Key corporate outcomes requirements:* Service delivery is undertaken by the most appropriate means; the Council has a smaller directly employed workforce; and consideration be given to all commissioning options.
- *Key service outcomes:* Improved customer service and involvement; better deployment of staff; a more streamlined service; and easily accessible information for residents via online channels.

- *Quality issues:* Improved engagement with residents; full statutory compliance; high quality data collection, analysis, and the ability to act on information gathered
- *Financial:* Efficiencies through improved service delivery model; value for money; and maximisation of income collection.
- *Sustainability of service:* Financially viable/cost effective; sustained service delivery levels and continued performance monitoring; ability to continue to support the Council's statutory housing obligations in relation to homelessness prevention and housing register administration; and access to services improved through digital enhancements.
- *Efficiency and effectiveness of the service for tenants:* High quality IT systems and enhanced ability for tenants to self-serve; a 'right first time' approach; opportunities for enhanced customer satisfaction levels, an increase in rent collection, an increase in resident engagement and for better performance monitoring
- *Costs and savings potential:* Opportunities for cost savings whilst quality is sustained or improved
- *Governance:* Opportunities for Members, residents, and staff to be involved in some aspects of governance and/or oversight
- *Compliance with legislative changes:* That any delivery method would enable and support full compliance with forthcoming changes in housing legislation, including The Social Housing (Regulation) Bill

4.1. **Option 1a: Do Nothing - Retain the housing management service in-house.**

What this would mean: Continuing to provide the service in-house as current, aside from some restructuring within the housing management team (this restructure is currently being undertaken as a wider part of the Future Tandridge programme).

Benefits:

- Strong existing local knowledge of housing stock and tenants
- Housing management IT system links to other housing information
- Residents are familiar with TDC as their housing management provider
- Staff are familiar with the housing management systems and processes currently in place

Risks:

- Missed opportunity to improve and update/upgrade the service
- Increasing costs as investment needed in systems, processes, staff training and to meet statutory requirements
- Current performance data collection is poor
- Self-serve opportunities for residents are limited

- Missed opportunities for improving customer engagement and involvement
- Could lack ability to add more value to the service through staying as is

Anticipated Costs: No additional costs beyond current projections.

4.2. **Option 1b: Retain the housing management service in-house and implement service improvement plan, including data collection to measure service delivery level**

What this would mean: Continuing to provide the service in-house through a restructured housing management team (as above in option 1b) and developing and implementing a service improvement plan. Over a 12-month period this would involve: Putting in place good quality performance data collection processes; analysing and benchmarking this data, working with other Local Authority providers, to allow for meaningful measurements and comparisons to be made; establishing improved resident engagement, involvement processes and feedback mechanisms; and implementing improvement to our IT system, including how we can increase self-serve opportunities.

Processes are also currently being reviewed to ensure maximum income generation for the Housing Revenue Account, which will be recycled by way of maintenance of existing stock, building new affordable Council Housing and investment in digital infrastructure to better support customers experience. It is anticipated that this work will generate both increased customer service and financial savings.

Benefits:

- Potential improvements to service delivery for customers
- Time to obtain inhouse performance data, which is currently lacking, and allow for meaningful, direct like for like comparison with other similar organisations, enabling informed decisions around future delivery models to be made
- Provide an opportunity to implement and evaluate the anticipated changes in legislation introduced by the Social Housing (Regulation) Bill and the White Paper: The charter for social housing residents
- Enable time for the review of budget apportionments as part of the Future Tandridge Programme which will provide a clearer picture of the costs of the housing management services
- Continued support to other in-house statutory housing functions such as homelessness prevention and private sector housing
- Strong existing local knowledge of housing stock and tenants
- Housing management system links to other housing information that we hold inhouse

Risks:

- Missed opportunity to improve and update/upgrade service via external management arrangements
- Increasing costs due to level of investment needed in systems, processes, staff training and to meet new statutory requirements
- Could lack ability to add more value to the service by staying in-house for a further 12 months

Anticipated Costs: There will be additional costs related to service and system improvements. The revised structure and working practices could generate savings, although this is currently untested or quantified.

4.3. Option 2: Outsource to a local housing provider

What this would mean: Partnering with Raven Housing Trust to take on the delivery of our housing management service.

