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To: MEMBERS OF THE HOUSING COMMITTEE
Councillors Pursehouse (Chair), Damesick (Vice-Chair),
Evans, Gaffney, Groves, Hammond, Montgomery,
O'Riordan, Robinson, Shiner, Smith and O'Driscoll

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Substitute Councillors: Lee, North, Pinard and Windsor

C.C. All Other Members of the Council

12 June 2023

Dear Sir/Madam

HOUSING COMMITTEE TUESDAY, 20TH JUNE, 2023 AT 7.30 PM

The agenda for this meeting of the Committee to be held in the Council Chamber - Council Offices 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 16 March 2023 (Pages 3 - 8)**

To approve as a correct record.

- 4. Minutes of the meeting held on the 25 May 2023 (Pages 9 - 10)**

To approve as a correct record.

5. **To deal with any questions submitted under Standing Order 30**
6. **Tenant and Leaseholder Engagement Strategy** (Pages 11 - 26)
7. **Update: Aids and Adaptions in Council Homes Policy** (Pages 27 - 52)
8. **2022/23 Housing Committee Performance Report** (Pages 53 - 72)
9. **2023/24 Council House Building Programme Update** (Pages 73 - 98)
10. **2022/23 Budget Outturn - Housing Committee** (Pages 99 - 112)
11. **Housing Services Structure** (Pages 113 - 120)
12. **Any other business which, in the opinion of the Chair, should be considered as a matter of urgency**

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).

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 16 March 2023 at 7:30pm.

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

ALSO PRESENT: Councillors S.Farr

ALSO PRESENT (Virtually): Councillor Pinard

APOLOGIES FOR ABSENCE: Councillors Groves, Hammond and Stamp

261. MINUTES OF THE MEETING HELD ON 24 JANUARY 2023

The minutes were approved and signed as a correct record.

262. QUARTER 3 2022/23 BUDGET MONITORING - HOUSING COMMITTEE

The Committee received a report outlining the financial position of the Revenue and Capital budgets for the Committee, including Housing Revenue Account, as of Quarter 3 2022/23.

The report set out a projected full-year overspend of £8k for the Housing General Fund. This was a £52k deterioration from the Q2 position. This was mainly a result of £26k expenditure on Meadowside Mobile Home Site including a site survey and reduced income, and £20k legal costs shared between the General Fund and the Revenue Account.

In terms of the Housing Revenue Account, there was a projected full-year underspend of £65k. This was a deterioration of £2k from the Q2 position. There had been a projected improvement in salaries of £61k. Deterioration were due to service charges of £61k and repair expenses of £2k.

In the Housing General Fund Capital Budget there was a full-year projected underspend of £60k related to delayed projects relating to the Disabled Facilities Grant. In the Housing Revenue Account Capital Programme there was a projected underspend of £3,122k relating to delays and slippages in the Council House Building Programme and additional amounts being provided for potential development sites and inflationary rises.

RESOLVED – that the Committee's forecast Revenue and Capital budget positions, including Housing Revenue Account, as at Quarter 3 / Month 9 (December) 2022 be noted.

263. HOUSING ALLOCATION SCHEME REVIEW

The Committee received a report recommending approval of the updated Housing Allocation Schemes from 1 April 2023.

The Council was required to have a scheme for the allocation of social housing. The scheme was last considered by Committee in March 2016. Minor amendments to the scheme have been made under delegated powers during the annual review. Officers explained that the current scheme continued to be effective. The Future Tandridge Programme meant further amendments to the scheme were recommended.

RESOLVED – that in accordance with its delegated powers, the Committee agree that the updated Housing Allocation Schemes be approved for publication from 1 April 2023.

264. SURREY HOUSING STRATEGY - CONSULTATION RESPONSE

The Committee received a report on Surrey County Council's final draft Housing, Homes and Accommodation Strategy for Surrey. The strategy was set out in Appendix A of the report. All Surrey District and Borough Councils had provided a response to the draft strategy. The Council's response, written in consultation with senior Members and Officers, was set out in Appendix B.

Members expressed their agreement with the Council's response and requested an update on Surrey County Council's sale of the Dormer's Residential Home site in Caterham.

Officers explained that an offer for the Dormers site was being developed. Initial meetings had been held to discuss a Red Book Valuation of the site to agree a market value without the site going to the open market, but Surrey did not want to proceed.

Background work had been conducted in preparation for the making of an offer including the architects drafting a feasibility study and pre-application advice. The Council's offer would include emphasis on the importance of providing social housing in line with Surrey County Council's responsibilities in terms of health and social welfare.

Members expressed concerns over the draft strategy and Surrey County Council's approach to the Dormers site, while expressing support for the Council's response to the strategy and Officer's efforts to acquire the Dormers site for social housing.

RESOLVED – That the Committee note the updates provided within the report.

265. UPDATE - HOMES FOR UKRAINE

The Committee received an update on the Homes for Ukraine scheme. The Scheme allowed Ukrainian families to come to the UK to live with a sponsor in suitable accommodation. As of February 2023, 121 Tandridge residents had welcomed 219 Ukrainian guests into their homes. 44 additional visas were pending or being issued.

It was noted that there were challenges relating to longer term housing options for Ukrainian guests. There was anticipated to be a greater demand from Ukrainian guests for help for accommodation with an impact on officer workloads and demand on accommodation within the District. Efforts were being made to encourage hosts to prolong their existing arrangements and to encourage new hosts to join the scheme.

Members gave thanks to officers and the voluntary sector for their work in carrying out the Scheme.

Officers responded to member questions and explained that:

- Within the Housing Allocation Scheme, preference was not given to Ukrainians over others who were entitled to apply, but were considered alongside those already on the register. No Ukrainian household had reached the top of the list to be allocated.
- Officers would escalate any concerns Members received over schooling arrangements for children from Ukraine at Surrey working groups.
- The anniversary of the scheme and the War in Ukraine was used to encourage residents to become hosts. Encouragement for new hosts to be achieved through communications from the Council and Members with individuals and groups within the voluntary and faith sector.

RESOLVED – that the updates provided within the report be noted.

266. COUNCIL HOUSE BUILDING PROGRAMME - NEW SCHEMES

The Committee received a report seeking approval for Officers to begin preparing detailed proposals for the redevelopment of 53-67 Stanstead Road, Caterham to provide up to four 3-bedroom houses for affordable rent. The current development had been identified for demolition. The report also sought approval for a budget of £30k for the pre-application stage and up to £80k for disturbance and Home Loss Payments.

Officers explained that residents had been informed, would be formally consulted under Section 105 of the Housing Act and would be eligible for re-housing from April 2023. It was expected all residents would need to be re-housed by summer 2024.

There would be a further report to Committee seeking approval to submit a planning application once feasibility studies had been completed.

In response to a Member question, Officers explained that the current residents would be prioritised for appropriate accommodation outside of the Housing Allocation Scheme.

RESOLVED – that:

- A. Officers prepare detailed proposals for the redevelopment of 53 – 67 Stanstead Road, Caterham to provide up to four 3-bedroom houses for affordable rent; and that a budget of £30,000 for the pre-application stage and up to £80,000 for disturbance and Home Loss Payments be approved.
- B. Approval to proceed includes the appointment of an architect, Employer's Agent and other specialist consultants and surveyors to act for, or advise the Council and the commissioning of necessary reports all subject to the Council's Standing Orders and Financial Regulations.
- C. Work to rehouse residents displaced by the redevelopment commence following this Committee's decision being ratified by Full Council, including the payment of compensation where eligible.
- D. Appropriate notices to be served on tenants at the earliest opportunity to preclude the possibility of the Right to Buy.

- E. Authority be given for Officers to commence the process of appropriating the land from housing to planning purposes in accordance with Section 122 (1) of the Local Government Act 1972.

267. BUY BACK PROGRAMME - NEW

Members were asked to approve a new 'buy-back' programme to repurchase ex-council owned properties. A budget of £3 million was proposed for the purchase of 10 homes along with associated legal costs, surveys, works to the properties and a small contingency. The aim was for the first five homes to be purchased in the 2023/24 financial year, with a further five to be purchased in 2024/25.

It was noted that properties purchased under the scheme would help to facilitate the Council's wider house building programme in one of three ways:

- Assist in releasing landlocked or hard to access sites where future redevelopment would allow the Council to reach a net housing gain.
- Acquiring restrictive leases from the Council's leaseholders that may cause a barrier to infill development on land currently owned by the Council.
- Through the supply of alternative temporary accommodation to help in achieving longer term aim of redevelopment of the Croydon Road TA scheme.

RESOLVED – that approval be given to start a new 'buy-back' programme to repurchase ex-council owned properties initially purchased under the Right to Buy with a budget of £3m for 10 homes, subject to the requirements of Financial Regulation 17, and the criteria detailed within the report.

268. HOME IMPROVEMENT AGENCY - CONTRACT TENDER

The press and public were excluded from this item in accordance with Section 100A (4) of the Local Government Act 1972 (as amended) on the grounds that:

- i) item involves the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Act; and
- ii) the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

RESOLVED – that

- A. Proposals to re-tender the existing contract for Home Improvement Agency services and to enter into a new contract for services with an external Home Improvement Agency provider for three years, with the option to extend for a further three years be approved.
- B. The existing contract with Millbrook Healthcare Ltd be extended until 31 March 2024.

269. COUNCIL HOUSE BUILDING PROGRAMME - ACF SEA CADETS, CATERHAM

The Committee received a report seeking approval for Officers to prepare proposals and seek pre-application planning advice for the development of the Sea Cadet site, Caterham, for up to 16 new affordable homes, subject to acquisition of the site. The report sought approval for a budget of £50k for the pre-application stage.

Approval was also sought for Officers to commence the process of appropriating the land for planning purposes in accordance with Section 122(1) of the Local Government Act 1972.

Officers explained that a Red Book Valuation had been undertaken which had enabled the Council to make an offer to purchase the land which was acceptable to the Ministry of Defence. The Council was currently at the final stages in the acquisition process. 175 households had been written to and would be consulted once the pre-application process had been undertaken and prior to planning permission being sought.

In response to Member questions, Officers confirmed that:

- the plans would include 2 parking spaces for each unit and visitor spaces
- the main access point to the site would be from The Grove or Hawarden Road.
- the architect would be instructed to ensure the plans would be sensitive to the historic character of the surrounding area
- a Construction Traffic Management Plan would be developed to limit disruption to residents. There was also space on site that could be utilised for construction vehicles.
- it was expected that plans would be submitted for planning application in the autumn or winter of 2023.
- a drainage consultant would be engaged to draw up a strategy for dealing with drainage. This would include natural drainage which doesn't currently exist at the site due to hard standing. General infrastructure would also be reviewed.

RESOLVED – that:

- A. Subject to acquisition of the site, Officers prepare proposals for and seek pre-application planning advice for the development of the Sea Cadet site for up to 16 new affordable dwellings; and a budget for the pre-application stage of £50,000 be approved. This budget is to cover 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, all subject to the Council's Standing Orders and Financial Regulations.
- B. Authority be given for Officers to commence the process of appropriating the land for planning purposes in accordance with Section 122 (1) of the Local Government Act 1972.

Rising 8.30 pm

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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 25th May 2023 at 9:11pm.

PRESENT: Councillors Damesick, Montgomery, O'Driscoll, O'Riordan, Pursehouse, Robinson, Shiner and Smith

APOLOGIES FOR ABSENCE: Councillors Evans, Gaffney, Groves and Hammond

1. ELECTION OF CHAIR FOR 2023/24

RESOLVED – that Councillor Pursehouse be elected Chair of the Committee for the 2023/24 municipal year.

2. ELECTION OF VICE CHAIR FOR 2023/24

RESOLVED – that Councillor Damesick be elected Vice-Chair of the Committee for the 2023/24 municipal year.

Rising 9.12 pm

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Resident (Tenant and Leaseholder) Engagement Strategy

Housing Committee 20th June 2023

Report of: Head of Housing

Purpose: For decision

Publication status: Unrestricted

Wards affected: All

Executive summary:

This Committee approved a public consultation on the draft strategy, having completed this consultation Officers now seek approval to formally adopt the Tenant and Leaseholder Engagement Strategy.

This will provide an additional mechanism for continuous service improvements, with the aim of increasing tenant and leaseholder satisfaction. It sets out a range of methods to improve meaningful engagement and introduce challenging targets against which delivery can be measured.

This report supports the Council's priority of:

Building a better Council and Creating the homes, infrastructure and environment we need

Contact officer Melanie Davis, James Devonshire Resident Engagement Officer, Head of Housing

mdavis@tandridge.gov.uk, JDevonshire@tandridge.gov.uk – Building a better Council and Creating the homes

Recommendation to Committee:

- A) That the Committee adopt the Tenant and Leaseholder Engagement Strategy as set out in Appendix A.
- B) That each political group are approached to nominate a representative to attend and participate in the Engagement Steering Group.

Reason for recommendation:

A Tenant and Leaseholder Engagement Strategy with clear objectives and measurable targets is expected to help identify and address weaknesses in service delivery, provide an additional mechanism for continuous change and challenging service improvements. This in turn will lead to increased customer satisfaction and better engagement with tenants and leaseholders.

Introduction and background

- 1 Following the introduction of the Tenants Satisfaction Measures Standard by the Regulator of Social Housing in April 2023, registered providers must collect and provide information to support effective scrutiny by tenants of their landlord's performance in managing their homes and neighbourhoods.
 - 1.1 This will be measured through the collation of 22 statutory satisfaction measures obtained through tenant satisfaction surveys and management information held by the landlord. Both the Regulator of Social Housing and the Housing Ombudsman Service have stipulated that these satisfactions measures should be accompanied by engagement policies and/ or strategies.

The Proposed strategy

- 2 The draft Tenant and Leaseholder Engagement Strategy ('the Strategy') can be found at Appendix A. The objective of the Strategy is to set out the Council's commitment to listening to tenants and leaseholders and to take account of their views by:
 - Providing a range of opportunities to engage, with appropriate support systems, to meet the diverse needs of tenants and leaseholders and by removing barriers to engagement.
 - Encouraging as many tenants and leaseholders as possible to participate, particularly from groups who are currently underrepresented.
 - Improving insight into tenants and leaseholders' experience of Council services.
 - Demonstrating that feedback is welcomed, sharing results and giving examples of where Officers have learnt from engagement and (if applicable) made changes.

- Setting out training for Officers and recruitment of Officers to be engagement champions.
 - Creating opportunities for tenants and leaseholders to be kept informed and aim for the collaborative input in policies.
 - Measuring specific outcomes with targets for example increase in profiling data, provide feedback, evidence of any service improvements initiated etc.
- 2.1 Performance against these targets will be reported to the Committee as part of the annual review of the implementation of the Strategy.
- 2.2 The Action Plan sets out the steps proposed to meet the Strategy objectives by 2025 and monitored by a Steering Group. Actions include:
- Collect and refresh profiling data as part of investment in the IT system functionality and using all available interactions with customers e.g. Tenancy Audit visits and new tenant sign-up interviews.
 - Develop a menu of opportunities, with creative and appropriate use of methods, language and tools to form a clear view of our residents' priorities and our progress in addressing them.
 - Remove barriers to engagement, for example training to support digital uptake and by providing information in plain and appropriate language.
 - Regular feedback to residents to demonstrate the value of their input, providing examples of where we have learnt from engagement and made changes, for example 'you said, we did.'
- 2.3 Recent service users will be encouraged to give feedback on their experience to enable the collection of good quality data on what is working well and what is not. Such surveys will increasingly use digital technology, but all engagement will be targeted and involve other methods including face-to-face conversations as appropriate.
- 2.4 In addition to introducing a range of transactional surveys of customers using the Council's housing services, it is proposed to regularly carry out the industry-standard Satisfaction of Tenants and Residents (STAR) survey. This will track improvements to satisfaction ratings over time.
- 2.5 It is anticipated that initiatives such as focus groups will provide insight into residents' priorities and views on how services are developing. A scrutiny panel will look at specific issues in more detail, examining evidence about service performance, making recommendations for service improvements and reviewing outcomes.
- 2.6 Up-to-date contact information is vital to the success of these initiatives. Improved insight will promote effective targeting of communications

including seldom heard groups and aid effective service planning by ensuring services are developed to meet the needs of tenants based on evidence rather than anecdote. The Strategy will detail actions to identify and fill gaps in current contact and profiling data and ensure relevant data is kept accurate. As above this will be facilitated using all available interactions with customers for example tenancy audit visits and new tenant sign-up interviews.

Consultation and next steps

- 3.1 Following Committee approval in January, consultation was published via the Housing Newsletter, social media and Officers when speaking to tenants. Unfortunately, we only received 9 returns and therefore to increase our response rate, we are now examining:
- How we can use our social media channels to inform and engage with our residents
 - Updating our website so tenants can easily find information when it is convenient for them.
 - Provide information in clear and easy to understand formats.
 - Review other ways we can keep in touch with our tenants.
 - Prioritise creating forums, resident associations and working groups so tenants are more fully engaged.
 - Examining whether we can monitor the 'click rate' on our housing newsletter as this is sent via email.
- 3.2 Following this learning, we are already surveying our tenants for up-to-date contact details via a mailing campaign to ensure we have all their contact details including email addresses, encouraging them to sign up to the newsletter and asking if they would like to join the resident forum. This has also included a prize draw to increase the contact rate.
- 3.3 We will be complementing this with a telephone survey in June to understand tenants' issues which will further feed into the Housing Services delivery plan for 2024/25. Tenants will be identified through a random survey approach and the survey itself will ask the same questions as the Regulator of Social Housing's Tenant Satisfaction Measures.

Key implications

Comments of the Chief Finance Officer

The recommendations set out in this report will result in a requirement for Officer time. The 2023/24 budget was set with the knowledge of these requirements.

There are no Capital implications from the report.

