

FAREHAM

BOROUGH COUNCIL

AGENDA HOUSING SCRUTINY PANEL

Date: Thursday, 8 February 2024

Time: 6.00 pm

Venue: Collingwood Room - Civic Offices

Members:

Councillor Mrs K Mandry (Chairman)

Councillor S Ingram (Vice-Chairman)

Councillors R Bird

F Birkett

H P Davis

Mrs C L A Hockley

Mrs K K Trott

Deputies: M R Daniells



1. Apologies for Absence

2. Minutes (Pages 5 - 10)

To confirm as a correct record the minutes of the Housing Scrutiny Panel meeting held on 30 November 2023.

3. Chairman's Announcements

4. Declarations of Interest and Disclosures of Advice or Directions

To receive any declarations of interest from members in accordance with Standing Orders and the Council's Code of Conduct and disclosures of advice or directions received from Group Leaders or Political Groups, in accordance with the Council's Constitution.

5. Deputations

To receive any deputations of which notice has been lodged.

6. Executive Business (Pages 11 - 12)

To consider any item of business dealt with by the Executive since the last meeting of the Panel that falls under the remit of the Housing Portfolio. This will include any decisions taken by the Executive Member during the same time period.

(1) Housing Allocations Policy (Pages 13 - 14)

(2) Emergency and Temporary Accommodation Pressure (Pages 15 - 16)

7. Staffing Update (Pages 17 - 18)

To receive a presentation by the Director of Housing which will outline the job roles and responsibilities within the Housing Team.

8. Update on progress with making Council-owned homes more environmentally friendly (Pages 19 - 24)

A report by the Director of Housing which provides an update on progress being made in making Council-owned homes more environmentally friendly.

9. Affordable Housing Delivery Update (Pages 25 - 26)

To receive an update by the Affordable Housing Delivery Manager on progress with the Fareham Housing sites and other relevant strategic housing matters.

10. New Consumer Standards from the Regulator of Social Housing (Pages 27 - 44)

To receive a report by the Director of Housing which provides an update on the new social housing consumer standards and outlines how the new inspection regime will relate to Fareham.

11. Housing Scrutiny Panel Priorities

To provide an opportunity for Members to consider the scrutiny priorities for the Housing Panel.



A WANNELL
Chief Executive Officer

Civic Offices
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31 January 2024

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FAREHAM

BOROUGH COUNCIL

Minutes of the Housing Scrutiny Panel

(to be confirmed at the next meeting)

Date: Thursday, 30 November 2023

Venue: Collingwood Room - Civic Offices

PRESENT:

Councillor Mrs K Mandry (Chairman)

Councillor S Ingram (Vice-Chairman)

Councillors: R Bird, H P Davis, Mrs C L A Hockley, Mrs K K Trott and
M R Daniells (deputising for F Birkett)

**Also
Present:**



1. APOLOGIES FOR ABSENCE

An apology for absence was received from Councillor F Birkett.

2. MINUTES

Councillor Mrs K K Trott, requested an update on item 7 of the previous minutes which related to the Pilot Tenant Satisfaction Measures Survey, specifically in relation to the creation of the new post. The Director of Housing advised the Panel that this would form part of the plan for early 2024.

RESOLVED that the minutes of the meeting of the Housing Scrutiny Panel held on 28 September 2023 be confirmed and signed as a correct record.

3. CHAIRMAN'S ANNOUNCEMENTS

The Chairman made the following announcements:

Vivid (Scoping Report/Invitation)

Members will be aware that, following our last scrutiny meeting, Officers approached VIVID with our invite and scoping report requesting their attendance at a future panel meeting. Members have already been separately advised by officers that this request was declined. Instead, VIVID have offered to attend a more informal meeting. I can confirm that such a meeting has been arranged by Officers for the 14th December, and all Councillors have been given the opportunity to attend. I would encourage Members of the Housing Scrutiny Panel to utilise this opportunity to find out more about the work that VIVID do, and to put any questions they have to senior staff from VIVID.

Appointment to Head of Service

Members of the panel will be aware that for many months there have been some senior vacancies in the Fareham Housing team. I am pleased to advise that following a recruitment process, Officers have now appointed Abi Travers to the vacant Head of Housing (Pathways and Neighbourhoods) position. Abi currently works for Runnymede Borough Council, and she will be joining Fareham Housing in January. Abi's role will be very similar to that previously held by Caroline Newman.