Benefits:

- Existing provider with systems in place to support effective housing management
- Local knowledge and already operating within Tandridge district area
- Existing relationship with Raven Housing Trust who have delivered some repairs and maintenance work on our behalf before
- Provide added value through their recent £4.5M investment in their online systems that will provide end to end housing management service including a high level of customer self-service capabilities
- Small housing trust who already provides housing management services for other independent housing providers and is not looking to take on further stock
- TUPE transfer of staff to protect jobs – Raven has previous experience of TUPE transfer
- Could result in improved service provision and higher satisfaction levels of housing tenants
- Raven has a positive reputation locally, high levels of customer satisfaction and good customer engagement channels operating

Risks:

- Potential for Tenant opposition to any significant changes to management arrangements or those that they see as detrimental to their service provision
- Lack of a current robust tenant engagement structure may cause delay in seeking their views and engaging them in planning changes
- Would require a move from our existing housing management system to Raven's system involving data transfer and a housing management system that would operate independently of Orchard
- TUPE transfer of staff may result in not all staff being required longer term
- Transferring housing management out, without stock transfer, would require the need to be on top of stock condition and capital investment

needs and meeting requirements such as carbon reduction and health and safety standards

- Potential for less Member and TDC staff involvement in decision making
- Could result in an increase in Housing Register wait times due to having less influence over void properties within housing stock, although this could form part of any service agreement with Raven

Anticipated Costs: The costs of outsourcing, including potential management fee to provider for delivering the service on our behalf. Could result in cost savings from economy of scale and move to greater online service, with the increase in capacity for tenant self-service.

4.4. [Option 3: Outsource to a national/large regional provider](#)

What this would mean: Identifying a national/larger regional housing provider who wants to partner with us to provide housing management services on our behalf.

Benefits:

- Potential of larger economies of scale of a bigger provider that could keep costs lower
- Providing added value and access to wider benefits and services for tenants, through it being a larger organisation
- Existing provider with systems in place to support effective housing management
- Potential TUPE transfer of staff to protect jobs
- Could result in improved service provision and higher satisfaction levels of housing tenants

Risks:

- Tenant opposition to any significant changes to management arrangements or those that they see as detrimental to their service provision
- Some partners may not be interested in taking on the housing management function unless there is an opportunity to take stock in a transfer at a later date
- Small number of homes in comparison to a big national provider could make tenants and staff feel less significant and that there is less local connection or interest
- Costs of local set-up if the provider is not currently operating locally could be a factor
- Potentially requires a move from existing housing management system to providers system if different, involving data transfer and a housing management system that would operate independently of Orchard
- TUPE transfer of staff may result in not all staff being required longer term
- Potential for less Member and TDC staff involvement in decision making

- Could potentially result in an increase in Housing Register wait times due to having less influence over void properties within housing stock, although this could form part of any service agreement with the new provider
- Transferring housing management out with of stock, would require the need for TDC to remain on top of stock condition and capital investment needs and meeting requirements such as carbon reduction and health and safety standards

Anticipated Costs: Costs of outsourcing, including potential management fee to provider for delivering the service on our behalf. Could result in cost savings from economy of scale and move to greater online service with increase in capacity for tenant self-service.

4.5. **Option 4: Shared service with another LA housing provider**

What this would mean: Working with another local LA housing provider to deliver our housing management services.

Benefits:

- Retain control of our housing management services
- Potential for cutting costs through joint delivery or income from delivering on behalf of others
- Local connection and knowledge
- Retain ownership of own assets whilst benefitting from economies of scale

Risks:

- Other local providers already have delivery partners so interest could be low
- Delivery from outside of TDC locality could result in less responsive service to tenants
- Loss of staff as all current roles may no longer be needed

Anticipated Costs: Potential for cost savings from joining up of services. Potential for outlay required to join up different housing management systems and processes.

5. *Recommendation*

Based on the high-level work undertaken to date and the information currently available, it is being recommended that at this stage we further explore:

- Option 1b: Retaining the housing management service in-house and implementing the service improvement plan, including data collection to measure service delivery levels.

This option is being recommended to allow the time for meaningful in-house data to be collated and reviewed, so we can accurately measure and benchmark our performance of, and customer satisfaction levels with, our current delivery model.

It is further recommended that:

- In 12 months' time (August 2023) we undertake a review of the impact that the changes have had and compare the performance data that we will have collected, to enable a clearer picture of: how we are performing; the costs of the service following the changes; and compare ourselves to other providers from a foundation of confidence in our own data. This will be reported back to Housing Committee in September 2023 along with a refreshed Options Appraisal paper, to allow for consideration of the appropriate option to take forward at that point, informed by improved data to support decision making.