Comments of the Head of Legal Services

There are no direct legal costs arising from the initial recommendations. However, in November 2020 the Government published the 'The Charter for Social Housing

Tenants: The Social Housing White Paper' places a renewed focus on engagement with customers and communities. The White paper has signalled changes and expectations on how the Council involve residents, implement feedback and involve in the development of services.

The Council is endeavouring to become compliant with these new expectations before they become law in the Social Housing Act 2023/24. There are tougher expectations on local authorities to listen, understand and consider the voice of residents when reviewing policies. There is a particular emphasis on safety; listening; repairs; complaints, and respect. The Social Housing Act will bring a more proactive Consumer Regulator and Ofsted style inspections on consumer matters. These points set out above appear to have been taken into consideration in the drafting and consultation process of the Tenant and Leaseholder Engagement Strategy.

Climate Change implications

This report contains no proposals that would impact on the Council's commitment to climate change.

Equality implications

This strategy will be available to view on the Councils website. Copies in other formats are available should they be required. This strategy aims to promote engagement opportunities with both tenants and leaseholders through means easily accessible by all.

Appendices

Appendix A: Tenant and Leaseholder Engagement Strategy

Background papers

None.

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Tandridge District Council
Resident (Tenant and Leaseholder)
Engagement Strategy
2023 - 2027

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Introduction

This strategy has been developed to identify the expectations of Tandridge District Council tenants and leaseholders' and set out the requirements from the Regulator of Social Housing, owing to the need to put tenants and leaseholders at the centre of everything we do.

We want our Council tenants and leaseholders to feel that we are listening and working with them and therefore, we need to improve our approach on how we engage with them and better understand their needs.

In practice, this means we want our tenants and leaseholders to contribute to how services are being delivered, we want them to recognise that we are listening and trying to improve our services and that we are creating a culture that values our tenants and puts them at the centre of the Council's strategic direction and priorities for housing.

Aims

- To develop a culture that recognises and values tenant and leaseholder engagement.
- Improve customer satisfaction as we gain feedback from our service users.
- Focus on tenants and leaseholders' priorities and therefore provide better value for money.
- Increase the number of tenants and leaseholders engaging with us.
- Develop an engagement approach which is developed through customer insight.
- To make the best use of technology and digital tools.

Context

As a registered provider of social housing, there are several regulatory requirements that the Council must adhere to in relation to tenant and leaseholder engagement. These are set by the Regulator of Social Housing which stipulates the two key requirements are set out within the Tenant Involvement and Empowerment standard 2017 and The Charter for Social Housing 2020.

The Tenant Involvement and Empowerment standard sets out three required outcomes:

- Customer service, choice and complaints
- Involvement and Empowerment
- Understanding and responding to the diverse needs to tenants

This means as a social landlord, we must:

- Provide choices, information and communication that is appropriate to the diverse needs of our tenants and leaseholders in the delivery of all standards.
- Have an approach to complaints that is clear, simple, and accessible that ensures that complaints are resolved promptly and fairly.

- To ensure tenants and leaseholder are given a wide range of opportunities to influence and be involved in housing-related policies and strategic priorities, help to decide how housing services are delivered, scrutinise performance and make recommendations of how performance can be improved in the management of their homes.
- Treat all tenants and leaseholders with fairness, respect and demonstrate how we understand the different needs of tenants and leaseholders in relation to equality and those with additional support needs.

The Charter for Social Housing 2020

The Government published its Social Housing White Paper in November 2020 and legislation was passed in June 2022 bringing its requirements into law. Called 'The Charter for Social Housing Residents', it sets out seven key themes for tenants, leaseholders, and landlords on values around transparency and accountability. For the Council, this means engaging in conversations around the accessibility of our engagement structure and considering how best to communicate performance and engagement successes beyond the annual report to Housing Committee.

:

- To be safe in your home.
- To know how your landlord is performing in terms of complaints, repairs, and safety and how it spends its money so that the landlord can be held to account.
- To have your complaint dealt with promptly and fairly and with access to the Housing Ombudsman who will assist tenants and leaseholders when needed.
- To be treated with respect and improved consumer standards for tenants.
- To have your voice heard by your landlord.
- To have a high-quality home and neighbourhood to live in and which your landlord keeps in good repair.
- To be supported to take your first step to ownership should your circumstances allow.

Improvement of Tenant and Leaseholder Engagement

To ensure we are putting our tenants and leaseholders first and are effectively engaging with them, we will adopt the Tenant Participation Advisory Service (TPAS) National Tenant Engagement Standards. These standards will help us ensure we have the right behaviours and attitudes running throughout the housing service in order for engagement to take place. TPAS has developed a framework of seven key elements for effective engagement:

- Governance
- Scrutiny
- Business and Strategy
- Complaints
- Information and Communication
- Resources for engagement

- Community and Wider engagement

We will adopt these principles so that our ambition for effective engagement can be met. To further support this, an action plan has been developed which can be found at the end of the strategy.

Better value for money by focusing on customer priorities

Investing in our tenants and leaseholders' priorities will increase customer satisfaction. We will undertake a regular Satisfaction of Tenants and Residents (STAR) survey and introduce a range of transactional and perception surveys of customers using our housing services to identify where our strengths and weaknesses are. We will be pro-active in gaining understanding of our customers' priorities and their views on how our services are developing by using methods such as one-to-one interviews and focus groups. These interactions will use the most appropriate channels including digital and social media.

Understanding more about our tenants and leaseholders

Traditional forms of involvement can result in a 'one size fits all' approach that fails to gather useful data and can be expensive for the landlord to administer. In addition to perception surveys required by regulation, we want to ask recent service users about their experiences to enable us to collect good quality data on what is working well and what is not. We also want to ensure we proactively contact tenants and leaseholders from traditionally under-represented groups, using the most appropriate methods.

To do this we need good quality profiling and contact information. We have started to identify gaps in our current data and seek to complete them within two years from the publication of this strategy, by maximising all the opportunities to interact with our customers. We will then ensure all data is protected and kept up to date.

Measuring achievements

In setting the actions, we need to set targets to demonstrate we are increasing our reach within the community and gathering a cross section to views. To do this, we will set a number of measures which include:

- Number of contacts we have with our tenants and leaseholders designed to improve our services.
- Number of tenants and groups actively involved in improving their estates and neighbourhoods.
- Analyse which groups are represented within the different surveys and tenant groups and then aim to increase engaging with underrepresented groups.
- Publish the outcomes of consultations on the Council's website and via the various groups, panels and forums that tenants and leaseholders engage in.
- Monitor performance against the action plan contained within this strategy.

Performance against these measures and the action plan contained within this strategy will be reported to the Housing committee as part of the annual review of the implementation of the strategy. This strategy will be reviewed annually.

Related strategies

- Tandridge District Council Housing strategy
- Housing Revenue Account Business Plan
- Digital Transformation Strategy
- Decent Homes Standard and other compliance

Next steps

A Steering Group will implement the Action Plan below:

Action Plan

Standard	Where we are now	What we are going to do to make a difference	Timescales
Governance and Transparency	Limited Transparency but with good governance	<p>Provide an annual report to tenants and leaseholders.</p> <p>Publicly share how the council learns from tenants and leaseholders so that they can hold the council to account.</p> <p>Provide a clear route for all to hold the council to account.</p> <p>Provide regular assurance as to how the council keeps them safe in their homes and meets regulatory requirements.</p> <p>Publish information regarding the roles and responsibilities of senior members of staff.</p> <p>Offer a range of engagement topics identified as priorities by tenants and leaseholders.</p>	<p>September 2023</p> <p>September 2023</p> <p>December 2023</p> <p>Life of Strategy</p> <p>June 2023</p> <p>April 2024</p>
Scrutiny	Very limited scrutiny of our service from tenants and leaseholders	<p>Create forums, resident associations and working groups to scrutinise the Council's work.</p> <p>Provide performance information to enable our tenants and leaseholders to examine our performance.</p> <p>Culturally embrace that scrutiny is designed to improve services and increase efficiency.</p>	<p>April 2024</p> <p>September 2023</p> <p>Life of strategy</p>
Business and Strategy	Decisions are not based on tenant and leaseholder priorities	<p>All parties are engaged in the on-going creation, monitoring, and review of the Council's engagement strategy.</p> <p>All parties are meaningfully engaged in the development, monitoring and review of policy, services and strategic development.</p> <p>All parties are clear on the purpose and outcomes of all</p>	<p>Life of strategy</p> <p>Life of strategy</p> <p>Life of strategy</p>

		<p>engagement activities with timescales provided.</p> <p>Provide a clear and consistent method for feedback on any engagement activities.</p>	September 2023
Complaints	<p>Clear policy at a council wide level, but with room for improvement as to when feedback should be noted as a complaint. Monitoring needs improvement and outcomes need to be more measured.</p>	<p>Ensure our complaints policy is widely publicised and accessible to all,</p> <p>Provide information about the housing ombudsman in a clear manner,</p> <p>Ensure complaints are documented, communicated, and published to all stakeholders including tenants,</p> <p>Actively encourage tenants and leaseholders to be part of the complaint review process to enable a review of our current policy.</p> <p>Demonstrate to residents the service improvements made as a result of our analysis of complaints.</p>	<p>June 2023</p> <p>June 2023</p> <p>Annually from April 2024</p> <p>September 2023</p> <p>Annually from April 2024</p>
Information and Communication	<p>Very limited data on satisfaction of the services provided</p>	<p>Undertake STAR and other perception surveys Surveys of customer experience following a transaction eg repair satisfaction.</p> <p>Ensure any information provided is clear and in an understandable format.</p> <p>Provide an accessible route for requests of information on services delivered.</p> <p>Provide regular and up to date information including tenancy satisfaction measures as defined by the regulator.</p> <p>Maintain a log of rectified complaints to use as a tool to learn from our mistakes.</p>	<p>Annually from June 2023</p> <p>Life of strategy</p> <p>December 2023</p> <p>Annually from September 2023</p> <p>April 2023</p>

		Ensure the Council's website is easy to navigate and provides useful information.	Life of Strategy
Resources for engagement	More resources need to be dedicated to Tenant engagement	Provide sufficient resource for effective engagement by having dedicated officers, e-mails and website facilities channelling all engagement via one service. Offer relevant training and advice for involved tenants and leaseholder to enable them to shape priorities and strategies.	January 2024 Life of strategy
Community and wider engagement	No opportunity for residents to engage with the delivery of housing services.	Provide an appropriate range of engagement activities. Provide opportunities for tenants and leaseholders to engage in emerging housing policy issues. Keep tenants and leaseholders informed about any planned regeneration or improvements. Provide a clear approach to promoting and supporting community action.	Life of Strategy Life of Strategy Life of Strategy December 2023

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Update: Aids and Adaptions in Council Homes Policy

Report of: Head of Housing

Purpose: For decision

Publication status: Unrestricted

Wards affected: All

Executive summary:

The Aids and Adaptions in Council Homes Policy was substantially rewritten in 2020 and was adopted in its current form in November 2020.

Members requested that the Policy was reviewed post implementation to ensure that the Policy was working effectively and there were no unintended impacts.

Staffing capacity due to vacant posts and the Future Tandridge Programme (FTP) restructure necessitated delaying this report until the service review had been concluded and new structure was in place.

There are also some minor adjustments required which would further enhance the Policy, as well as reflecting the Council's new organisation structure.

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

Contact officer Jane Ellis, Grants and Adaptions Manager
jellis@tandridge.gov.uk

Recommendation to Committee:

That it be recommended to Council that the minor amendments put forward are agreed.

Reason for recommendation:

Members requested that the Policy was reviewed by Officers post implementation to ensure that the Policy continues to enable the Council to fulfil its duties towards vulnerable and disabled people effectively and that there were no unintended or unforeseen consequences as a result of adopting this policy.

Introduction and background

- 1 The Aids and Adaptions Policy was adopted in November 2020. This Policy is key to ensuring that the Council tenants with disabilities are supported to have access to reasonable adjustments to enable them to live safely and independently in their home.
- 2 Although major and minor adaptions in Council homes are funded from the Council's own budgets, the Policy has to comply with the provisions of the Housing Grants Constructions and Regeneration Act 1996 and associated caselaw which handles the administration of Disabled Facility Grants funding for adaptions in private sector and housing association homes.
- 3 Officers have now reviewed the Policy and recommend some minor clarifications based upon delivery experience. The main purpose of these changes is to better manage our tenant's expectations, to make best use of Council housing stock and to form the basis of our operational processes.
- 4 Following the Future Tandridge Programme (FTP) throughout the document all references to:
 - "Executive Head of Housing" are to be replaced with "Head of Housing";
 - "Community Surveyor" are to be replaced with "Grants and Adaptions Manager";
 - "Senior Resident Support Specialist (Housing Management)" to be replaced with "Landlord Services Manager";
 - "Resident Support Lead Specialist" are to be replaced with "Housing Needs Manager".
- 5 The Council's Housing Strategy "A Place to Call Home" expires in 2023 and so direct references to this strategy need to be removed in para 1.2 to prevent the Policy going out of date quickly.
- 6 As set out at para 5.4 of the Policy, Officers have taken steps to develop maintenance programmes which improve accessibility to homes for disabled people in order to provide best value for money, provide a better tenant experience and to reduce pressure on the Council's internal budget for adaptions.
- 7 A specification has been developed and priced to provide an accessible bathroom which meets the widest range of need as standard. Where there is a bathroom refurbishment programme in sheltered housing, the

Council's Surveyor's will offer the tenant the choice of a like for like bathroom replacement or the tenant may choose to have an accessible wet room installed instead, comprising of a level access shower, slightly raised WC, tiling that assists those that are visually impaired and a wall hung wash basin with level arch taps. This standard specification wet room can be installed as the tenant's preference, without the need for an Occupational Therapy report. If specialised adaptations are needed, advice would be sought from an Occupational Therapist at Surrey County Council. The accessible wet room will then be funded from the comprehensive improvement budget identified for the refurbishment programme rather than the aids and adaptations budget. This will enable more people to be assisted.

- 8 It is not desirable to offer this level of tenant choice to those living in general needs housing as due to the levels of under occupation in family homes, it can prevent best use of housing stock. The Council is better enabled to manage its housing stock by offering those in general needs housing who are under occupying, an alternative smaller property and having the adaptations they need installed there instead. Three bedroom homes are in particularly acute demand in the district with those on the housing register waiting for approximately four years to achieve rehousing. Therefore, it is imperative that the Council is able to utilise the existing stock of family homes as effectively as possible.
- 9 To make this clearer in the Policy, it is suggested that the wording at para 5.4 is amended as follows:

"The Council is committed to maintenance programmes that improve accessibility as this should reduce the pressure on the Councils internal budget for adaptations. An example of this would be where tenants in sheltered housing are offered the choice to replace their existing bath with a standard specification wet room containing a level access shower level access shower during the bathroom refurbishment. When offered as part of a bathroom refurbishment programme a wet room can be provided at the request of the tenant, without needing an Occupational Therapist report. Where specialist adaptations are needed an OT's report will be needed. The Council will seek to consider this in any re-procurement of appropriate contracts.

This standard specification wet room containing a level access shower is not routinely provided in general needs housing which is underoccupied as part of a bathroom refurbishment programme. In these cases, an Occupational Therapist report is required as it is usually more appropriate for the tenant to move to an alternative, smaller home more suited to their needs and have bathroom adaptations installed there instead. Where there is under occupation in general needs housing and the tenant would like to have a wet room installed as part of a bathroom refurbishment programme, each case will be considered on its merits by the Adaptions Panel."

- 10 The drafting of para 9.4 needs to be improved to explain that the Officers consulted form the Adaptions Panel and that they will also consider whether landlords consent for any adaptions will be granted.
- 11 The Council is extremely careful how it responds to the needs of its disabled tenants and ensures that all decisions concerning vulnerable and disabled tenants are made lawfully and with great sensitivity. To this end, the operation of the Adaptions Panel which decides whether or not landlords' consent for adaption works will be granted has been subject to close scrutiny. Further specialist legal advice has been sought on the operation of the Panel to support decision making in this regard. This advice has confirmed that the Panel is a legitimate way of making these decisions and that in some cases it may be defensible to refuse landlords consent for adaptions. The advice has also clarified further the steps the Council should take when deciding to refuse works under this policy which will enhance the audit trail in place to support decisions of this nature, ensuring any decision to require a tenant to move home is as defensible as possible.
- 12 It is therefore suggested that para 11.4 of the Policy be extended to say:

“Consideration will also be given on a case by case basis to requesting that the tenant transfer to a more suitable property. This request will be made in consultation with the tenant/disabled person to assess the impact of moving on the disabled persons health, condition, and individual circumstances to ensure that it will not have a serious adverse effect on them. The Council will be sensitive to people who have lived in their homes for a long time, to ensure that moving is in their best interests and support their long-term needs, well-being, and continuity of care. An Equalities Impact Assessment will also be completed by the Panel in relation to any decision not to agree to adaptions being installed.”
- 13 More generally the Policy has been well received by professionals, particularly the Adult Occupational Therapy at Surrey County Council who advice that the Policy provides much needed clarity and is easy to follow.
- 14 There have been no successful formal or ombudsman complaints relating to this Policy to date.

Consultation

- 15 There is no requirement to consult on these minor changes to the Policy.

Key implications

Comments of the Chief Finance Officer

There are no additional revenue or capital costs associated with the report. Applicable officer time has been built into the budgets for 2023/24.

Comments of the Head of Legal Services

The Aids & Adaptations Policy is key to ensuring that tenants with disabilities are supported to have access to facilities as set out by medical and related professional opinion, in accordance with individual need and ability to continue living in their home. It is therefore necessary to ensure that the current Policy addresses all the Council's legal obligations and reflects any changes in caselaw.

Equality

There are no negative equality impacts as a result of this report. The provision of aids and adaptations to disabled and vulnerable Council tenants promotes equality of opportunity.