Tenant Satisfaction Survey

Officers have advised that the first official Tenant Satisfaction Survey is expected to run from the 4th December until the 12th January. All Council tenants will be invited to participate. The results of the survey will then form part of our Tenant Satisfaction Measures that need to be reported to the Regulator of Social Housing in 2024.

4. DECLARATIONS OF INTEREST AND DISCLOSURES OF ADVICE OR DIRECTIONS

There were no declarations of interest made at this meeting.

5. DEPUTATIONS

There were no deputations made at this meeting.

6. EXECUTIVE BUSINESS

The Panel considered the Executive items of business which fall under the remit of the Housing Portfolio, including Executive Member decisions and Officer delegated decisions, that have taken place since the last meeting of the Panel on 28 September 2023.

(1) Affordable Housing at Welborne

There were no comments or questions for clarification in respect of this item.

(2) Empty Homes Strategy - Adoption

Councillor R Bird enquired as to whether there is an expectation that the Panel will have periodic reports on the progress of this strategy. The Director of Housing confirmed that, due to the relatively low numbers, there were no plans to bring further updates to the Panel on this item.

(3) Facilitating the use of the Local Authority Housing Fund

Councillor Mrs K K Trott requested an update on the progress of this proposal following the Executive decision on 9 October 2023. The Director of Housing confirmed that it is progressing well and that the Council has already had an offer accepted on a property in Stubbington, and they have identified further chain free properties in South Fareham and Portchester.

(4) Renewal of the contract for the Housing department software

There were no comments or questions for clarification in respect of this item.

(5) Town centre property acquisition for affordable housing provision

Councillor Mrs K K Trott asked for an update on this decision. The Director of Housing confirmed that this project is moving forward, and that a verbal agreement on the price has been reached.

7. DEPARTMENT FOR LEVELLING UP, HOUSING AND COMMUNITIES VISIT

The Panel received a presentation by the Interim Consultant for Housing & Benefits which provided members with feedback on a recent visit by the Department for Levelling Up, Housing and Communities to undertake a peer 'deep dive' into the Council's Housing Options and Temporary Accommodation Services. A copy of the presentation is appended to these minutes.

The Panel commented on the great progress made by the Interim Consultant for Housing & Benefits, along with all of her staff. The Panel noted the impressive progress made by the teams in addressing many of the issues that the department was impacted by. The Panel asked for a special thanks to be given to John Hornby, Housing Options Support Officer, for all of his hard work throughout this.

Members were encouraged to hear that more emphasis was being placed on re-engaging with residents and tenants, with more home visits and face to face visits.

Councillor Daniells enquired as to whether the Council has access to the apprentice levy, and if so, were we using that as a source to recruit new members of staff. The Interim Consultant for Housing & Benefits confirmed that the Council has looked into using the apprenticeship levy for some of its recruitment but at present was unable to utilise it due to restrictions within the scheme. She advised members that they will continue to look into this scheme for future recruitments.

(Councillor H Davies left the meeting at the end of this item and did not take part in the remainder of the meeting).

RESOLVED that the Housing Scrutiny Panel notes the content of the presentation.

8. AFFORDABLE HOUSING UPDATE

The Panel received a presentation by the Housing Development Officer which provided members with an update on progress with the Fareham Housing sites and other relevant strategic housing matters. A copy of the presentation is appended to these minutes.

(Councillor R Bird left the meeting at the end of this item and was not present for the remainder of the meeting).

RESOLVED that the Housing Scrutiny Panel notes the content of the presentation.

9. DRAFT ALLOCATIONS POLICY

The Panel received a report by the Director of Housing which provided Members with a summary of the proposed changes to the existing Housing Allocations Policy.

The Housing Manager (Accommodations and Allocations) informed the Panel that some minor changes to the draft policy had been made since its publication on the Housing Scrutiny Panel agenda and that these would be reflected in the published Executive report.

Councillor Daniells enquired about whether the policy would now take into account gender reassignment. The Housing Manager (Accommodations and Allocations) informed the Panel that whilst the Policy doesn't specifically cover this, all cases are considered against individual needs and requirements, and

that any rules that the Council set within the Allocations Policy will not be rigid and there will be some flexibility where this is necessary.