6. Appendices

Appendix 1 - SWOT Analysis for Tandridge DC Housing Management Services

STRENGTHS (internal issues)	WEAKNESSES (internal issues)
<ul style="list-style-type: none"> • Local knowledge and understanding • We have quite a lot of experience across the council of outsourcing • We are experienced in delivering shared services with other local authorities including housing services • Wide knowledge of best practice, process and legislation • Good relationships with our tenants • Good relationships with partner agencies including police, Adult and Children’s Services and voluntary sector 	<ul style="list-style-type: none"> • Cost of improvements to the Orchard system may require high level of investment with a slow rate of return in efficiencies and benefits • Lack of engagement of staff at an early stage in the review could lead to loss of experience, missed opportunities for efficiencies and low morale • Not having access to full detailed financials will result in decisions being made on the basis of incomplete information and a limited understanding of impact • Outsourcing has seen mixed results, with some arrangements working more successfully than others. Where there have been issues these have often resulted from poor contracting, poor specification, or inadequate management of the contract • Poor data collection, measuring of own performance and external benchmarking means that there is a lack of understanding as to how we are operating and what areas require improvement
OPPORTUNITIES (external issues)	THREATS (external issues)
<ul style="list-style-type: none"> • Restructure of current resources to provide higher quality services to our tenants and leaseholders • Partner with another housing provider who has good reputation and can provide high quality local service to our tenants and residents • Improving resident involvement and engagement through existing channels and experience of partner provider • Housing White Paper – introduction of statutory performance indicators enabling accurate benchmarking across the sector 	<ul style="list-style-type: none"> • Housing provider partners may not be interested in taking on the housing management function unless there is an opportunity to take stock in a transfer at a later date • Tenant opposition to any significant changes to management arrangements or those that they see as detrimental to their service provision • Lack of a current robust tenant engagement structure may cause delay in seeking their views and engaging them in planning changes • Housing White Paper – expectations within that to engage and consult more fully with tenants will require a new approach and potentially a greater resource

Appendix 2 - Available performance data

Ref	Indicator	2019/20	2020/21	2021/22
Voids, Allocations and Tenancy Management				
1	% of tenancies reviewed within target time	100%	100%	100%
2	% of rent collected	99.05%	100.44%	100.53%
3	Average Void re-let time: General Needs Housing	22.3	23.6	31.8
4	Average Void re-let time: Sheltered Housing	30	37.7	68.2
5	Average % of stock vacant and available for let	0.99%	0.99%	0.83%
6	% of rent due lost through properties being empty during the year	1.18%	1.18%	1.15%
8	Percentage of appointments that are arranged by a Housing Officer four weeks after the tenant has moved into the property to provide any additional information or advice that might be needed	N/A	95%	95%
9	% of flexible secure tenancies reviewed 6 months before the end of the fixed term	100%	100%	100%
10	Percentage of succession and assignment requests processed within 20 working days of receipt of the completed application.	100%	100%	100%
11	Percentage of succession or assignment requests where outcomes have been confirmed within 5 working days of the decision being made	100%	100%	100%
12	Percentage of mutual exchange applications processed within 42 working days of receipt of the application	100%	99.8%	100%
Correspondence and complaints				
15	Percentage of general correspondence responded to within 15 working days	100%	100%	100%
Anti-Social Behaviour and Enforcement				
<i>ASB Cases Category High</i>				
24	Percentage of victims who were responded to within 1 working day of the ASB case being reported	99%	99%	99%

25	Percentage of complainants who received a monthly update on open cases	100%	100%	100%
ASB Cases Category Medium				
29	Percentage of victims who were responded to within 2 to 5 working days of ASB case being reported	80%	80%	80%
30	Percentage of complainants who received a monthly update on open cases	100%	100%	100%
ASB cases Category Low				
34	Percentage of victims responded to within 5 to 10 working days of ASB case being reported	100%	100%	100%
35	Percentage of complainants who received a monthly update on open cases	80%	80%	80%
Involvement and Empowerment				
42	Number of tenant and resident forums attended per year	4	0	0
Costs				
46	Housing Management - Total Cost Per Property of Housing Management	5350.92	5230.36	5419.39
47	Estate Services - Total Cost Per Property of Estate Services	190.67	227.16	236.72
48	Overheads - Overhead costs as % turnover	TBC	TBC	TBC

Appendix C – Key Performance indicators – National standards

National Standards	Performance Benchmarks
Repairs:	
Satisfaction with quality of response repairs	90%
Repairs appointments kept	98%
Repairs completed on first visit	96%
Emergency repairs completed on target	100%
% of routine repairs completed in target time	99%
Tenants gas appliances serviced	100%
Neighbourhood:	
Residents satisfied with their neighbourhood	88%
Residents satisfied with ASB case handling	89%
Tenancy:	
Tenants satisfied with services provided	88%
New tenant satisfaction	95%
Tenant checks carried out to identify illegal occupants	100%
Customer Service:	
Repair calls answered within target	75%
Satisfaction with complaints handling	81%
Initial complaints responded to within target	96%
Other Standards	
Rent collection	95%
% of residents with arrears of more than 7 weeks	3%
Rent Arrears as a % of the Rent Book	<0.2%
% of properties to Decent Homes standards	100%
Cost of a response repair	£84.90
Response repairs completed per month	904
Repairs completed on first visit	93%
Re-let times	20 days
Average Void Costs	£2,300
Tenancy Audits (visited per annum)	20%
Automated Rent Payments	80%

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