Climate change

None

Appendices

Appendix 'A' - Aids and Adaptations Policy in Council Homes

Background papers

Housing Committee minute 183, Thursday 19th November 2020

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Appendix A

Tandridge District Council

Aids and Adaptations Policy for Council Homes



1.0 Background

- 1.1 Tandridge District Council has a duty to consider the housing conditions in its District and have regards to the needs of disabled people and those with long term illness who live there. This duty includes the provision of adaptations in its own properties to meet the needs of disabled tenants.
- 1.2 This policy contributes towards the national independent living agenda for residents to enjoy improved health and wellbeing, prioritised locally through the Council's Housing Strategy, A Place to Call Home 2019 – 2023. Objectives Two and Three in the Council's Housing Strategy: Making the Best Use of Existing Housing and Meeting the Housing Needs of Vulnerable Households respectively, set out the Council's commitment to meet the needs of residents who are disabled or have long term illness and provides the strategic focus to develop local services that help improve the quality of life of residents.
- 1.3 This policy sets out the type of assistance available, eligibility requirements, the type of works the Council will approve, circumstances where the Council are unable to carry out adaptations, timescales, how demand for adaptations will be managed where there is a high demand that outweighs the annual budget, the complaints process and the monitoring and review arrangements for the provision of adaptations in Council properties.
- 1.4 The Council provides funding from its own budget to undertake adaptation works in its own homes through the Housing Revenue Budget each year but where a tenant is refused works under this policy, they have the right to make an application for a mandatory Disabled Facility Grant.
- 1.5 This policy has been developed to reflect the statutory requirements for disabled facility grants in the private sector.

2.0 Policy Aims

- 2.1 This policy aims to ensure that:
 - Disabled people and those suffering with long term illness are at the heart of this process;
 - The Council facilitates excellent communication with the disabled person and their families, as well as with any professionals and support agencies around them;
 - There is lawful sharing of information;

- The Council retains a stock of adapted homes for future reletting;
- Pressure is reduced on acute services and the need to access residential care is delayed or avoided by adapting the homes of secure tenants where feasible;
- The Council operates a service that offers suitable, practical and cost-effective solutions that best meets the needs of disabled people living in Council owned homes and includes:
 - Close working with housing allocations staff to make best use of housing stock;
 - Clear housing options advice to enable people to make informed choices about where they want to live;
 - Support and information to facilitate referrals and signposting to Surrey County Council Occupational Therapy for equipment and disability aids and also to Surrey County Council for support for carers;
 - Access to the Council's Handyperson service where appropriate;
 - Provision of minor works and major disabled adaptations, where feasible.
- Fairness and equality is promoted in decision making under this policy regarding the provision of adaptations in the homes of Council tenants, regardless of where the applicant lives, their background or circumstances;
- The help provided under this policy is accessible to those who needs it and awareness of this support is promoted through the Council's website and relevant publicity materials.

3 Statutory and Regulatory Framework

3.1 In devising this policy regard has been given to:

Equality Act 2010

The Equality Act 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.

A long-term effect refers to impairments:

- That have lasted at least 12 months, or
- The effects of which will last for at least 12 months, or
- Which are likely to last for the remainder of a person's life.

Housing Grants Construction and Regeneration Act 1996

The legislation which sets out the duty and rules for providing mandatory Disabled Facility Grants.

Home Standard

The Home Standard is one of a series of regulatory standards published by the Regulator of Social Housing that must be met by all registered providers of social housing, including local authorities. It requires providers to co-operate with relevant organisations to provide an adaptations service that meets tenants' needs.

The Council's Housing Allocation Scheme

This policy sets out the rules for how the Council allocates housing in the District.

4 Eligibility for Assistance

4.1 Who can apply

The provision of assistance under this policy will be considered for the following groups:

- Secure periodic or flexible tenants of Tandridge District Council who have successfully passed their probationary tenancy;
- A spouse or partner of a Council tenant (as defined above);
- A parent, sibling or child of a Council tenant (as defined above) living as part of the tenant's household;
- Households living in Council owned temporary accommodation for homeless households will only be granted assistance with minor adaptations.

4.2 The person who will benefit from the assistance provided under this policy must:

1. Permanently reside at the property as their only or principal residence (see 4.3 and 4.4 below), and;
2. Have an impairment which has a significant or serious long-term impact on their ability to carry out normal day to day activities in the home and/or access essential facilities in their home. The impairment of the disabled person must have lasted or be likely to last for at least

12 months, or be likely to last for the rest of the life of the person affected.

- 4.3 Where major adaptations are required to meet the needs of a disabled person who has newly joined a household, in order to be considered as being permanently resident at the property they must first register as living there for Council Tax purposes and continue to do so for at least 12 months. If over the age of 18 and eligible to vote, they should also register on the electoral register at that address. They also must not own or have a tenancy of another property in their name.

In exceptional circumstances, it may be possible for the Council to grant an exception to this requirement under 11.7 of this policy.

- 4.4 Where the Council is rehousing a disabled person into an alternative property because it can be adapted to meet an identified need, there is no requirement to be resident in the new property for 12 months before adaptations can be installed. In these circumstances, works will be undertaken as soon as reasonably practical in the new property, subject to budget. This may mean that the adaptations are not completed before the disabled person moves in.

- 4.5 Sub tenants (or lodgers) living with a secure Council tenant in their home, will not usually be eligible for assistance under this policy and will be provided with housing advice to source their own housing. However, works may be considered in exceptional circumstances, providing the following applies:

- The lodger's occupation does not make the home overcrowded;
- The Council has given permission for the lodger to reside in the property;
- The secure tenant still resides there as their only or principal home;
- The lodger has resided at the property with the tenant for an extended amount of time (more than 12 months) and the lodger intends to continue to reside there for the next 5 years.

5.0 Assistance provided under this policy

- 5.1 There are three categories of assistance available under this policy.

- Referrals for equipment and disability aids and also support for carers;
- Minor Adaptations;
- Major Adaptations.

- 5.2 In all cases, the assistance offered under this policy will be the most cost-effective solution that will meet the need of the disabled person.

- 5.3 Where a tenant is being rehoused due to the redevelopment or refurbishment of their current home and they require adaptations, essential adaptations will only be installed only in the new home being offered. This will apply mostly to

the tenants of repurposed sheltered housing schemes which require refurbishment or redevelopment.

- 5.4 The Council is committed to maintenance programmes that improve accessibility as this should reduce the pressure on the Council's internal budget for adaptations. An example of this would be where the planned maintenance programmes for bathrooms in sheltered properties replaces baths with level access showers as required. The Council will seek to consider this in any re-procurement of appropriate contracts.

6.0 Equipment

- 6.1 The Council will use a preventative approach to enable Council tenants who do not meet the criteria for major or minor adaptations under this policy to remain in their homes by making referrals to Occupational Therapy for equipment, disabled aids and information on community facilities such as bathing. Referrals can also be made to Surrey County Council to obtain support for carers and advice on moving and handling.

The Council also recognises that the provision of equipment can also delay the need for more substantial adaptations.

- 6.2 Equipment can help with daily tasks such as:

- Reaching down to put on socks or shoes;
- Getting in and out of the bath;
- Getting up from a low toilet;
- Getting up out of an easy chair;
- Carrying things between rooms;
- Turning taps on and off.

- 6.3 Referrals for equipment are made to Surrey County Council Occupational Therapy who assess and recommend what equipment is required. In some circumstances, equipment may be loaned through the Community Equipment Service but there is a requirement for individuals to purchase small items of equipment themselves. Where equipment cannot be loaned, Social Services can assist applicants to seek charitable funding for equipment or provide advice on where equipment can be sourced privately.

- 6.4 Simple aids and adaptations can also be provided via the Council's Handyperson service, with some works such as grabrails and key safes provided free of charge to Council tenants, subject to budget. The Council will regularly review the provision of these works for free and reserves the right to withdraw or change this provision, subject to available budget.

7.0 Minor Adaptations

- 7.1 Minor adaptations are works that cost up to a maximum of £1000. A request for minor adaptations must be supported by a doctor or other medical professional, or an occupational therapist.
- 7.2 Minor adaptations will be considered on a case by case basis and where appropriate (and subject to budget), they will be provided at the earliest opportunity in all tenures (apart from probationary tenancies). There will be no requirement for the disabled person to be permanently resident in the property for 12 months to qualify for assistance with minor adaptations
- 7.3 The type of work classed as minor adaptations includes:
- Lever taps;
 - Internal and external grab rails;
 - Mop stick bannister rails;
 - Half steps;
 - Door alterations – re-hanging, widening, alternative handles or locks;
 - Small modular kit form ramps;
 - Other small items that can be fixed to the property structure, such as additional lighting or an extension bell or ringer, can be provided only to those whose sight or hearing is impaired and where there is no alternative to a permanent fixed installation;
 - Over bath showers will only be provided if there is a confirmed medical need that is supported by a medical practitioner.

8.0 Major Adaptations

- 8.1 Major adaptations are works which cost over £1,000 to a maximum of £30,000. Such works which are categorised by an Occupational Therapist as “Urgent” will be carried out as soon as possible, subject to budget availability.
- 8.2 Examples of major adaptations are:
- Kitchen fittings and adaptations;
 - Bathroom fittings and adaptations;
 - Other internal adaptations such as stairlifts;
 - Adaptations that facilitate access into and around the home;
 - Access into a garden or outside space;
 - An extension to provide accessible living/ bedroom/bathroom accommodation.

An extension will be considered only if remodelling the existing layout is not feasible or financially viable, where rehousing is not considered appropriate and it provides the most cost effective solution. It is Council policy to use prefabricated, ready for occupation, wheelchair accessible pods wherever possible rather than build an extension of traditional construction. Schemes

involving extensions often require planning permission and building regulation consent as well as a detailed feasibility study and specification. Tenants must be made aware that if a property has increased in size permanently, it may be subject to an increase in rental and council tax value.

- 8.3 Major adaptations will not be installed in temporary accommodation provided to homeless households. Housing legislation places the Council under a duty to ensure that any temporary accommodation provided is suitable for that household. Therefore, this duty prevents the Council from placing very disabled individuals in temporary accommodation over a longer time period.

9.0 Application and Assessment Process for assistance

9.1 Identifying the need for major adaptations

Before assistance can be considered under this policy, tenants must request a referral to an Occupational Therapist approved by Surrey County Council Social Services. The Occupational Therapist will assess the level of disability need, consider what works may be necessary and appropriate and send their recommendations to Tandridge District Council to process under this policy.

There is no right of review of the Occupational Therapist's decision to make recommendations or not, or what to include in the recommendations as they are based upon their professional opinion. However, if a disabled person is dissatisfied with the recommendations provided, they should discuss them further with the Occupational Therapist to see if any alternative solutions might be appropriate. Surrey County Council also operate a formal complaints process if the disabled person remains dissatisfied.

While the Council will consider the detail of the recommendations from the Occupational Therapist, the final decision as to whether the works are necessary and appropriate lies with the Council.

- 9.2 Adaptations works which qualify for funding under this policy are works designed to:

- Enable a disabled person to gain access to and from their home, including access to a garden;
- Make the dwelling safe for the disabled person and other occupants;
- Enable access to a room which is used as the "principle family room";
- Facilitate access to a room for sleeping;
- Enable access to a toilet, bathroom or shower room and enable the use of these facilities;
- Facilitate the preparation and cooking of food;
- Improve or provide a heating system to meet the needs of a disabled person;
- Facilitate the use of a source of power, light or heat by altering the existing means of control or providing additional ones;

- Enable a disabled person to have access and movement around the home to be able to care for someone else living there.
- 9.3 If the Occupational Therapy assessment identifies that the need for adaptations relates to a medical rather than functional condition, the Occupational Therapist (with permission from the disabled person) would request additional medical information from their GP or Consultant, if required, to support provision of major adaptation recommendations. The Council may refer such information to its own medical advisor.
- 9.4 A request for works funded under this policy is made by an Occupational Therapist sending their recommendations to the Community Surveyor at the Council responsible for providing adaptations in Council homes (no additional application form is required). The Community Surveyor will then consult with the Resident Support Lead Specialist and Resident Support Officer (Housing Management) who will undertake the appropriate checks on the tenancy and any housing register impacts.
- 9.5 On receipt of all relevant documentation (recommendations, tenancy and housing register information and additional medical information if needed) the Adaptations Panel, will jointly consider this information and reach a decision as to whether the works are both necessary and appropriate and also reasonable and practical in order to determine the overall suitability of the works before authorising.
- 9.6 When deciding a request for adaptations, the Council will consider all the factors set out below to ensure best use of resources in terms of public funds and housing stock, whilst meeting the needs of the disabled person:
- The characteristics of the dwelling which include: age, location, internal layout, type of construction, surrounding buildings and ground conditions;
 - Any planning or building regulation requirements;
 - The impact of the adaptation on the property's future use and lettable;

Where adaptations are requested to a flat above ground floor that is not served by a lift, consideration will be given to any additional works that are also likely to be necessary.

Any request made to remove a bath and install a level access shower/wet room in a flat above ground floor, will require an assessment to be made of the access, internal circulation space and staircases and whether the disabled person will be able to manage these areas safely in the short to medium term. The Council will consult with Occupational Therapy and other medical professionals to reach a decision regarding this. If it is established that the disabled person is likely to have access and mobility difficulties, suitable alternatives will be explored in consultation with the applicant/disabled person. This may include rehousing.

- The suitability of the property for the size of the household. In exceptional circumstances, the Council may consider installing adaptations where the household is under-occupying their property according to the “Property Size Eligibility” rules set out in the Council’s Allocation Scheme, which have been developed to enable the Council make best use of its housing stock. However, it is highly unlikely that consent would ever be given where the level of under-occupancy is in excess of more than one bedroom.
- Whether any other family member has a competing need that can only be met in that particular property;
- The availability of the household’s existing support network, including carers;
- The household’s long-term intentions regarding the use of the property;
- Whether it is likely that suitable alternative accommodation will become available within the social housing stock in the District in the next 12 months;
- Whether the installation of external adaptations in communal areas of flats would have a negative impact on other residents or would disable or compromise their safety. For example, ramping will not normally be provided in a communal area but where works are both essential and reasonably practical, the Council will risk assess requests on a case by case basis;
- The most cost-effective means of achieving the required outcome. The maximum spend on works under this policy is £30,000. In exceptional circumstances a recommendation can be made by the Council’s Adaptations Board to the Executive Head of Communities to exercise discretion and increase the spend over the £30,000 limit by a maximum of £10,000 (total maximum £40,000).

10.0 Discretion to increase funding for adaptation works

- 10.1 The Council meets the cost of providing adaptations from its own budget. In line with limits imposed upon mandatory Disabled Facility Grants, the maximum cost of adaptations that can be funded under this Policy for adaptations in Council homes is £30,000. It is recognised however, that there may be a very small number of exceptional cases where the maximum cost allowed under this policy may need to be exceeded. An example of this

would be where an extension is needed to create a fully accessible downstairs living area for the disabled person.

10.2 Recommendations to exercise discretion will be made via a short report composed by the Adaptations Board presented to the Executive Head of Communities. The Adaptations Board is coordinated by the Senior Resident Support Specialist (Housing Management) and comprises:

- Resident Support Lead Specialist
- Senior Resident Support Specialist (Housing Management)
- Community Surveyor

10.3 It will only be possible to recommend that discretion is exercised to increase spend by maximum of an additional £10,000, subject to available budget and where all the following criteria have been met:

- Suitable alternative housing is not available in the existing social housing stock (suitability also includes the affordability of accommodation);
- Where alternative funding cannot be identified from Surrey County Council's discretionary funding or from other charitable organisations.
- Where discussions with the Occupational Therapist to find an alternative way to meet the need they have identified have been exhausted and it is not possible to reduce the scheme and meet the identified need another way.

10.4 As the decision to extend the spend limit by a maximum of £10,000 is discretionary, there is no right of review of this decision.

11.0 Examples of where assistance may not be granted.

11.1 Requests for assistance are considered on an individual basis and the tenant will be advised in writing by the Senior Resident Support Specialist (Housing Management) should the request be refused. The letter setting out the reasons why the entitlement to make an application has been refused will also contain details of the Council's formal complaints policy.

11.2 Examples of where a request for works may not be granted include (not exhaustive list):

- Where a tenant is exercising their Right to Buy.
- If a tenant is completing a Right to Buy application, it should be noted that the sale and value of the property will be affected if major adaptations have already been completed.

Neither will the Council fund adaptations for tenants who have applied for an Assisted Purchase Scheme payment to move into a privately-owned home.

Tenants who are purchasing a home can be considered under the Council's mandatory Disabled Facility Grant policy, which enables those who intend to acquire an interest in a property to apply for a mandatory grant. No grant monies will be paid under the Council's mandatory policy DFG until the sale has completed.

- Where the tenancy of the Council property is to be terminated due to rent arrears or where there is a threat of an eviction or where the tenancy will not or is likely to not continue beyond a six-month period after the referral has been received from the Occupational Therapist. This is to ensure that adaptations are not carried out at a property where the tenant will be moving out. If the tenant is moving out into private accommodation, they will still be able to apply for a Disabled Facility Grant through the Council's mandatory policy.

Tenants who have breached their tenancy agreement due to anti-social behaviour and those known to Resident Support Services for causing nuisance in their neighbourhood, will not be considered under this policy unless an Acceptable Behaviour Agreement (ABA) is signed and complied with for at least a six-month period following receipt by the Council of recommendations from the Occupational Therapist;

Where tenants have rent arrears, the expectation is that they will clear the arrears in full before works can go forward. Where there are large amounts of arrears the Adaptations Panel has discretion to agree works where the tenant has entered into a repayment arrangement and has kept to this agreement for a reasonable period of time, usually, six months and there is the expectation that the tenancy will continue ongoing.

There may be a very small number of exceptional cases where it is appropriate to do the works despite arrears. In these circumstances an exception to this requirement can be agreed by the Executive Head of Communities (see 11.7).