RESOLVED that: -

(a) the Housing Scrutiny Panel notes the content of the report; and

(b) the Executive note that the Panel has no comments to make on the proposed new draft Allocations Policy.

10. INTERIM PROCESS ON DAMP AND MOULD

The Panel received a presentation by the Director of Housing which provided members with information in respect of the new damp and mould interim process document for the Council’s Housing portfolio. A copy of the presentation is appended to these minutes.

(Councillor Mrs K K Trott left the meeting at the end of this item and did not take part in the remainder of the meeting).

RESOLVED that the Panel notes the content of the presentation.

11. HOUSING SCRUTINY PANEL PRIORITIES

Members considered the scrutiny priorities for the Housing Scrutiny Panel.

The Director of Housing addressed the Panel on this item and informed them that an item updating members on Staffing is likely to be coming to the February meeting.

There were no further suggestions put forward for the Scrutiny Priorities.

(The meeting started at 6.00 pm and ended at 8.00 pm).

..... Chairman

..... Date

FAREHAM

BOROUGH COUNCIL

Housing Scrutiny Panel

Date: 08 February 2024

Subject: EXECUTIVE BUSINESS

SUMMARY

One of the key functions of this Scrutiny Panel is to hold the Executive Portfolio Holder and Senior Officers to account in the delivery of the service and the Improvement Actions identified in the Council's Corporate Priorities and Corporate Vision.

Members are therefore invited to consider the items of business which fall under the remit of the Housing portfolio and have been dealt with by the Executive since the last meeting of the Panel. This also includes any decisions taken by individual Executive Members.

The relevant notices for decisions taken are attached for consideration.

RECOMMENDATION

It is recommended that Members consider the items of Business discharged by the Executive since the last meeting of the Panel and make any comments or raise any questions for clarification.

FAREHAM

BOROUGH COUNCIL

2023/24
Decision No.
2490

Record of Decision by Executive

Monday, 11 December 2023

Portfolio	Housing
Subject:	Housing Allocations Policy
Report of:	Director of Housing
Corporate Priority:	Providing housing choices

Purpose:

To approve the draft Housing Allocations Policy for a six-week period of public consultation.

The Housing Act requires that all local authorities have a scheme for determining priorities and procedures in allocating social housing, both owned by themselves and for which they have nomination rights. This covers the allocation of general needs and sheltered accommodation at both social and affordable rents.

The allocation scheme and the associated housing register, often referred to as the housing waiting list, is operated by the Council on behalf of the Registered Providers that own social/affordable rented homes in the Borough. They are used when nominating applicants to available social and affordable rented homes owned by Registered Providers, and those owned by the Council.

The current allocations policy (Optimising Social Housing: Applications and Allocations Policy) was adopted in 2020. The policy must be reviewed regularly in order to ensure it meets all legislative requirements. In addition, it is recognised that there is a need for more transparency and better information for customers, and also to better reflect the needs of the community and meet local priorities.

A review of the current adopted allocations policy has now been undertaken by Officers and a revised draft Allocations Policy is included at Appendix A to the report. Subject to consultation and agreement by the Executive, it is anticipated that this would supersede the Optimising Social Housing: Applications and Allocations Policy (2020).

If approved, the draft policy will be published for a six-week period of consultation. Following this period, and once any necessary amendments are incorporated, it is intended that the Housing Allocations Policy will be presented to the Executive for adoption (replacing the current Housing Allocations Policy).

An Equality Impact Assessment (EIA) of the policy has been undertaken and is included at Appendix C to the report. No detrimental impacts have been identified as a result of the proposed changes.

The draft Allocations Policy was discussed at the Housing Scrutiny Panel on 30 November 2023. Due to the short amount of time between the two meetings, verbal updates on the Panel feedback will be provided to the Executive meeting as required.

Options Considered:

As recommendation.

Decision:

RESOLVED that the Executive agrees to public consultation for a period of six weeks on the draft Housing Allocations Policy, as provided in Appendix A to the report.

Reason:

To provide a review of the existing allocations policy to ensure it meets with legislative requirements, to improve transparency/information for customers, and contribute to the Corporate Priority to Provide Housing Choices.