- Where the tenant of the Council property has applied for a transfer to an alternative home;
- Where the Council property is overcrowded. Where a referral is for additional space, for example an extra bedroom, this will not be considered a valid adaptation under this policy on the grounds of social overcrowding. This will be deemed an issue that can be resolved via the

Housing Register and will be referred to the Resident Support Case Team to help the tenant find a property to meet that need. Funding for disabled adaptations cannot be spent to fund social overcrowding where a move to a larger property would be the best solution.

- The Council will not approve an adaptation request for the installation of a stairlift in a communal area in a block of flats. This is due to the risk of an impeded exit, not only to the disabled person but other users of the building. Emergency services will also require an unobstructed access in the event of an emergency. Where a disabled person qualifies for assistance under this policy, the Council will consult with Occupational Therapy and other medical professionals to reach a decision regarding their ability to access the property in case their needs are better met by a move to another property on the ground floor.
- Where the request for assistance is for a person with no recourse to public funds in the United Kingdom under Section 115 of the Immigration and Asylum Act 1999.
- Requests for major adaptations will not be agreed where the disabled person is awaiting medical procedures which will improve their mobility.

The eligibility criteria for this policy is that the person must have an impairment which has a significant or serious long-term impact and must have lasted or be anticipated to last 12 months or more. (see 4.2, 2).

Temporary or minor adaptations only will be considered in these circumstances in the interim period until the surgery or procedure can be completed and the extent of recovery known.

- Where adaptation works are required for a disabled child and the parents are separated, adaptations will not usually be provided in two properties. Works will only be undertaken at the child's principal residence; this is usually the residence of the parent who is in receipt of child benefit.
- It is Council policy not to provide storage, ramping or charging points for mobility scooters. This should be taken into account before one is purchased. The Council operates a Mobility Scooter Policy which is applied to all Council housing and can be provided on request.
- Where a tenant requests a mutual exchange or transfer from their adapted property to one not suitably adapted, the Council will not carry out further adaptations unless there are extenuating circumstances. The Council will take account of the reasons for the move and work with the tenant to consider the option that best meets the long term needs and requirements of the tenant and their family.

If the tenant already occupies an adapted home, permission to exchange may be refused if nobody in the new tenant's household requires the adaptations in place.

- The Council appreciates that where a child has challenging behaviour because of their disability it can cause difficulties and put additional strain on the family environment. Sometimes in these instances additional space or specialist facilities and equipment are needed to alleviate the strain on the family.

If a child is unable to share a bedroom with siblings due to a medical condition that affects their behaviour, but there is adequate additional space in the property, it is not reasonable or practical for the Council to provide additional space or equipment under this policy.

For other referrals relating to behaviour, the Council will work with occupational therapists to consider the best solution and only carry out an adaptation where there is an assessed need and identified risks, and then only when all alternative options have been fully explored.

- 11.3 Where a tenant has been refused works under this policy, they have a right to apply for a Disabled Facility Grant or they may apply for funding through a charity or armed forces association, or self-fund works themselves. In all cases where works are funded by other means outside this policy, the Council's permission will be required before works commence and will only be agreed if the option is reasonable and meets the tenant's needs (see section: Tenants Installing Their Own Adaptations). Please note, that some adaptations may impact on the welfare benefit entitlement of the tenant, for example, increasing the size of the property may result in the tenant becoming subject to an under-occupancy charge or bedroom subsidy (also known as the bedroom tax).
- 11.4 Consideration will also be given on a case by case basis to requesting that the tenant transfer to a more suitable property. This request will be made in consultation with the tenant/disabled person to assess the impact of moving on the disabled persons health, condition and individual circumstances to ensure that it will not have a serious adverse effect on them. The Council will be sensitive to people who have lived in their homes for a long time, to ensure that moving is in their best interests and support their long-term needs, well-being and continuity of care.
- 11.6 Any tenant who wishes to downsize and release a property suitable for a family will be given priority for a transfer and financial assistance with the costs of moving in accordance with the Council's Housing Allocation Scheme and Transfer Incentive Scheme payments. Any incentive payment granted

may be used to offset rent arrears or other outstanding debts related to the property before releasing any remaining balance onto the tenant.

- 11.7 The Council recognises that there may be occasions where a request for adaptations falls outside this policy. These cases will be considered on an individual basis by the Adaptations Panel who will provide their recommendations in a report presented to the Executive Head of Communities. An exception to this policy may be agreed by the Executive Head of Communities, where appropriate and reasonable to do so.

12.0 Timescales

- 12.1 The Council aims to deal with all cases as quickly as reasonably practical, subject to demand and budget availability and aims to ensure that no tenant waits longer than 12 months for an adaptation.
- 12.2 Cases will be placed on a waiting list in the order of the date recommendations are received from Social Services. Works will be carried out in strict date order, except for recommendations that the Occupational Therapist categorises as “Urgent”. Urgent works will be carried out as quickly as possible, subject to budget.

13.0 Means Test

- 13.1 The Council has decided not to apply a means test to tenants (or to the disabled person where they are not the tenant) for adaptation works in Council homes where the tenant or disabled person is in receipt of a means tested benefit. Where a means tested benefit is in payment no financial contribution is required towards the costs of minor and major adaptations.
- 13.2 Any request for adaptations for a child will not be subject to any means test and no financial contribution is required towards the costs of minor and major adaptations.
- 13.3 Where the tenant (or the disabled person if they are not a tenant) is in not in receipt of a means tested benefit, the same means test applied to mandatory disabled facility grants will be applied. Where a financial contribution towards works has been identified, this must be paid in full before the adaptations will be installed.
- 13.4 The Council recognises that households who are not in receipt of means tested benefits but whose income is just over the threshold for benefit entitlement, will not receive any additional financial support from another source and this can put a strain on saving for a financial contribution. To alleviate any risk of financial hardship for those just over the benefit threshold who do not receive a means tested benefit, the Council will write off any financial contribution below £1000. This is in line with the Council’s mandatory disabled facility grant policy.

14 Tenants Installing Their Own Adaptations

- 14.1 The Council wants to encourage tenants to respect their homes and keep them in a suitable condition and recognises that in some cases, tenants may choose to carry out adaptations that are over and above what they need, with a specification of finish that the Council cannot fund from the public purse.
- 14.2 Secure periodic tenants have the right to request permission to make such improvements to their property which the Council cannot unreasonably refuse. S 97 (1) Housing Act 1985 sets out that tenants must obtain written permission from their Council landlord before carrying out any alternations to the property they rent.
- 14.3 Tenants who hold a flexible tenancy do not have the same right to carry out improvements as a secure periodic tenant, but the Council may still consider granting permission for the installation of adaptations privately, provided the request for permission is made before works starts.
- 14.4 In all cases, the tenant is responsible for obtaining any necessary planning permission or building consents.
- 14.5 Tenants are required to provide a written request to the Council setting out the detail of the works, confirming who will carry them out, and depending upon the scale and nature of the works, tenants will need to submit a financial statement demonstrating that the tenant can fund the works and also meet their rent obligations.
- 14.6 In general, it is the Council's policy not to remove adaptations and to make every effort to let adapted properties to applicants who need them. However, dependant on the nature of the works, the Council reserves the right to stipulate that the adaptation must be removed at the end of the tenancy and any damage to the property made good, otherwise the Council will have to undertake this work on behalf of the former tenant who will then be recharged the cost.
- 14.7 The Council does not guarantee to take over any adaptations installed without the Council's consent and may require the tenant to remove them and make good the damage to the property when they move out. Should the tenant fail to remove the adaptations at the end of their tenancy and the Council have to make good any damage to the property, the former tenant will be liable for the cost of this. Any debt owed to the Council will impact on any reapplication they may make to the Council for housing in future.
- 14.8 The tenant may be responsible for the maintenance and repair of any adaptations they install themselves and generally, the Council will not be liable for any damage or injury caused by adaptations not installed by them.
- 14.9 Tenants are permitted to carry out some improvement works to their homes themselves provided the Council is satisfied as to their level of competency. It

is at the discretion of The Council whether they will permit tenants to undertake their own adaptation works or insist that they hire independent contractors, depending of the size of the adaptations and experience of the tenant. In some instances, the Council will insist that a contractor, with relevant insurances, undertake the work because the risk of injury to persons or property may be too high and the applicant could not cover the risk themselves.

14.10 Written consent to proceed must be given by the Council before works can commence and the Council may inspect works on completion to ensure they have been carried out satisfactorily. Where works have not been carried out satisfactorily, the Council will serve notice on the tenant setting out what is required, either to remove the works or to bring them up to the required standard. Failure to comply will result in the Council undertaking the required work and recharging the tenant.

14.11 At the end of a secure tenancy, tenants who have carried out adaptations at their own expense and with the permission of the Council may be eligible for compensation as set out in Part IV, s 99A Housing Act 1985. The Council has developed a guide for tenants entitled to compensation which can be provided on request. Tenants who hold a flexible tenancy are not entitled to any compensation for improvements made to the property when their tenancy comes to an end (s.155(3) and (4) Localism Act 2011).

14.12 It is not possible to give consent for tenants to do their own works in all cases but refusal to give permission would only be decided with good reason.

Reasons for refusal include:

- The works would negatively affect any maintenance to the property;
- The works would breach regulatory requirements;
- The works would pose a potential health and safety risk;
- The financial assessment of the works means that the tenant cannot fund the works and meet their rental obligations;
- Where the tenancy of the Council property is to be terminated due to rent arrears or where there is a threat of an eviction or where the tenancy will not or is likely to not continue beyond a six-month period after the request to install private adaptations has been received. This is to ensure that works are not carried out at a property where the tenant will be moving out. If the tenant is moving out into private accommodation, they will still be able to apply for a Disabled Facility Grant through the Council's mandatory policy.

Tenants who have breached their tenancy agreement due to anti-social behaviour and those known to Resident Support Services for causing nuisance in their neighbourhood, will not be considered unless an ABA is signed and complied with for at least a six-month period;

- The likely disruption to neighbours and local residents during and after works are carried out;
- The Council is not satisfied as to the tenant's competency to undertake the proposed works or is not satisfied with the competency of the proposed contractor to undertake the works;
- The tenant has registered an application on the Council's Housing Register for a transfer;

15.0 Equality and Diversity

- 15.1 Through the management of this policy the Council aims to treat all tenants fairly, and with respect and professionalism regardless of their gender, race age, disability, religion, sexual orientation and/or marital status.
- 15.2 To enable all tenants to have clear information and equal access to our services, the Council will, on request, publish this policy in a range of languages and formats and through a range of media, where appropriate.
- 15.3 Where there is a barrier to accessing information about this service, extra effort will be made by The Council and its representatives to ensure the tenant understands the process. This may involve asking a relative or third party for help or employing translation or interpretation services if necessary.

16.0 Complaints

- 16.1 Where a person is dissatisfied either with an aspect of this policy, how it has been implemented or the level of service they have received under the policy, they will have the right to complain.
- 16.2 Issues or concerns should be raised informally in the first instance and the Council given an opportunity to consider the facts of the situation and find the right solution, as quickly as possible.
- 16.3 Where it has not been possible to resolve matters informally, complaints will be considered under the Council's formal, two stage, complaints policy. The details of the Council's complaints policy will be provided on request or when it is considered that this information will be of assistance to that person. Details of how to make a complaint will also be included in any correspondence setting out decisions made under this policy, as well as in

any publicity and information literature used to inform people about the service.

- 16.4 Once the Council's formal complaints process has been exhausted, the Housing Ombudsman can be approached to review and investigate complaints about this policy.
- 16.2 The Council recognises that vulnerable people may need additional support raising concerns informally or when making a complaint under this policy and will also signpost people to the support available locally through groups such as Citizens Advice or Tandridge Access Group.

17.0 Policy Monitoring and Review

- 17.1 This policy will be reviewed by officers six months and 12 months from adoption and after that, every three years to ensure that an effective, high quality service is being provided that both follows best practice and meets tenants' requirements. The policy will also be reviewed when any legislative changes occur, or if the policy is deemed to be unfit for purpose and/or no longer reflects the changing needs of tenants.
- 17.2 Monitoring of performance and satisfaction with the provision of adaptations under this policy will be used to inform future policy development and will consider whether:
- The policy adheres to legislative and regulatory requirements;
 - The aims of the policy are being met and these aims continue to meet the needs of and requirements of our tenants;
 - Service users are aware and understand the policy and believe it to be fair and consistent;
 - The service offers value for money.
- 17.3 Measures of satisfaction with the service will be monitored through customer satisfaction surveys and post inspections of work to ensure the Council meets performance standards.
- 17.4 Any review of this policy will be undertaken in consultation with staff, other relevant partners and stakeholders and tenant groups to promote tenant empowerment and involvement.

19.11.20

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2022/23 Housing Committee Performance Report

Housing Committee Tuesday, 20 June 2023

Report of: Head of Housing

Purpose: For information

Publication status: Open

Wards affected: All

Executive summary:

- The appendices to this report contain data on the Committee's key performance indicators and risks for Quarter 4 2022-2023, to enable the Committee to monitor how the Council is delivering the services for which it is responsible.
 - Performance and risk headlines are included in Section 3.
-

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

Contact officer James Devonshire Head of Housing
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Recommendation to Committee:

- A. That the Quarter 4 2022-2023 performance and risks for the Housing Committee be noted.
 - B. That the collection of the additional performance indicators highlighted in appendix c be noted.
-

Reason for recommendation:

To support the Committee to monitor and manage its performance and risks.

Introduction and background

1 Performance and Risk

1.1 Performance and risk reports are to be presented to each policy committee at the end of each quarter. The reports include a covering report and an appendix with individual performance charts and commentary for each performance indicator, and the Committee's risk register.

2. Notes on performance and risk data

2.1 See Appendix A and Appendix B for the Housing performance data and risk register respectively.

2.2 Wherever possible the most recent data has been included in the appendices, regardless of whether it technically falls into the reported quarter. However, due to the Committee report timelines, there may be occasions where data is not available in time for the Committee report. In these cases, the data will be provided in the next scheduled report.

2.3 The Council uses the following risk management scoring matrix:

Likelihood	Very Likely	4	4	8	12	16
	Likely	3	3	6	9	12
	Possible	2	2	4	6	8
	Unlikely	1	1	2	3	4
			1	2	3	4
			Low	Medium	High	Very High
			Impact			

3 Performance

3.1 The following KPI's have not met target as detailed in Appendix A:

- HO2a - Average time taken to re-let local authority housing (days)
- HO2b - Average time taken to re-let local authority sheltered housing (days)
- HO3 - Number of cases where it is known that advice and/or support from the Council successfully prevented or relieved the threat of homelessness
- HO4 - Number of households living in temporary accommodation

- HO5 – Number of people in 'urgent need' (bands A&B) on the Housing Register

3.1.1 Narratives have been provided in Appendix A outlining reasons for the these KPI's not meeting target.

3.2 Risk

3.2.1. The risk register has been reviewed and the risks that are more operational in nature have been removed and will be monitored by Officers internally. However, this does not preclude these risks from being escalated back to the committee register in the future, or new risks being added.

3.2.2. See Appendix B for details.

Other options considered

4. Additional performance and satisfaction measures

4.1 Following the introduction of the Tenants Satisfaction Measures Standard by the Regulator of Social Housing in April 2023, registered providers must collect and provide information to support effective scrutiny by tenants of their landlord's performance in managing their homes and neighbourhoods.

4.2 Registered providers must:

- Collect and process information specified by the regulator relating to their performance against the tenant satisfaction measures. The information must be collected within a timeframe set by the regulator and must meet the regulator's requirements in Tenant Satisfaction Measures: Technical Requirements and Tenant Satisfaction Measures: Tenant Survey requirements.
- Annually publish their performance against the tenant satisfaction measures. This should include information about how they have met the regulator's requirements set out in Tenant Satisfaction Measures: Technical requirements and Tenant Satisfaction Measures: Tenant survey requirements. This information must be published in a manner that is timely, clear, and easily accessed by tenants.
- Annually submit to the regulator information specified by the regulator relating to their performance against those measures. The information must be submitted within a timeframe and in a form determined by the regulator.

4.3 These measures will be collated by way of tenant satisfaction survey or management information held by the Council as set out in appendix c.

Consultation

5. To enable the delivery and publication of the tenant satisfaction measures the Council has implemented a Tenant and Leaseholder Engagement Strategy which has undergone public consultation.
- 5.1 To meet the requirements set by the regulator, an annual survey of tenants is required to collate tenant's responses. Due to limited in house resource, consideration is currently being given to jointly commissioning a satisfaction survey through a specialist provider with other stock holding authorities in Surrey. It is anticipated that the survey will be launched in September 2023, allowing enough time for collation and scrutiny of data prior to submitting the Government return and publishing the results in an annual report.

Key implications

Comments of the Chief Finance Officer

Although there is not necessarily direct correlation between the delivery of KPIs and the financial position, it is important to understand how the two may affect each other. With the reinstatement of performance reports to Committee, this is a link that needs to be developed further as part of formal reporting in 2023/24.

Comments of the Head of Legal Services

Although there are no legal implications arising from this report, it is good practice that Officers update Members the extent to which the Housing Service team is fulfilling its performance indicators, that is, the extent to which: (i) it is exercising its functions effectively; (ii) it is using its resources economically, efficiently and effectively; and (iii) its governance is effective for securing (i) and (ii). The information set out in this report enables the Council to assess this.

Equality

Data will be obtained through several formats to that all Council housing tenants are able to access and complete the survey. A specialist company is being considered through joint commissioning with other stock holding authorities in Surrey.

If necessary, home visits to complete surveys, phone calls or other communication methods will be used to ensure access for all.

An Equality Impact Assessment (EIA) has not been carried out in connection with the points set out in this report as the recommendation does not require a policy or service change.

Climate change

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

Appendices

Appendix 'A' Housing Performance Charts 2022 - 23

Appendix 'B' Risk Register April 2023

Appendix 'C' Tenant Satisfaction Measures

Background papers

None

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APPENDIX A – Housing Performance

H01 - Local Council rent collection and arrears: proportion of rent collected

April-June 2022	July-September 2022	October-December 2022	January-March 2023	Target
2.67%	2.41%	2.42%	2.03%	Met

Performance Summary

- In Q1 the rent arrears were 0.17% higher than the target of 2.5%. By the end of March 2023, the percentage of rent arrears had reduced to 2.03%, this is 0.47% lower than target and 0.2% lower than the same period in March 2022 when rent arrears totalled 2.23%.

Target: 2.5% (2022/23)

H02a - Average time taken to re-let local authority housing (days)

April-June 2022	July-September 2022	October-December 2022	January-March 2023	Target
41.8	35.4	27.7	30.7	Not met

Performance Summary

- Performance has been significantly impacted by resourcing within both the Housing Needs and Community Surveying Team. An additional post has been created within this team to oversee and be accountable for void relet times as part of the Future Tandridge Programme (FTP) structure review. Resource within the Community Surveying team is currently being addressed through the FTP service reviews.

APPENDIX A – Housing Performance

- In addition to this, processes have reviewed to ensure a recovered position throughout 2023/24.
- An options appraisal on void management is currently being undertaken by an officer working group. This will establish the best approach to void management and the future operating model.

Target: 25 days (2022/23)

HO2b - Average time taken to re-let local authority sheltered housing (days)

April-June 2022	July-September 2022	October-December 2022	January-March 2023	Target 30 Days
48.9	86.4	67.2	62	Not Met

Performance Summary

- This figure has been significantly affected by difficulties in letting several older persons properties, each of which was vacant more than 6 months. Alternative lettings criteria has been considered for these properties to reduce relet times and meet target.

Target: 30 days (2022/23)

HO3 - Number of cases where it is known that advice and/or support from the Council successfully prevented or relieved the threat of homelessness

April-June 2022	July-September 2022	October-December 2022	January-March 2023	Target 120
29	52	86	106	Not Met

Performance Summary

APPENDIX A – Housing Performance

- The figure is marginally below target as a result of difficulties in the supply of affordable privately rented or social housing becoming available to prevent or relieve homelessness. This is reflected in the recent increase in the number of households in temporary accommodation, a trend which is being seen countywide.

Target: 120 cases (2022/23)

HO4 – Number of households living in temporary accommodation

April-June 2022	July-September 2022	October-December 2022	January-March 2023	Target
22	30	40	52	Not Met

Performance Summary

The increase in the number of households in temporary accommodation reflects the current difficulties being experienced in successfully preventing / relieving homelessness and the lack of supply of affordable housing

Target: 30 (2022/23)

HO5 – Number of people in 'urgent need' (bands A&B) on the Housing Register

April-June 2022	July-September 2022	October-December 2022	January-March 2022	Target
419	446	461	467	Not Met

APPENDIX A – Housing Performance

Performance Summary

- This figure remains high due to a limited supply of affordable housing. The Housing Team continues to work with colleagues in strategy and development to ensure a continued supply of affordable housing is provided throughout the District, as well as pursuing other initiatives, including the Tenants' Incentive Scheme, Assisted Purchase Scheme and relocation strategies within our own housing stock.

Target: 275 (2022/23)

HO7 – Average cost of repairs per property for Council Tenants (exc. Leaseholders)

April-June 2022	July-September 2022	October-December 2022	January-March 2023	Target
£78.87	£134.70	£219.12	£310.56	Met

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Performance Summary

- On target.

Target: £325 (2022/23)

HO8 - First time fixes (responsive repairs)

April-June 2022	July-September 2022	October-December 2022	January-March 2023	Target
99.08%	99.06%	98.89%	98.05%	Met

Performance Summary

- On target.

APPENDIX A – Housing Performance

Target: 85% (2022/23)

HO9 - Recall Visits (responsive repairs)

April-June 2022	July-September 2022	October-December 2022	January-March 2023	Target
0.92%	0.94%	1.45%	0.93%	Met

Performance Summary

- On target.

Target: 2% (2022/23)

HO10a - Percentage of emergency responsive repairs completed within the timescales set for the contractor

April-June 2022	July-September 2022	October-December 2022	January-March 2023	Target
99.2%	100%	100%	99.1%	Met

Performance Summary

- On target.
- Target: 98% (2021/22)

HO10b - Percentage of non-emergency responsive repairs completed within the timescales set for the contractor

APPENDIX A – Housing Performance

April-June 2022	July-September 2022	October-December 2022	January-March 2023	Target
95.6%	95.8%	96%	95.8%	Met

Performance Summary

- On target.

Target: 90% (2022/23)

Ref:	Risk cause and event	Risk consequences	Risk Owner	L	I	RAG	Mitigating actions and responsibility	Status update	On corporate risk register?
H1	Council fails to deliver the target number of properties in the Council House Building Programme, due to poor performance of the contractor, planning delays, unplanned costs, availability of materials and utility providers	<p>Inability to meet local housing need and increase in number of households living in unsatisfactory housing conditions.</p> <p>Increase in homelessness and related costs. Failure to meet statutory homelessness duties.</p> <p>Negative impact on resident wellbeing.</p> <p>Negative publicity and reputational damage.</p>	Lead Housing Development Specialist	3	4	12	<p>Active management of contracts via monthly contractor meetings and day to day contact with the project team. Appointment of an Employers Agent to manage the contractor on behalf of the Council. Programme includes work to minimise inevitable delays resulting from manufacturing delays, material shortages, sub-contract labour being temporarily shutdown. Consider use of alternative materials to overcome supply shortages, different designs and different finishes and use of materials that are readily obtainable. Early liaison with utility providers by the contractor and the use of mature approved drainage plans within contract documentation.</p> <p>New homes development programme to increase supply of permanent rented family housing where feasible.</p>	<p>Delays to delivery at Bronzeoak and Uplands reported by the contractor due to financial difficulties, magnified by increasing materials and labour costs. Officers closely monitoring this and consulting with Housing Committee on decisions around potential assistance.</p> <p>New homes programme forecasting an increase in build costs due to material and energy price rises - and the construction industry being energy intensive.</p> <p>Financial assistance package approved by Housing Committee in October 2022 for the contractor at Bronzeoak to avoid financial collapse. Financial assistance package requested by the contractor at the Caterham on the Hill schemes (subject to HC</p>	NO

						<p>Deliver actions within the Housing Strategy which include improving sheltered housing to encourage downsizing, moving tenants on from family accommodation, supporting Registered Providers to reduce rents and development and implementation of an Empty Homes strategy.</p> <p>Maximise opportunities to release land for development.</p> <p>Increase use of private sector housing to meet temporary accommodation demand and prevent homelessness.</p> <p>Monthly monitoring of supply and demand for affordable housing.</p> <p>Extend the buy-back programme into 23/24 (subject to budget and committee approval)</p>	<p>approval). Contractor at Uplands has filed for administration and work has stopped on site. Tender process for new contractor to start imminently. Remaining 17 homes delayed until late summer 2023.</p> <p>Land identified with a view to deliver 16 affordable homes for rent.</p>
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Appendix 'B' Risk Register

H2	Loss of skilled staff to manage the Disabled Facilities Grant process and contract	Failure to deliver statutory services to residents and support those most in need. Potential for backlog of applications	Head of Housing	2	1	2	<p>Audit requirement to add to committee register. Recruitment process in place.</p> <p>Business Continuity plan in place</p> <p>Case specific advice can be obtained from the national body for home improvement agencies.</p> <p>Short term cover could be provided by neighbouring councils</p>	<p>Annual reviews of business continuity plan being completed</p> <p>Delivery model of the service currently being reviewed as part of the Future Tandridge Programme</p>	NO
H3	Disabled Facilities Grant Local Authority commissioning partner leaves the partnership	Failure to deliver service and meet statutory services.	Head of Housing	1	2	2	<p>Audit requirement to add to committee register</p> <p>Regular meeting with all stakeholders in the partnership</p> <p>Strict performance management with concerns identified early and rectified</p>	Regular meetings being held between stakeholders in the partnership.	NO
H4	Disabled Facilities Grant Home Improvement Agency ceases trading	Failure to deliver service and meet statutory services.	Head of Housing	1	2	2	<p>Audit requirement to add to committee register</p> <p>Financial viability fully explored as part of the procurement process</p> <p>Short term continuity plan to resource the work via individual private contractors specialising in</p>	Regular meetings being held between stakeholders in the partnership.	NO

							<p>this work with the Council coordinating the process.</p>		
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Closed risks									
H2	Unable to monitor and control revenue and capital budgets due to Orchard / Agresso interface not working	<ul style="list-style-type: none"> * Considerable financial overspend * Expenditure being held in suspense account 	Head of Housing	1	1	2	<ul style="list-style-type: none"> * Orchard have come back to provide both the job reference for the process that creates the output as well as some feedback on our parameters which they don't think are correct. * IT reviewing feedback and advice w/c 07/03/2022 	This has now been fixed.	YES
H3	Current energy contract with Gazprom is terminated due to ongoing situation in Russia / Ukraine.	<ul style="list-style-type: none"> * Continuing with Gazprom as a supplier may be sensitive * Would need to procure a new contract at a much higher cost 	Section 151 Officer / Head of Housing	2	4	8	<ul style="list-style-type: none"> * Monitor situation * Liaise with, and take advice from, energy broker 	Statement from Inspired Energy on 28/02/2022 "At present there are no sanctions impacting Gazprom Marketing Ltd and we are doubtful that the UK government will impose these due to the amount of UK clients being supplied by Gazprom and the current amount of supplier disruption due to the market price crisis"	YES

Appendix 'B' Risk Register

H1	Overspend on housing repairs	* Impact on the Housing Revenue Account (HRA).	Head of Housing	4	4	16	<ul style="list-style-type: none"> * Financial monitoring and savings trackers in place. * Senior managers reviewing the implementation of the new budget arrangements. * Implementing new depot IT system within 12 months (in-line with IT priorities) to provide accurate cost data on time, labour, materials, fuel, vehicle usage, etc. * Heavily restricting the use of third party contractors by the depot for reactive repairs. * Reviewing the reactive repairs schedule of rates for the depot. 	<ul style="list-style-type: none"> * Officers are meeting with Orchard to discuss replacing a software module for the depot and contractors, as the original module is no longer supported. Costings have been submitted to the Executive Lead for Communities. A meeting has also been arranged with IT and other Housing parties to assess future needs. Procurement of new tender for VOIDS has been delayed due to the Vacant Lead Community Surveyor position. The monitoring of budgets is a major risk as the Orchard and Agresso systems are not interfacing and allocating to the correct budget lines. This could result in overspends 	NO
H4	Inability to deliver Housing Strategy	* Fail to deliver on the strategic objectives of the strategy, and associated improvements to residents and the Council.	Head of Housing	1	2	#VALUE!	<ul style="list-style-type: none"> * Regular updates brought to Committee. * Member briefing papers prepared for relevant strategy actions. * Officer working group in place. * Communications in place with key partner agencies. 	<ul style="list-style-type: none"> * Regular annual updates being provided to Housing Committee with actions being worked by officers. 	NO

Appendix 'B' Risk Register

H5	Inability to deliver the Homelessness Strategy	* Fail to deliver on the strategic objectives of the strategy, and associated improvements to residents and the Council.	Head of Housing	1	2	#VALUE!	<ul style="list-style-type: none"> * Regular updates brought to Committee. * Member briefing papers prepared for relevant strategy actions. * Officer working group in place. * Communications in place with key partner agencies. 	<ul style="list-style-type: none"> * Regular annual updates being provided to Housing Committee with actions being worked by officers. 	NO
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Code	Issue
TSMs collected from tenant perception surveys	
TP01	Overall satisfaction
TP02	Satisfaction with repairs
TP03	Satisfaction with time taken to complete most recent repair
TP04	Satisfaction that the home is well maintained
TP05	Satisfaction that the home is safe
TP06	Satisfaction that the landlord listens to tenant views and acts upon them
TP07	Satisfaction that the landlord keeps tenants informed about things that matter to them
TP08	Agreement that the landlord treats tenants fairly and with respect
TP09	Satisfaction with the landlord's approach to handling complaints
TP10	Satisfaction that the landlord keeps communal areas clean and well maintained
TP11	Satisfaction that the landlord makes a positive contribution to neighbourhoods
TP12	Satisfaction with the landlord's approach to handling anti-social behaviour
TSMs generated from management information	
CH01	Complaints relative to the size of the landlord
CH02	Complaints responded to within Complaint Handling Code timescales
NM01	Anti-social behaviour cases relative to the size of the landlord
RP01	Homes that do not meet the Decent Homes Standard
RP02	Repairs completed within target timescale
BS01	Gas safety checks
BS02	Fire safety checks
BS03	Asbestos safety checks
BS04	Water safety checks
BS05	Lift safety checks

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2023/24 Council House Building Programme Update

Housing Committee Tuesday, 20 June 2023

Report of: Chief Finance Officer

Purpose: For information

Publication status: Unrestricted

Wards affected: All

Executive summary:

This report is for information for new and existing members and gives an overview of the Council's house building programme to date including:

- The Council's original house building programme
- Specific scheme updates
- Current programme budget, targets and key risks
- Progress update on the Local Authority Housing Fund (LAHF)
- Affordable housing delivery by other affordable housing providers
- The Council's application to become an Investment Partner with Homes England

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

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Recommendation to Committee:

That the contents be noted.

Reason for recommendation:

To update the Committee on progress in delivering the House Building Programme.

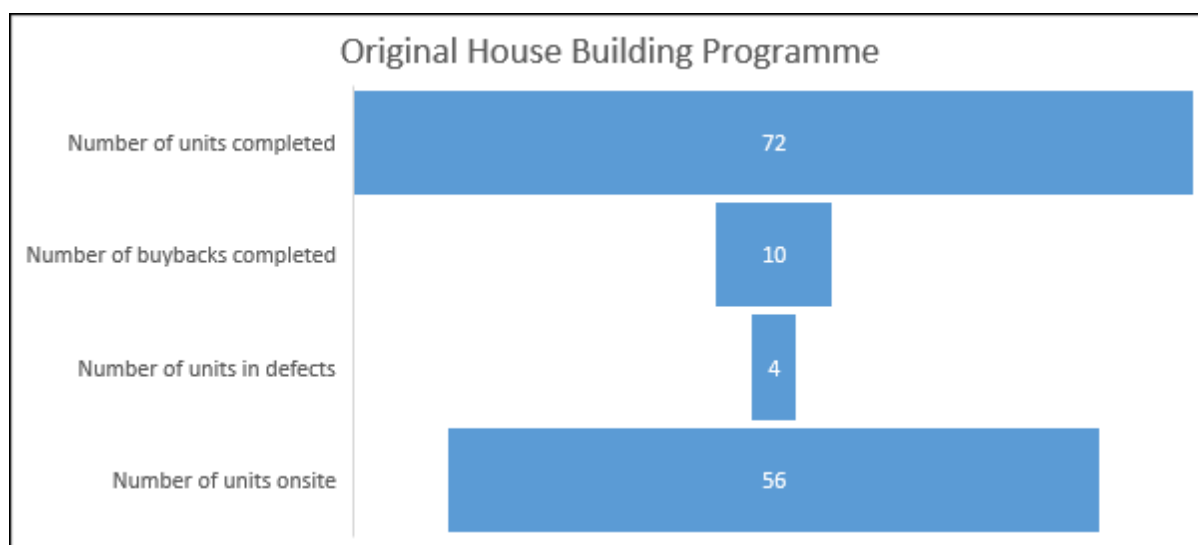
1 Introduction and background

1.1 The Council has an ambitious house building programme which aims to assist in the delivery of new affordable housing to rent to help meet the growing demand on the Council’s housing register. This report sets out the current position of the previous and existing programme with individual scheme updates where schemes are already on site, in planning or already have this committee’s approval to proceed

2 Original Council House Building Programme

2.1 The original council house building programme commenced in 2015 and consisted of 142 units. There have been 86 completions to date including 10 buybacks. There are 4 remaining schemes onsite which are due to complete this year, and one in early 2024/25.



Annual Targets								
	2023/24				2024/25			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Completions			24	26	6			
Schemes onsite (56)			Rochester (5) Foxacre (2) Uplands (17)	Bronzeoak (26)	Windmill (3) Auckland (3)			



2.2 Ongoing discussion with Homes England is likely to result in our bids for grant at Rochester/Foxacre and Windmill/Auckland to be sufficient to let the new homes at social rent levels. Uplands and Bronzeoak will be at affordable rent levels.