Confirmed as a true record:

Councillor SDT Woodward (Executive Leader)

Monday, 11 December 2023

FAREHAM

BOROUGH COUNCIL

2023/24
Decision No.
2500

Record of Decision by Executive

Monday, 8 January 2024

Portfolio	Housing
Subject:	Emergency and Temporary Accommodation Pressure
Report of:	Director of Housing
Corporate Priority:	Provides Housing Choices

Purpose:

To seek Executive approval for additional capital budget to be made available to the Capital Programme for the purpose of acquisitions or other forms of provision that will provide emergency and temporary accommodation opportunities.

The provision of emergency and temporary accommodation is a statutory function of the authority. Costs of providing this are primarily met through the General Fund. The overall expenditure on this by the Council has increased dramatically in recent years. This is reflective of similar trends experiences at other district and unitary authorities.

To mitigate this unsustainable and rising cost it is proposed that further capital budget is made available to allow for property acquisitions or long lease arrangements which will provide a more cost-effective solution. Council provided accommodation in the Borough will often also be better for our customers, decreasing the reliance on B&B use outside of the Borough, and providing accommodation with access to cooking and laundry facilities.

Options Considered:

At the invitation of the Executive Leader, Councillor Mrs C Bainbridge addressed the Executive on this item.

During the discussion on this item, Councillor Mrs S Walker requested that thanks be placed on record to the Director of Housing and the Teams involved.

As recommendation.

Decision:

RESOLVED that the Executive:

- (a) agrees an increase in capital budget, to purchase or directly provide further emergency accommodation, to a level of expenditure as set out in Confidential Appendix A to the report; and
- (b) delegates authority to the Director of Housing, following consultation with the Executive Member for Housing, to agree the final acquisition cost, terms of purchase and/or long lease arrangements (subject to the purchase being within affordable levels), of any suitable property or properties identified.

Reason:

To enable the Council to pursue, in a timely manner, appropriate opportunities for new emergency housing provision directly by the Council.

Confirmed as a true record:

Councillor SDT Woodward (Executive Leader)

Monday, 8 January 2024

FAREHAM

BOROUGH COUNCIL

Presentation to The Housing Scrutiny Panel

Date: 08 February 2024

Subject: Staffing Update

SUMMARY

Members will receive a presentation which will provide an update outlining job roles and responsibilities within the Housing Team.

RECOMMENDATION

It is recommended that the Housing Scrutiny Panel notes the content of the presentation.

FAREHAM

BOROUGH COUNCIL

Report to Housing Scrutiny Panel

Date 08 February 2024

Report of: Director of Housing

Subject: Update on progress with making Council-owned homes more environmentally friendly

SUMMARY

This report provides Members with an update on the greener measures undertaken on Council owned housing.

RECOMMENDATION

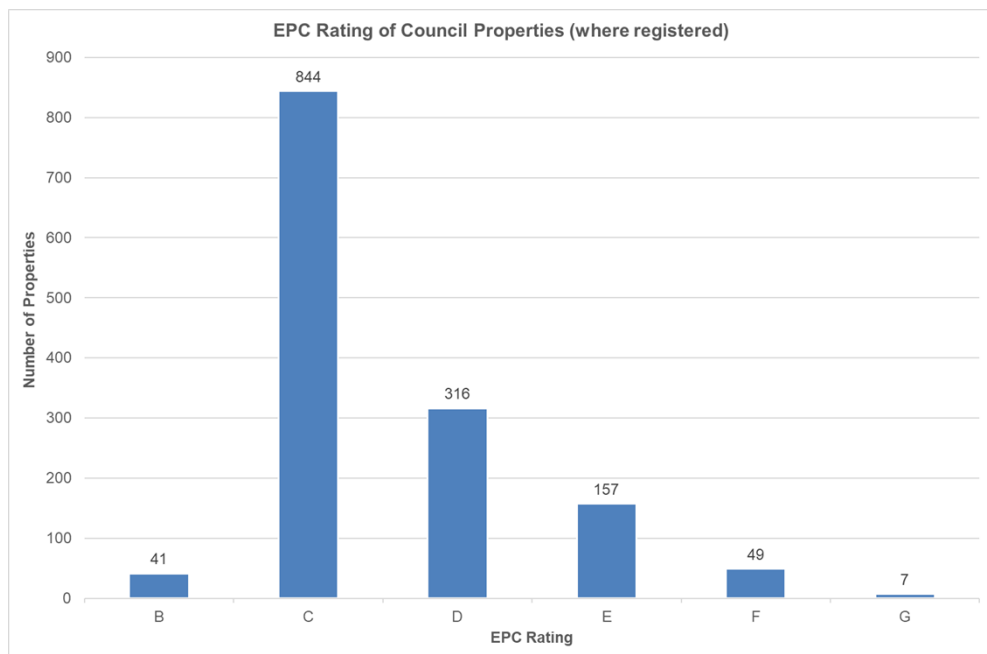
It is recommended that the Housing Panel notes the content of the report.