2.3 Scheme updates

2.3.1

Uplands			
Location:	Eden Way, Warlingham	Ward:	Warlingham East, Chelsham & Farleigh
Approval status:	Full scheme budget approval		
Approved budget:	£5,300,000		
No. and type of units:	21 units of general needs housing- 4 x 2 bed houses (completed and occupied) 4 x 3 bed houses 13 x 2 bed flats		
Progress/milestone reached:	Onsite		
Start on Site (SoS) date:	January 2020		
Practical Completion (PC) date:	TBA		
High level risks			
Risk	Rating	Mitigation	
New contractor will not guarantee the work of the previous contractor		Electrical validation undertaken prior to tender. Contractor has permission to survey existing buildings - intrusive where necessary, with a view to assuming responsibility for earlier work.	
New contractor goes into administration / financial stress		Undertake credit scoring exercise before appointment. Ensure fast payments of invoices to assist with cash flow. Follow usual process to ensure that payments reflect work completed and materials received. Develop contingency plans for rapid intervention if contractor fails.	
Commentary:			
<p>The site has been inactive since the previous contractor entered administration in September 2022. There is a combination of onsite security and CCTV providing 24 hour cover of the site. A new contractor has been identified via a competitive tender process and the scheme is forecast to remain within the new approved budget. The Council hopes to be in contract with the new contractor around the end of June and the time to complete the contract and deliver the remaining 17 units is forecast at 24 weeks (November 2023) although there is the potential for the 4 x 3 bed houses to be delivered earlier.</p>			
			


2.3.2

Bronzeoak			
Location:	Stafford Road, Caterham	Ward:	Caterham Valley
Approval status:	Full scheme budget approval		
Approved budget:	£10.68m (plus Settlement Agreement of £704k)		
No. and type of units:	26 units: 14 x one bed flats for sheltered housing 12 x two bed flats for general needs		
Progress/milestone reached:	Onsite		
Start on Site (SoS) date:	January 2020		
Practical Completion (PC) date:	TBA		
High level risks			
Risk	Rating	Mitigation	
Contractor fails to perform against contract		Appoint Employer's Agent to administer contract. Seek advice from specialist construction lawyer.	
Contractor enters administration		Contractor has gone into administration. Site has been secured. Contract determination underway. Officers exploring options to restart works as soon as possible. Performance bond in place.	
Site is accessed by unauthorised persons (damage &/or theft or injury)		Appoint security firm to secure site and patrol perimeter. Afix metal grills to any openings. Mark scaffolding as unsafe. Insurance informed.	
Site requires re-tendering and there is lack of interest from contractors		Commence soft marketing as soon as appropriate to gauge interest from market. Conduct 2-stage contract to make project more attractive or consider construction management contract	
Completion of scheme requires additional budget		Use 2-stage contract to maintain competition. Endeavour to recover items taken from site but already paid for	
Commentary:			
The contractor for Bronzeoak House had been reporting cash flow issues since September 2022. The Council entered into a Settlement Agreement to provide additional payments over and above the contract sum to reflect the increased market costs associated with materials and labour. The Settlement Agreement was linked to milestones which were not reached and consequently no additional monies were paid to the contractor. The Council did make some direct payments to sub-contractors to assist with liquidity as part of the Settlement Agreement. Work progressed slowly with some trades not materialising. All trades have now left site			



due to non-payment of invoices by the contractor. The site has 24 hour manned security. We have been advised that as of 31st May 2023 Claritas Group are in administration.



2.3.3

Rochester Gardens and Foxacre		
Location:	Townend, Caterham	Ward: Queens Park
Approval status:	Full scheme budget approval	
Approved budget:	£2,171,845	
No. and type of units:	9 units - Rochester: 7 units - 2 x 2 bed flats, 2 x 1 bed disabled bungalows, 1 x 3 bed house Foxacre: 2 x 1 bed bungalows for sheltered housing	
Progress/milestone reached:	Onsite	
Start on Site (SoS) date:	July 2022	
Practical Completion (PC) date:	November 2023	
High level risks		
Risk	Rating	Mitigation
Impact on residents at Rochester Gardens due to close proximity of works		Updates to tenants when required, close contact with team to resolve issues when they arise. Good site manger to resolve issues and communicate with residents.
Health and safety of existing residents at Rochester Gardens due to proximity of works		Provision of safe, separate access to rear of existing flats. Restriction of front access until roof trusses are on and safe passage for residents can be provided. Dust suppression during dry weather.
Planning conditions that are time consuming to resolve		Submission as early as possible for pre-occupation conditions
Contractor goes into administration/financial stress		Ensure fast payments to assist with cashflow
Commentary:		
Progress onsite is going well. Brickwork is ongoing, drainage connections are awaiting final connections, car park and access road are well advanced. There has been a small delay in the programme of works onsite but our contractor is hopeful to catch up now there is better weather.		
		

2.3.4

Windmill Close and Auckland Road			
Location:	Windmill Close and Auckland Rd	Ward:	Queens park and Westway
Approval status:	Full scheme budget approval		
Approved budget:	6 units		
No. and type of units:	6 units - Windmill - 1 x 2 bed bungalow, 2 x 3 bed houses Auckland - 1 x 3 bed house, 2 x 2 bed houses		
Progress/milestone reached:	Onsite		
Start on Site (SoS) date:	July 22		
Practical Completion (PC) date:	April 24		
High level risks			
Risk	Rating	Mitigation	
Numerous and extensive planning conditions that are time consuming to resolve		Submission as early as possible for pre-occupation conditions	
Delays caused by planning - decisions and resolving conditions		Significant delays due to delays with discharging planning conditions	
Problematic access to site for vehicles and deliveries (Windmill)		Contractor to have good communication with residents in regard to parking.	
Contractor goes into administration/financial stress		Ensure fast payments to assist with cashflow	
Commentary:			
Garages demolished. Windmill and Auckland have experienced significant delays due to slow discharge of planning conditions. Piling has been completed at Auckland and is progressing at Windmill			
			

3 Current Council House Building Programme

3.1 The current council house building programme was approved in March 2021. There is an approved budget of £74m to build 200 new homes, 40 homes per year, predominantly of family sized accommodation. The aim of the programme is to build 25% (50 units) for social rent (to reflect affordability issues) and the programme was costed to include 30% (60 units) on acquired land (reflecting the limited opportunities available on currently owned council land).

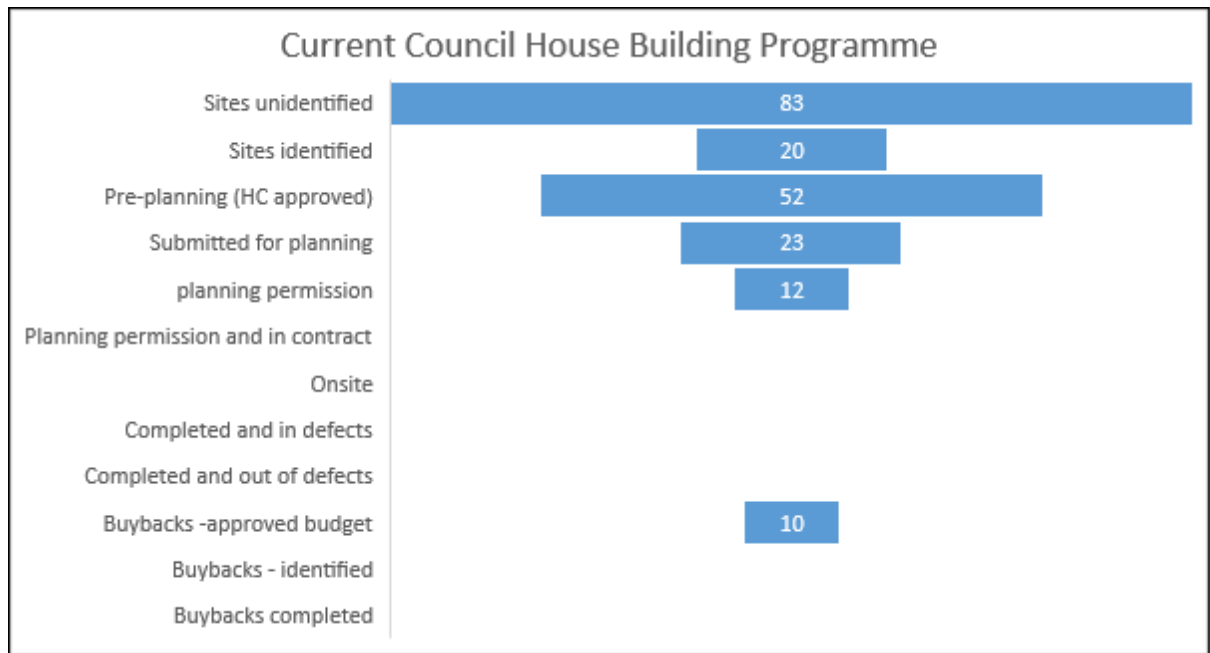
3.2 The programme experienced initial delays from its inception due to short staffing issues in the Housing Development team. There have also been additional delays with onsite schemes from the original programme still not reaching practical completion for various reasons. The delay in reaching completion means a continuation of staff involvement with the inevitable impact on progressing the current programme. This means the target of 40 homes per year has not been achieved for 2022/23 and will not be achieved in 2023/24. Work is under way to strengthen resource in the Housing Development Team, linked to the Assets and FM restructure being reported to this Committee and Strategy & Resources.

Annual targets						
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Start on sites	40	40	40	40	40	
Completions		40	40	40	40	40
Current profile*						
Start on sites	0	35	72			
Completions	0	5	33	59	20	

*Note the discrepancy in numbers is the 10 buybacks which have no start on site date

Nonetheless good progress has been made in the past year:

- Three sites (23 units – Featherstone and Hollow Lane) have been submitted for planning and are awaiting committee dates.
- Wolfswood received planning at committee on the 8th of June and tender documents are currently being drawn up.
- The Sea Cadets site was identified, and the purchase completed in March.
- A further four sites (52 units – Warren Lane Depot, Pelham House, Sea Cadets and Stanstead Road) have been brought to Housing Committee for initial approvals and are in the feasibility/pre-app stage.
- An additional potential site acquisition has been identified and is currently being progressed (20 units)
- An extension of the buyback programme was approved with a strategic aim of assisting with future development sites



3.3 Programme budget

3.3.1 The £74m budget for the programme was calculated in line with the following assumptions:

- Inflation of 2-2.5% per annum
- No receipt of Homes England grant or commuted sums
- Net zero carbon homes
- Based on small and medium sized sites
- 30% purchased land (60 units)

The programme was modelled on a range of small, medium and large schemes with associated costs which can't be exactly replicated via delivery of the programme. At present the costed schemes per unit average is very close to what was modelled when deciding the budget, however as we are yet to receive actual construction costs through the tender prices we cannot yet state which schemes lie within the profiled cost per unit in the programme budget.

3.3.2 There are concerns associated with delivering the 200 units within budget, which are changes in the operating environment since the budget was calculated: These include; material inflation, wider inflation, higher costs of meeting net zero carbon, impact of additional Bronzeoak and Uplands costs met by this programmes budget, higher home loss payments when decanting and biodiversity net gain costs. However we have also investigated and found that we can claim stamp duty land tax relief on acquisitions of land and buybacks (and can claim it back on previous purchases made within the last four years) and will be bidding for Affordable Housing Grant from Homes England which was not included in the modelling.

3.4 Programme targets

- 30% purchased land (60 units)
- 25% of social rented units, 75% affordable rented units

Currently the Council has acquired land for 16 units in the programme, equal to 8% of the total. Further land has been identified that, if acquired, will take that figure up to 18%.

Consideration is being given to which of the schemes can be viably delivered as social rent. It will not be viable to charge social rent on homes that are built on land purchased on the open market but discussions with Homes England regarding grant for social rent on homes built on the Council's own land are positive.

3.5 Programme level high risks.

Risk	Consequences	Rating	Mitigations
Increase in material/labour costs	Higher tender prices, fewer units delivered, contractors going into administration, contractors requesting additional money to complete contract, lack of appetite to tender for schemes		Move away from fixed price contracts to either two stage contracts or ones with fluctuation clauses. Programme monitoring and reassessment of schemes where appropriate.
Contractors going into administration (onsite projects)	Delay in completing units, additional costs to complete contract, additional work for staff,		Performance bonds required for each contract to partially negate additional costs. Dun & Bradstreet searches prior to entering into contract
Planning decisions not made in statutory time limits	Delays in delivering programme		We currently profile applications to take 5 months for determination, significantly above statutory time limits. However recent applications are likely to be determined in 8 months.
Delays in discharging planning conditions	Delays in delivering programme, additional costs to contactors causing them to become contractual and attempt to recoup losses, impact on		Reduce the number of conditions by engaging with planning officer extensively through planning process, emphasise need to contractors to apply early and push for progress. Improved engagement with planning team to deal with conditions in a timely manner

	Homes England timescales		
Planning refused for schemes	Delays in delivering programme, abortive costs,		Early involvement of ward councillors and residents, public consultations, pre-application advice, appointment of consultants for input into planning application.
lack of suitable land available in council holdings	Inability to deliver the programme, higher cost to programme by sourcing additional open market land,		Close working with AM colleagues, list of potential sites identified and rated, strategic purchases to enhance land available. Work closely with Community Surveyors to identify properties in poor condition and where the costs of raising them to NZC are uneconomical. Strategic buyback programme.
Inability to purchase open market land for a viable price	Higher costs, lack of land to build out programme		Identification of land sales from other public sector bodies, appraisals, consideration of joint ventures with housing associations on sites.
Lack of capacity in Housing development team to deliver programme	Lack of time to project manage schemes effectively, essential tasks being missed, reactive approach as opposed to a proactive controlled way of working, delays in delivery		Two Housing Development Specialists in post, Development Admin post now filled, improved programme and project management processes being implemented for efficiency. Consideration of a Project manager role for delivery.

3.6 Scheme updates

3.6.1

Featherstone		
Location:	Featherstone, Blindley Heath	Ward: Godstone
Approval status:	Full scheme budget approval	
Approved budget:	£5,109,030	
No. and type of units:	16 units: 9 x 2 bed flats 4 x 3 bed houses 3 x 2 bed houses	
Progress/milestone reached:	Planning submitted	
Start on Site (SoS) date:	TBA	
Practical Completion (PC) date:	TBA	
High level risks		
Risk	Rating	Mitigation
Failure to gain planning consent		Pre application discussions to establish the development potential of the site and measures that need to be included in the application. Seek ward councillor support.
Slow planning - decisions for application and resolving conditions		Profile in extensive timescale for planning applications
Tenders come in above budget		A value engineering exercise will be undertaken with the highest ranked tenderers with a view to bringing the tender within budget. In the event that this is not possible and the project cost cannot be contained within the approved budget and still leave a workable contingency a revised budget approval will be sought from the Housing Committee
Discovery of further Roman artefacts disrupting construction		
Works take longer than expected		Use of liquidated damages (LADs) in contract based on the lost rental income that would be received for each week the project is delayed.
Commentary:		
Proposed redevelopment of 16 1-bed and studio flats to provide family sized housing. Planning application submitted and awaiting determination.		

3.6.2

Wolfswood			
Location:	Wolfs Wood, Hurst Green	Ward:	Oxted South
Approval status:	Full scheme budget approval		
Approved budget:	£3,525,000		
No. and type of units:	12 units: 4 x 1 bed flats 3 x 2 bed houses (inc one fully wheelchair accessible) 5 x 3 bed houses		
Progress/milestone reached:	Planning permission granted		
Start on Site (SoS) date:	Sep-23		
Practical Completion (PC) date:	TBC		
High level risks			
Risk	Rating	Mitigation	
Slow planning –resolving conditions		Profile in extensive timescale for resolving conditions	
Tenders come in above budget		A value engineering exercise will be undertaken with the highest ranked tenderers with a view to bringing the tender within budget. In the event that this is not possible and the project cost cannot be contained within the approved budget and still leave a workable contingency a revised budget approval will be sought from the Housing Committee	
Works take longer than expected		Use of liquidated damages (LADs) in contract based on the lost rental income that would be received for each week the project is delayed.	
Commentary:			
Proposed redevelopment of 12 x 1 bed-studio flats and adjoining garage site. Planning application approved by 8th June Planning Committee. Tender being prepared with a view to start on site in September 2023			

3.6.3

Hollow Lane Garage Site			
Location:	Hollow Lane, Dormansland	Ward:	Dormansland & Felcourt
Approval status:	Full scheme budget approval		
Approved budget:	£2,075m		
No. and type of units:	7 units: 1 x 1 bed bungalow 2 x 1 bed flats 4 x 2 bed flats		
Progress/milestone reached:	Planning submitted		
Start on Site (SoS) date:	TBA		
Practical Completion (PC) date:	TBA		
High level risks			
Risk	Rating	Mitigation	
Failure to gain planning consent		Pre application discussions to establish the development potential of the site and measures that need to be included in the application. Seek ward councillor support.	
Slow planning - decisions for application and resolving conditions		Profile in extensive timescale for planning applications	
Tenders come in above budget		A value engineering exercise will be undertaken with the highest ranked tenderers with a view to bringing the tender within budget. If this is not possible and the project cost cannot be contained within the approved budget and still leave a workable contingency a revised budget approval will be sought from the Housing Committee	
Works take longer than expected		Use of liquidated damages (LADs) in contract based on the lost rental income that would be received for each week the project is delayed.	
Commentary:			
Proposed redevelopment of Hollow Lane garage site. Garages are in poor repair. Alternative parking proposed by developing a parking court on New Farthingdale. Currently submitted for planning and awaiting determination. Queries on drainage and ecology outstanding.			

3.6.4

Warren Lane depot			
Location:	Warren Lane, Hurst Green	Ward:	Oxted South
Approval status:	Approval to acquire 122 Mill Lane for access Approval to pre-application advice		
Approved budget:	£495,000 for acquisition of 122 Mill Lane £80,000 for budget to pre-app		
No. and type of units:	22 houses - 6 x 2 bed houses, 16 x 3 bed houses including one disabled unit		
Progress/milestone reached:	Working to pre-app advice and public consultation		
Start on Site (SoS) date:	Estimated - Spring/summer 2024		
Practical Completion (PC) date:	Estimated - Summer/Autumn 2025		
High level risks			
Risk	Rating	Mitigation	
Ecological - Biodiversity Net Gain		Ecologist appointed, open space for additional planting, consideration of offsite planting	
Contaminated land and remediation		Soils/contamination survey completed. Remediation works to be costed	
Foul sewer onsite to be relocated		Underground survey carried out. Drainage consultant being appointed, works to be costed	
Difficulty relocating TDC staff and vehicles or rationalisation of depot site where necessary		Asset Management leading on identifying options and solutions	
Drainage issues		High water table identified - drainage consultant being appointed	
Delays caused by planning - decisions and resolving conditions		Factor in long timescale for planning	
Rising costs of materials/labour result in tenders being higher than expected		Works cost estimate to be prepared, generous contingencies, value engineering if required	
Commentary:			
<p>The architect is finalising designs ready for pre-application advice which will take place in June. This will be followed by a public consultation.</p> <p>Arboricultural, ecologist, transport and drainage consultants are being appointed.</p> <p>Asset Management are reviewing the rationalisation of the depot.</p>			

3.6.5

Sea Cadets			
Location:	Hawarden Road, Caterham	Ward:	Westway
Approval status:	Approval to pre-application advice		
Approved budget:	£50,000		
No. and type of units:	16 units		
Progress/milestone reached:	Pre-application		
Start on Site (SoS) date:	Estimated - Spring 2024		
Practical Completion (PC) date:	Estimated - Summer 2025		
High level risks			
Risk	Rating	Mitigation	
Failure to gain planning consent		Pre application discussions to establish the development potential of the site and measures that need to be included in the application. Seek ward councillor support.	
Slow planning - decisions for application and resolving conditions		Profile in extensive timescale for planning applications	
Tenders come in above budget		A value engineering exercise will be undertaken with the highest ranked tenderers with a view to bringing the tender within budget. If this is not possible and the project cost cannot be contained within the approved budget and still leave a workable contingency a revised budget approval will be sought from the Housing Committee	
Works take longer than expected		Use of liquidated damages (LADs) in contract based on the lost rental income that would be received for each week the project is delayed.	
Commentary:			
The Employers Agent appointment is currently being tendered for. Documents for the architect's tender are being drawn up			

3.6.6

Pelham House			
Location:	Harestone Valley Road, Caterham	Ward:	Harestone
Approval status:	Full scheme budget approval		
Approved budget:	£3,667,926		
No. and type of units:	10 units: 2 x one bed flats 2 x two bed flats 6 x 3 bed houses		
Progress/milestone reached:	Planning pre app / decant		
Start on Site (SoS) date:	TBA		
Practical Completion (PC) date:	TBA		
High level risks			
Risk	Rating	Mitigation	
Unable to achieve Biodiversity Net Gain		Appoint ecologist early in design stage. Minimise loss of habitat	
Failure to gain planning consent		Pre application discussions to establish the development potential of the site and measures that need to be included in the application. Seek ward councillor support.	
Progress delayed as Wadey Court (Bronzeoak House) not available for decant causing uncertainty for residents		Provide regular updates to sheltered scheme coordinators. Advise residents they can bid on alternatives to Wadey Court if they prefer.	
Slow planning - decisions for application and resolving conditions		Profile in extensive timescale for planning applications	
Tenders come in above budget		A value engineering exercise will be undertaken with the highest ranked tenderers with a view to bringing the tender within budget. If this is not possible and the project cost cannot be contained within the approved budget a revised budget approval will be sought from the Housing Committee	
Works take longer than expected		Use of liquidated damages (LADs) in contract based on the lost rental income that would be received for each week the project is delayed.	
Commentary:			
Proposed demolition of existing sheltered scheme once existing sheltered residents have been re-housed in Wadey Court (Stafford Road). Demolition of 8 x 1 bed and 4 x studio flats to provide family sized accommodation. Pre app advice received, and architect appointed. Decant progressing although most residents are waiting for Wadey Court. Slow progress due to delays at Wadey Court / Bronzeoak.			

3.6.7

Stanstead Road			
Location:	53-67 Stanstead Rd, Caterham	Ward:	Queens Park
Approval status:	Pre app budget approval		
Approved budget:	£110k (inclusive of Home Loss Payments)		
No. and type of units:	4 units: 4 x 3 bed houses		
Progress/milestone reached:	Approval to serve Initial Demolition Notice obtained Decant commenced		
Start on Site (SoS) date:	TBA		
Practical Completion (PC) date:	TBA		
High level risks			
Risk	Rating	Mitigation	
Unable to achieve Biodiversity Net Gain		Appoint ecologist early in design stage. Minimise loss of habitat	
Failure to gain planning consent		Pre application discussions to establish the development potential of the site and measures that need to be included in the application. Seek ward councillor support.	
Progress delayed as Wadey Court (Bronzeoak House) not available for decant		Keep residents up to date to limit anxiety. Reassure residents there is no pressure to move and decant to Wadey Court still feasible.	
Slow planning - decisions for application and resolving conditions		Profile in extensive timescale for planning applications	
Tenders come in above budget		A value engineering exercise will be undertaken with the highest ranked tenderers with a view to bringing the tender within budget. In the event that this is not possible and the project cost cannot be contained within the approved budget a revised budget approval will be sought from the Housing Committee	
Works take longer than expected		Use of liquidated damages (LADs) in contract based on the lost rental income that would be received for each week the project is delayed.	
Commentary:			
Proposed redevelopment of block of 7 x 1 bed and 1 x 2 bed flats to provide 4 x 3 bed family houses. All surveys and architect to be tendered to get scheme to pre app advice stage. Existing residents consulted under S105 of the Housing Act. No objections to re-development. Residents to be given priority Band A and eligible for Home Loss Payments. At least 2 residents eligible for and requesting Wadey Court (which is subject to delay).			

3.6.8

Buyback programme 2			
Location:	Various	Ward:	Various
Approval status:	Full approval		
Approved budget:	£3,000,000		
No. and type of units:	10 - likely to be a range of 2 and 3 bed flats		
Progress/milestone reached:	Identification of suitable units commenced		
High level risks			
Risk	Rating	Mitigation	
Slow rate of acquisitions due to capacity issues and prioritisation of LAHF due to short timescale		New Development Assistant in post assisting with work	
Lack of suitable properties on market		Alerts set up on Rightmove for properties in suitable roads and blocks. Letters to leaseholders sent in key areas.	
Commentary:			
Initial work to identify suitable properties is being undertaken.			

4 Local Authority Housing Fund (LAHF)

Local Authority Housing Fund		
Location:	Various	Ward: Various
Approval status:	Full approval	
Approved budget:	£3,260,000 (inc of £1,350,000 grant)	
No. and type of units:	7 properties - 1 x 4+ bedroom house (bridging element) 6 x 2/3 bedroom flats / houses (main element)	
Progress/milestone reached:	Identification of suitable units commenced	
High level risks		
Risk	Rating	Mitigation
Purchases of main element properties take longer than expected.		Identify properties as soon as possible, and progress sales quickly. Regular updates from legal to check progress/issues. Consideration of sellers circumstances and how they may impact timescales of purchase. Two weekly reviews of progress to identify problematic purchases early
Purchases of bridging element property take longer than expected.		As above
Bridging element property is unaffordable for designated cohort.		Work with partners to identify a family that are not subject to the benefit cap (i.e. a household member is in work or a household member is in receipt of a benefit that excludes them from the cap)
Slow rate of acquisitions due to capacity issues and short timescale		New Development Assistant in post assisting with work
Lack of suitable properties on market		Alerts set up on Rightmove for properties in suitable roads and blocks. Letters to leaseholders sent in key areas.
Commentary:		
<p>DHLUC funding allocation to provide accommodation to families with housing needs who have arrived in the UK via Ukrainian or Afghan resettlement and relocation schemes.</p> <p>Viewings to date = 7</p> <p>Offers to date = 2 (with 2 pending)</p> <p>Funding requirement for TDC to be in contract to purchase all 7 properties by 30th November 2023.</p>		

Type of Unit	Progress	Location
5 bed house	Offer accepted, sale progressing	Caterham Valley
3 bed flat	Offer accepted, sale progressing	Nutfield
3 bed house	Viewed and awaiting RICS valuation	Godstone
3 bed house	Viewed and awaiting RICS valuation	Godstone

5 Enabling

5.1 Officers continue to work with other affordable housing providers to deliver affordable housing on developments that have come forward through S106 sites across the district, as well as Rural Exception Schemes. Officers negotiate a suitable affordable housing mix on a site-by-site basis but with the aim of the provision of a broad range of affordable property sizes that reflect the highest demands from the housing register.

5.2 Affordable Housing Completions

5.2.1 There were 60 completions of affordable housing units in the year 2022/23 including the following:

Burstow Gardens, Cophorne	English Rural Housing Association	3 x 2 bed houses for rent
Halyngbury Road, Caterham	Rosebery Housing Association	2 x 1 bed flats, 4 x 2 bed flats, 1 x 2 bed house and 1 x 3 bed house for rent. 1 x 2 bed house and 1 x 3 bed house for shared ownership
Edgeworth Close, Whyteleafe	Transform Housing	1 x 1 bed flat for rent (supported housing)
Whyteleafe House, Whyteleafe	Dovepark Homes	19 x 1 bed flats and 21 x 2 bed flats for 'affordable private rent'

5.2.2 The following schemes are expected to deliver within 2023/24:

Broadleaf Place, Caterham	Mount Green Housing	1 x 1 bed flat and 7 x 2 bed flats for rent
Oldencraig Mews	N/A	1 x 2 bed flat, 1 x 2 bed for discounted market sale
Former Rose and Young site, Caterham	Clarion Housing Group	12 x 1 bed flats, 30 x 2 bed flats and 6 x 3 bed flats for rent

5.2.3 The following schemes have affordable housing secured in a S106 agreement and are expected to deliver in or after 2024/25:

Land to the rear of Dormans Station	N/A	6 x 1 bed flats, 2 x 2 bed houses and 1 x 3 bed house for discounted market sale
Land at De Stafford School, Caterham	TBC	3 x 3 bed houses for rent
Land west of Limpsfield Road, Warlingham	TBC	12 x 1 bed flats, 12 x 2 bed flats, 4 x 2 bed houses and 2 x 3 bed houses for rent 1 x 2 bed house, 7 x 3 bed houses and 2 x 4 bed houses for shared ownership

6. Homes England

- 6.1 Homes England is a non-departmental public body which holds the responsibility for the Affordable Homes Programme (AHP) 2021-26. The AHP provides grant funding to support the capital costs of developing affordable housing.
- 6.2 Up to now council house building has been part funded by the use of Right to Buy Receipts (RTBR) which can be used to fund up to 40% of total scheme costs. RTBR cannot be utilised alongside AHP grant on new properties. The Council does not have enough actual or projected RTBR to fully subsidise the approved council house building programme.
- 6.3 To qualify for bidding for grant on individual schemes the council must become an Investment Partner (IP) of Homes England. This is an application form that covers a statement of good standing and the ability to deliver the capital projects funded. The first grant bid has to be submitted with the IP application. We would then bid for grant funding on individual development schemes when appropriate as part of Continuous Market Engagement. The first bids will be for Rochester/Foxacre,

Windmill/Auckland and Uplands and will be submitted prior to the units completing onsite.

- 6.4 Homes England has a significant level of requirements that need to be adhered when in receipt of grant. These are outlined in a standard Grant Agreement and in the Capital Funding Guide which outlines the rules and procedures that will need to be complied with by AHP funded schemes. Homes England run an annual Compliance Audit where specific schemes are audited independently.
- 6.5 Homes England utilises its AHP to support Small and Medium Enterprises (SMEs), which aligns with the SME contractors we invite to tender for schemes. They also are promoting and supporting the move to Modern Methods of Construction (MCC) in the construction industry, something that we are tentatively exploring.
- 6.6 Assuming a flat rate of £60,000 of grant per unit and securing grant for 100 units we estimate we can secure a minimum of £6m of grant. In reality the grant rate will vary depending on individual scheme finances, whether the units are affordable or social rent, whether we can secure grant on sites where we are demolishing existing units and the timescales of delivery.
- 6.7 As we progress with our IP Application and individual scheme grant bids Housing committee will be updated.

7. Other options considered

N/A

8. Consultation

N/A

Key implications

Comments of the Chief Finance Officer

The cost of delivering the council house building programme by 200 homes over 5 years, which started in 2022/23, has been modelled in the 30-year HRA business plan and is considered affordable. The business plan has been tailored to allow for to specific circumstances unique to Tandridge, such as higher land costs, and costs have been increased over time to allow for inflation.

The Council will take full advantage of the different funding streams available including maximising the use of retained RTB receipts and applying for Homes England Grants where possible. Historically, low interest rates coupled with the current 1% discount available on Public Works Loan Board borrowing for housing projects made this a favourable environment for borrowing. This position is tightening with increased interest rates, however it is still possible to deliver financially viable and positive schemes. All borrowing options will be fully and

robustly evaluated at the time borrowing is needed, however long-term borrow at fixed rates is likely to be preferable and will provide certainty over future cashflows.

The current economic climate and its impact on the construction industry heightens the risk of contractor failure. The Housing Development Team work closely with Finance and Legal Services, with external support where needed, to manage, mitigate and ultimately react to this risk. This places additional pressure on the approved programme. The budget is refreshed at least annually in line with the 30 year business plan to ensure that emerging and anticipated risks are factored in. Each scheme includes a contingency to lessen the overall programme risk linked to each scheme.

Comments of the Head of Legal Services

The Council has statutory powers to deliver the Council House Building Programme, to undertake any related procurement activity, and to enter into development agreements under the general power of competence under section 1 of the Localism Act 2011. Notably, the power to do anything an individual can do provided it is not prohibited by other legislation.

Section 8 of the Housing Act 1985 provides the Council with a duty to consider housing needs in respect of its District. Section 9 of the Housing Act 1985 provides the Council with the power to provide housing accommodation.

Under Section 111 of the Local Government Act 1972 the Council has the power to do anything incidental to the exercising of any of its functions.

As has been indicated in this report the current market for house building is extremely challenging, with an unprecedented level of cost inflation being experienced. On some existing projects, this has placed significant pressure on being able to deliver viable housing schemes. Despite the highly challenging external factors, the Council is still seeking to build a programme that brings more affordable homes to the District. Where necessary, Officers have taken full advice from Legal Services on any issues associated with the developments and in respect of appropriate ways to address any issues revealed.

Equality

The Council's house building programme has and continues to provide affordable homes for families, single people, older people and those with a physical disability. The main beneficiaries of new housing will be those on lower incomes within the community who have a housing need and who are currently on the Council's housing register. This includes those households who are homeless to whom the Council has a statutory responsibility. The mix of any individual scheme is determined through discussion internally with those teams dealing with the housing register and housing need in order to determine the levels of need within the locality. Individual schemes are also the subject of further consultation with ward members, this committee and the parish council where the proposed development is sited.

Climate change

The Council's new homes programme seeks to maximise the energy efficiency of our homes with an emphasis on minimising heat loss through improvements to the external fabric of the building, as this approach has both a low capital cost and low future maintenance costs; but also to use photovoltaic panels, mechanical vented heat recovery systems and air source heat pumps to provide heat and power. At Bronzeoak House the Council is using a Combined Heat and Power system. In addition to this the new schemes submitted to planning from this date will also make use of grey water heat recovery systems. The Council has also undertaken to plant 3 new trees for every tree (Class C and above) that is removed to facilitate residential development and employs ecology experts to assist in achieving Biodiversity Net Gain on new residential schemes.

Appendices

None

Background papers

Affordable Housing Provision and council House Building programme report – Housing Committee 11th March 2021

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

2022/23 Budget Outturn - Housing Committee

Housing Committee Tuesday, 20 June 2023

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

Purpose: To note the 2022/23 Outturn / Quarter 4 / Month 12 (March) financial position of the Committee.

Publication status: Unrestricted

Wards affected: All

Executive summary:

This report presents to note the 2022/23 Outturn / Quarter 4 financial position of both the revenue and capital budgets for this Committee.

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 Revenue and Capital Outturn positions as at Quarter 4 / M12 (March) 2023 be noted.

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, particularly in respect of Government funding, 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 in terms of the effect on the budget for 2023/24.

The consolidated position will be reported to Strategy & Resources Committee on the 29th June 2023.

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 Housing General Fund outturn for 2022/23 is an underspend of £14k. This is a £22k improvement from the Q3 position last formally reported to Committee. The main reasons for the underspend and changes from Q3 are as follows:
 - £74k Salaries overspend – new in quarter £45k salary costs reclassified to this budget, which are offset in full by grant funding from the Homes for Ukraine scheme. £15k additional spend due to reduced vacancy factor (an increase in quarter by £6k). This is an overall deterioration from Q3 of £67k.
 - (£7k) Meadowside Mobile Homes – £5k income not achieved on commission on sales of mobile homes (at Q3 this was expected to be £10k). £9k reduced rental income. £17k unbudgeted cost of full site survey offset by savings on other expenses. This is a (£44k) improvement from Q3.
 - (£9k) Private Sector Enabling – £10k unspent consultancy budget. £10k deterioration in quarter resulting from various small changes.
 - (£23k) Homelessness: In quarter - £75k net B&B costs have been incurred, offset in year by increased grant income. B&B costs have been gradually rising each month and will be closely monitored in 2023/24. In quarter, £22k of unbudgeted legal costs have been charged. Overall this is a £97k deterioration from Q3.

- (£25k) Syrian & Afghan resettlement – new variance in quarter - unspent budget as grant funding covered all expenditure incurred, including offsetting salary costs.
 - (£45k) Ukraine Placements – new in quarter, all £45k offsetting salary costs as noted above.
 - £4k Redstone House: £4k security and electricity costs incurred whilst property was empty (No change from Q3)
 - Nil variance on Housing Benefit: expenditure in 2022/23 was matched by Government funding. (£80k improvement from Q3 including improved debt position resulting in a lower provision).
 - £20k Other - £20k share of legal costs. No change in quarter.
- 5 The HRA Outturn 2022/23 is balanced in line with budget. The transfer to reserves has increased by £503k against budget. The main reasons for the changes are as follows:
- (£164k) Salaries – saving relates to vacancies in numerous teams, in particular HRA Admin, Sheltered Scheme Coordinators and Reactive Repairs. This is an £81k reduction in cost from Q3.
 - £96k Service Costs – £27k savings relates to historical consultancy cost budgets no longer required, offset by increased expenditure elsewhere; £10k tenant removals, £6k Alarm system costs (both of which are on-going savings), new in quarter £55k legal costs and other small additional costs.
 - (£138k) Corporate Support Service – New in quarter reduced recharges from Corporate budgets (linked to S&R underspend).
 - (£48k) Repairs & Maintenance - all relating to expenditure savings. One-off savings of £52k on vehicle repairs and fuel due to fleet still being under warranty and improved fuel efficiency.
 - (£43k) reduced interest payable on loans due to refinancing expired PWLB loans with internal borrowing from the General Fund at a mutually beneficial rate.
 - £59k reduced rental income from dwellings – New in quarter as position cannot be comprehensively calculated until year end.
 - £43k rental income from garages – New in quarter as position cannot be comprehensively calculated until year end.
 - (£308k) increase in other income – mainly rechargeable work £145k (offset by increased costs elsewhere) and £78k interest receivable. This is new in quarter as current system limitations mean that this cannot be calculated comprehensively until year end.
 - The above is offset by a transfer to the earmarked HRA reserves, £503k more than original budget.
- 6 The Housing Committee Capital budget outturn for the year is a net underspend of £4,574k. £139k of the underspend relates to HGF and £4,435k relates to the HRA. The reasons are as follows:
- (£139k) HGF underspend– this relates to changed phasing in Disabled Facilities Grant.