INTRODUCTION

1. On 16 December 2019 the Executive approved the Fareham Housing Greener Policy. On the 7 June 2021 the Executive approved the Fareham Borough Council Climate Change Action Plan. The subsequent 2022/23 update outlined some of the challenges and successes within the Housing portfolio.
2. Both documents set out actions to invest in the energy efficiency of our social housing portfolio. The aim is to ensure our tenants can afford warm homes, and that grant funding opportunities are maximised.
3. This report details the actions undertaken in the last year and updates members on future greener measures and funding for Council Housing stock.

ENERGY PERFORMANCE & STOCK CONDITION

4. Landlords must provide new tenants with an EPC (Energy Performance Certificate). An EPC is valid for 10 years and is a snapshot in time; it can quickly become outdated when upgrades to insulation, heating etc. are undertaken. However, this certificate is useful in understanding how our properties are performing, informing improvement works and funding applications. For example, EPC ratings are usually a measurement for funding eligibility.
5. In terms of current performance, the Council owns 2416 properties, 1414 of these have an EPC. In order to achieve 100% EPC certification, the cost would be in the region of £100,000.
6. The following graph shows the current EPC ratings of our properties, where registered:



7. Properties without an EPC have potential to be a blind spot, especially for funding applications. At the 15 May 2023 meeting, the Executive agreed the appointment of consultants for stock condition surveys. These assessments, starting in 2023/24, will include an EPC survey to plug the gap.

RETROFIT PROJECTS

Fort Fareham

8. At the 7 November 2022 meeting, the Executive approved Appendix B of the Fareham Housing Regeneration Strategy (Fort Fareham Housing Estate Regeneration). This document detailed the projects planned to improve the energy efficiency in Council owned properties in this estate.
9. Following a considered appraisal, the decision was to take whole a house retrofit design approach. The works can only be enabled through a decant approach. This was identified in the strategy and recognised as the most practical route. The works addressed the thermal and structural deficiencies of the houses. The homes are of a non-standard construction type; the end gables of the properties are built out of traditional cast-concrete inner-leaf with an outer skin of brick. The front and back elevations are a dry-lined, pre-cast concrete panel. This was/will be replaced with central cladding to the outer walls, new insulation, and redecoration throughout.
10. The team are pleased to confirm the first two houses were completed in December 2023. Refurbishments will continue at Fort Fareham with a third property already started in December. The remaining properties should be completed by the end of 2024/25. The photographs below are of the improvements made at 5 Southwick Court.



5 Southwick Court: Front before/after



5 Southwick Court: Rear before/after

Planned Maintenance Projects

11. At the 15 May 2023 meeting, the Executive was introduced to a renovation project at Crossfell Walk and the surrounding Bishopsfield Road area. The works target the Council owned poorly insulated fly-over flats, to improve their thermal efficiency. This includes replacing the existing insulation on the front, rear and underside with a more effective product, and new windows. One block has now been completed and the programme will continue over the next financial year.
12. The Planned Maintenance team are also in the inception stages of projects to improve energy efficiency. These include upgrading cavity wall insulation and replacing windows and doors in blocks of flats throughout the borough. The programme of replacements will start in the new financial year.
13. The design and operation of the heating system at Sylvan Court has been improved this winter. The original install required mechanical changes for how the water flows around the building in order to run the system more efficiently. The upgrades allow it to reduce the flow temperature and use of gas, all without the residents losing any

heat from their taps.