- (£1,009k) HRA Housing Stock underspend - more details can be found in Appendix A.
- (£3,426k) HRA Housing Development net underspend -
 - £2,201k – additional amounts having been provided for potential development sites and inflationary rises, offset by:
 - (£5,626k) –delays on Rochester Gardens, Auckland Road & Windmill Road, Hollow Lane and Wolfs Wood & Featherstone. Additional slippage on Uplands.

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 equality implications associated with this report.

Climate change

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

Appendices

Appendix A - Committees M12 (March) 2023 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 HGF – Strategy and Resources Committee 30th June 2022
- 2021/22 Budget – Outturn Report HRA – Housing Committee 4th October 2022
- Quarter 1 2022/23 Budget Monitoring – Housing Committee 4th October 2022
- Quarter 2 2022/23 Budget Monitoring – Housing Committee 17th November 2022
- Quarter 3 2022/23 Budget Monitoring – Housing Committee 16th March 2023

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

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Appendix A

Quarter 4 / Month 12 (March 23) Financial Report – Housing Committee

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Mark Hak-Sanders
Chief Finance Officer (S151)

June 2023

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Revenue Budget –Housing General Fund

2021/22 Outturn £k	Final Outturn £k	Annual Budget £k	Outturn Variance £k	Change from Q3 £k	One-off events £k	Ongoing Pressures £k
509 Salaries HGF	601	527	74	67	74	
(131) Meadowside Mobile Homes	(141)	(134)	(7)	(43)	(20)	12
69 Westway	50	50	0	0		
34 Private Sector Enabling	75	84	(9)	10	(9)	
(186) Housing of the Homeless	(84)	(61)	(23)	97	21	(44)
55 Other Housing Renewal Functions	51	53	(1)	(1)		(1)
15 Syrian & Afghan Refugees	0	25	(25)	(25)	(25)	
Ukraine Placements	(45)	0	(45)	(45)	(45)	
(22) Redstone House	4	0	4	0	4	
113 Housing Benefits	(69)	(69)	(0)	(80)		
1 Other variances	21	1	20	(0)	20	
458 Housing General Fund	462	476	(14)	(22)	19	(34)

- Housing General Fund underspend (£14k) (Changes - £22k improvement from Q3 mainly due to) :-** Variance is mainly due to:-
- **£74k Salaries** : – new in quarter £45k salary costs reclassified to this budget, which are offset in full by grant funding from the Homes for Ukraine scheme. £15k additional spend due to reduced vacancy factor (an increase in quarter by £6k). This is an overall deterioration from Q3 of £67k.
 - **£17k Meadowside Mobile Homes** - £5k income not achieved on commission on sales of mobile homes (at Q3 this was expected to be £10k). £9k reduced rental income. £17k unbudgeted cost of full site survey offset by savings on other expenses. This is a (£44k) improvement from Q3
 - **(£9k) Private Sector Enabling** - £10k unspent consultancy budget. £10k deterioration in quarter re various small changes.
 - **(£23k) Homelessness**: In quarter - £75k net B&B costs have been incurred, offset in year by increased grant income. B&B costs have been gradually rising each month and will be closely monitored in 2023/24. In quarter, £22k of unbudgeted legal costs have been charged. Overall, this is a £97k deterioration from Q3
 - **(£25k) Syrian & Afghan resettlement** – new in quarter unspent budget as external grant funding covered all expenditure incurred.
 - **(£45k) Ukraine Placements** – £45k grant to offset salary costs as noted above.
 - **£4k Redstone House**: £4k security and electricity costs incurred whilst property was empty (No change from M9))
 - **Housing Benefit** : Expenditure in 2022/23 was matched by Government funding.(£80k improvement from Q3 including improved debt position resulting in a lower provision).
 - **£20k Other**: £20k share of legal costs.(No change from M9).

Savings Tracker –Housing General Fund

Committee	Target	Blue Achieved	Black - BAU Full Year Forecast
	£k	£k	£k
Housing GF	80	76	4

Key:
Black – Under target
Blue – Delivered / Achieved

- The Housing general Fund Committee budget includes a savings target of £80k.
- Of this:
 - £76k has been achieved
 - £4k has not been achieved
- The £4k which has not been achieved relates to saving in Meadowside Mobile Homes not achieving the increased sales commission. The £10k was a one-off increase in the Budget 2022/23 and the Budget 2023/24 the £10k increase has been removed.
- Detail of the savings plan for this committee is set out below:

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MTFP Savings Title	Savings Achieved £	Black - BAU Full Year Forecast £	Total Savings Forecast in 2022/23 £
Increase Meadowside Mobile Home Sales	5,600	4,400	10,000
Reduce funding for Westway Centre (Douglas/Broughton) per lease agreement	50,000		50,000
Introduce a Vacancy Factor in staff budgets	20,000		20,000
	75,600	4,400	80,000

Revenue Budget –Housing Revenue

2021/22 Outturn £k	Final Outturn £k	Annual Budget £k	Outturn Variance £k	Change from Q3 £k	One-off events £k	Ongoing Pressures £k
2,302 Salaries HRA	2,376	2,540	(164)	(81)	(164)	
1,027 Services Costs	1,573	1,478	96	43	96	
1,542 Corporate Support Service	1,176	1,314	(138)	(138)	(138)	
2,457 Repairs and Maintenance	3,125	3,173	(48)	(20)	(48)	
1,616 Interest Changes on Loan	1,596	1,640	(43)	(43)	(43)	
(14,528) Rental Income Dwellings	(14,860)	(14,919)	59	59		59
(263) Rental Income Garages	(356)	(400)	43	43		43
(359) Other Income	(2,196)	(1,888)	(308)	(301)	(308)	
Total Revenue Movement before Tfr to						
(6,205) Reserves	(7,566)	(7,063)	(503)	(438)	(605)	102
6,205 Transfer to Reserves	7,566	7,063	503	503	605	(102)
0 HRA	(0)	0	(0)	65	0	0

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Housing Revenue Account underspend £0k (Change – £65k deterioration from M9).

The Variance is mainly due to :-

- **(£164k) Salaries Costs savings** - saving relates to vacancies in numerous teams, in particular HRA Admin, Sheltered Scheme Coordinators and Reactive Repairs. This is an £81k reduction in cost from Q3.
- **£96k Service Costs increased expenditure:** Savings from (£27k) historical budget for consultancy costs no longer required, offset by increased expenditure elsewhere; £10k tenant removal, £6k Alarm system cost (both of these are on-going savings), new in quarter £55k legal costs and other smaller additional costs.(£43k deterioration from M9).
- **(£138k) Corporate Support Service** – New in quarter reduced recharges from Corporate budgets (linked to S&R underspend).
- **(£48k) Repairs & Maintenance all expenses savings:** One-off savings of (£52k) vehicle repairs and fuel due to new fleet still being under warranty and improved fuel efficiency.(£20k improvement from M9).
- **(£43k) reduced interest payable** on loans due to refinancing expired PWLB loans with internal borrowing at a mutually beneficial rate.
- **£59k Rental Income Dwellings** – New in quarter as calculations cannot be completed until year end.
- **£43k Rental Income Garages** – New in quarter as calculations cannot be completed until year end.
- **(£308k) Other Income** – mainly rechargeable work (£145k – offset by increased costs elsewhere) and £78k interest receivable
- The above is offset by a transfer to the earmarked HRA reserves, £503k more than original budget.

Capital Budget – Housing General Fund

Scheme Name	Original Budget 2022/23	Carry Forward from 2021/22	Budget incl. Carry Forwards 2022/23	2022-23 Outturn	Outturn Variance	M9 Forecast Variance	Change from Qtr3
	£k	£k	£k	£k	£k	£k	£k
Housing GF Mandatory	460	0	460	321	(139)	(60)	(79)
Total Capital Programme	460	0	460	321	(139)	(60)	(79)

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The Capital Budget for Planning Policy consists of the Disabled Facilities Grants Mandatory. When the budget was set, this consisted of £460k.

- The Capital outturn for the year is £321 which is an underspend for the year of £139k and a change in quarter of £79k.
- The variance relates to rephasing of projects.
- **Carry forward requests for the unspent budget will be put to Strategy & Resources Committee for approval.**

Capital Programme- Housing Revenue Account

Scheme Name	Original Budget 2022/23	Carry Forward from 2021/22	Budget incl. Carry Forwards 2022/23	2022-23 Outturn	Outturn Variance	M9 Forecast Variance	Change from Qtr3
	£k	£k	£k	£k	£k	£k	£k
Council House Building	7,586	3,930	11,516	8,090	(3,426)	(2,648)	(778)
Roof Renewals	520	0	520	536	16	20	(4)
Soundproofing	0	0	0	0	0	0	0
Structural Damage	200	15	215	197	(18)	35	(53)
Roads, Footpaths & Car Parking Areas HRA	60	0	60	59	(1)	0	(1)
Drainage Works	75	0	75	15	(60)	(40)	(20)
Conversion of Shared Facilities	30	0	30	45	15	15	(0)
Bathroom Renewals	380	0	380	27	(353)	(300)	(53)
Kitchen Renewals	322	0	322	11	(311)	(202)	(109)
Window Replacement	500	0	500	354	(146)	(106)	(40)
Thermal Insulation	30	0	30	45	15	6	9
New Central Heating	30	0	30	73	43	20	23
Re-wiring HRA Capital Schemes	188	0	188	285	97	84	13
Infrastructure Services	0	0	0	21	21	0	21
Service Renewal Boilers	345	0	345	527	182	239	(57)
Re-Plumbing	180	0	180	26	(154)	(155)	1
Works to Void Properties	425	80	505	383	(122)	(30)	(92)
Fire Precautions	125	35	160	221	61	60	1
DDA Upgrades	15	0	15	0	(15)	(14)	(1)
Removal of Hazardous Materials	50	0	50	33	(17)	(25)	8
Adaptations for the Disabled	250	115	365	152	(213)	(115)	(98)
Boundary Walls & Fences	60	0	60	57	(3)	(20)	17
Garages & Outhouses	125	0	125	105	(20)	(25)	5
TV Aerials/Digital	0	0	0	0	0	0	0
Door Entry Systems	30	0	30	16	(14)	(15)	1
IT - Hardware/ Infrastructure/Projects	61	195	256	80	(175)	(141)	(34)
Vehicle Fleet Renewals - HRA	0	0	0	162	162	235	(73)
Total Capital Programme	11,586	4,370	15,956	11,521	(4,435)	(3,122)	(1,313)

- The Capital Budget was approved by Full Council on 2nd February 2022 at £11.6m.
- This was supplemented by £4.370m 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 outturn spend was £11.521m (72%) of Budget 2022/23. The outturn spend for Housing Development £8.090m (£3.426m net underspend) and Housing Stock £3.431m (£1.009m underspend).
- The Housing Development net underspend of £3.426m was as noted below:-
 - £2.201m -additional amounts having being added for potential development sites and inflationary rises.
 - (£5.626m) - delays on Rochester Gardens , Auckland Road & Windmill Road, Hollow Lane and Wolfs Wood & Featherstone. Slippages on Uplands.

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Housing Services Structure

Housing Committee Tuesday, 20 June 2023

Report of: Head of Housing

Purpose: For decision

Publication status: Open

Wards affected: All

Executive summary:

As part of the Future Tandridge Programme, a service review of Officer structures across the Housing Service was undertaken.

As a result of the review, a new Officer structure has been implemented across the Housing Service. This was done in tandem with new role profiles being written for each post ensuring resources are deployed in the areas of most need, Officers are clearly aware of their role, responsibility and accountability.

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

Contact officer James Devonshire Head of Housing
JDevonshire@tandridge.gov.uk –

Recommendation to Committee:

- A. That Members of this Committee note the new Housing Services structure as set out in appendix A.
 - B. That Members of this Committee recommend to the next Strategy and Resources Committee that, the Community Surveying team be integrated into the Housing Services structure.
-

Reason for recommendation:

Members will be aware that the structures implemented through a previous transformation project failed to meet the service requirements for both residents and Officers.

Structures as set out within Appendix A and the proposal to integrate the surveying team within the Housing Services structure, will ensure a more transparent structure for Officers, Members and residents.

New role profiles have been written for all most all roles in the service with an emphasis on customer service and performance management.

Introduction and background

- 1 As part of the Housing Services service review, it was quickly identified that the previous staffing structures were inadequate to provide the delivery of services required to meet resident's needs.
- 2 Structures across the housing team were split into case and specialist roles which lacked clarity on role responsibility, accountability and was very difficult for all to understand.
- 3 As a result, new role profiles and job descriptions have been written and a new structure implemented.

4 Housing Landlord Service

- 4.1 There are several teams within the housing landlord service. Between them they are responsible for the day-to-day management of the tenancies held by residents residing in the Council's housing stock.
- 4.2 These teams, amongst other tasks are responsible for the management of breaches of tenancy which may occur because of anti-social behaviour, non-payment of rent, service charges and other related income, environmental issues such as garden cleanliness and general neighbourhood management. Teams are also responsible for other tenancy related tasks such as successions and assignments.
- 4.3 Following the introduction of the Tenant Satisfaction Measures in April 2023 by the Regulator of Social Housing, a Resident Engagement Manager role has been created. This role is accountable for the delivery of the Tenant and Leaseholder Engagement Strategy and for the collation of satisfaction measures in accordance with the new regulations.

5 Statutory Housing Service

- 5.1 The Housing Needs service is responsible for the delivery of the Council's statutory duties relating to homelessness and property allocations. This team is responsible for the prevention of homelessness within the District where possible, the administration of the Council's Choice Based Lettings Scheme, administration of the housing register and delivery of the various refugee schemes in operation at the current time.
- 5.2 In addition to the housing needs service, the Council is responsible for administering grant and adaption schemes such as the Disabled Facilities Grant scheme and the in-house aids and adaptations work to Council owned properties. This work is managed and overseen by the Grants and Adaptions Manager.

6 Community Surveyors

- 6.1 Under the current structure, Community Surveyors are reporting to the Chief Finance Officer as an interim measure, with other aspects of Assets and Facilities Management.
- 6.2 The Community Surveying team ensures that the Councils assets, including the Councils housing stock, wider buildings and its neighbourhoods are safe, clean, and compliant. This team are knowledgeable across a broad range of technical disciplines and use their detailed knowledge and/or technical skills for inspecting aspects of the physical environment (housing, car parks, park buildings, trees etc.) recommending/specifying the best course of action. Surveyors are trained in efficient contract management and are accountable for performance and contract delivery.
- 6.3 It was initially thought that the surveying team would sit within a combined General Fund and HRA corporate landlord model with asset management, facilities management, and development teams.
- 6.4 Having discussed this approach with both Officers and external stakeholders, it was agreed that a Council-wide corporate landlord model will not provide value for money due to the need for additional management resource required to make the model work. Instead, a corporate landlord model will be pursued within the General Fund, subject to approval by Strategy & Resources Committee.
- 6.5 Given the increased compliance and regulation for the management of the Council's housing stock, the joined-up approach to stock management with other housing led services and the funding allocation from the Housing Revenue Account, it is recommended that the Community Surveying team be integrated into the Housing Services structure.

- 6.6 The team will also use their expertise and knowledge to undertake health and safety compliance management across General Fund assets. This will be undertaken by means of a service level agreement and will be funded from the General Fund.
- 6.7 In preparation for this, new role profiles have been designed with a focus on providing surveying expertise across both Housing Revenue Account and the wider Council General Fund assets, with a key focus on compliance, regulation, and resident satisfaction.

Other options considered

A Housing Leadership Team, made up of senior Officers from within and around the service has been formed to support the continued improvement of the housing service and the services it provides to residents.

Led by the Head of Housing, the Housing leadership team will be accountable for ensuring services are delivered in accordance with the housing service's delivery plan and the Council's corporate plan, ensure performance management in accordance with KPI's, ensure compliance with relevant sector legislation and act as an escalation point for Councillors and residents.

Consultation

As part of the Future Tandridge Programme a formal consultation process was held with all impacted Officers. Officers were given the opportunity to view, comment and challenge the revised structures and amended role profiles in accordance with relevant employment law.

The Head of Housing sought informal views from Officers, external partners and stakeholders to help develop the structures set out in Appendix A.

Key implications

Comments of the Chief Finance Officer

The proposals set out in this report allow the £42k General Fund staffing saving for asset management to be delivered, without taking on additional management resource required by a combined General Fund and HRA corporate landlord team. The General Fund will pay an appropriate amount for the health and safety compliance work delivered by the Community Surveyors team, with roles and responsibilities for this crucial area clearly defined.

Comments of the Head of Legal Services

The proposed restructure will have implications for several Officers in terms of changed roles. Full consultation has been carried out with those Officers who will be affected and all individuals have had an opportunity and were supported to make their views known throughout the process. The legal basis for the new

Housing Services structure is the Council's general power of management of its housing stock in Section 21 of the Housing Act 1985. It is anticipated that the new structure will also assist the Council in complying with the consumer standards set by the Regulator of Social Housing.

Equality

As part of the work undertaken during the staff consultation phase, an equalities impact assessment was completed and returned to HR. This assessment did not identify any equality concerns.

Staff were provided the opportunity for feedback and those placed at risk of redundancy attended meetings with both HR and the Head of Housing.

Climate change

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

Appendices

Appendix A – Housing Services Structure Chart

Background papers

None

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By virtue of paragraph(s) 1 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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