CARBON CREDITS

14. Officers are currently investigating an approach from the Housing Associations' Charitable Trust (HACT), a charity that helps support housing providers, to unlock additional funding. The intention is to use energy improvement works undertaken by Planned Maintenance and Responsive Repairs to sell as retrofit credits to other organisations. These organisations use the credits to offset their carbon emissions. The Verified Carbon Standard, the world's leading certification program for emission reduction projects, has been used to develop the methodology of the project. This ensures the environmental integrity of the credits and avoids 'greenwashing' (where a false impression or misleading information is given about how a company's products are environmentally sound).
15. The credits are eligible on works from July 2021 and there is an annual return on each measure until 2042. Based on current understanding, it is estimated the credits could return 20% of the cost of the measure. This will return some money back into the HRA and could be used towards greener works.
16. The credits are also used to calculate social value - a measurement how different interventions affect people's lives. There is no direct economic return for the social value element. Instead, the social value demonstrates the amount of money a person would need to receive to get the same amount of wellbeing and health.
17. Further investigation and consultation with our Legal services will be undertaken prior to confirming a contract.

FUNDING

Social Housing Decarbonisation Fund (SHDF)

18. Wave 2.2 of the SHDF was launched in November 2023. The aim of the funding is to improve the energy efficiency of social housing. Eligible properties are EPC rated D or lower and local authorities must have a minimum of 100 properties in order to bid. The Council has not applied for this funding due to the extensive officer resource required in order to prepare, complete and report on bid progress. Just tenant liaison and undertaking PAS 2035 retrofit assessments alone will monopolise time. PAS 2035 assessments detail individual property performance and recommend improvements. These are a requirement of the bid.
19. Other factors were also deliberated when deciding whether to proceed with this funding. A key area was the limited delivery window for completing the work. The projects need to be completed within 2 years. Decants would be required for some of the works, and similar to the constraints reported in the Fort Fareham project, it is not enough time. The timescales are also limited when considering the supply chain.
20. Finally, meeting the match funding for 50% of the costs would be prohibitive over the limited funding window.

Local Authority Retrofit Scheme (LARS)

21. The Council has been advised that new funding is being proposed. The final policy is yet to be confirmed, but LARS is set to provide a programme of local authority retrofit schemes. It is hoped that this will include social housing, and that it may be better

suited to our needs and resources.

FUTURE DEVELOPMENTS

22. In line with the Fareham Housing Greener Policy (2019) and new Building Regulations, all sites undergo an appraisal to ensure implementation of the most suitable energy efficient measures. The new Building Regulations require a higher standard of energy efficiency which now align with the Council's aspirations for its developments.
23. The current projects are Ophelia Court, Assheton Court and 51 Bellfield, all benefit from improved energy efficiency. Assheton Court and Bellfield will also both have air source heat pumps to provide cleaner and greener heating. Regular updates on the progress of these developments are reported at each Housing Scrutiny Panel.

FUTURE OF SAP RATING

24. The Council have been informed that the SAP (Standard Assessment Procedure) will be replaced in the coming years. The SAP calculation is the methodology used to estimate the energy performance of homes and feeds into the EPC. The Climate Change Committee and subsequent BEIS (the then Government department) Scoping Strategy made the recommendation for SAP to be reviewed. The intention is to improve accuracy, robustness, and transparency.
25. The replacement will be called 'The Home Energy Model' and the first version is due to be implemented alongside the Future Homes Standard in 2025. The proposed model is out for consultation until 6 March 2024. Changes to SAP may have implications for property maintenance requirements and data store/software requirements. Further information will be provided to the panel, as it is released.

RISK ASSESSMENT

There are no significant risk considerations in relation to this report.

Appendices: None.

Background Papers: None.

Reference Papers: 7 November Executive Report - Appendix B to the Fareham Housing Regeneration Strategy (Fort Fareham Housing Estate Regeneration)

15 May 2023 Executive Report - Crossfell Walk Development Update

Fareham Housing Greener Policy 2019

Fareham Borough Council Climate Change Action Plan

Fareham Borough Council Climate Change Action Plan Progress Report 2022/23

Enquiries:

For further information on this report please contact Fleur Allaway 01329 824304.

FAREHAM

BOROUGH COUNCIL

Presentation to The Housing Scrutiny Panel

Date: 08 February 2024

Report of: Affordable Housing Delivery Manager

Subject: Affordable Housing Delivery Update

SUMMARY

The purpose of the presentation is to inform Members of the Panel of the progress with the Fareham Housing sites and other relevant strategic housing matters.

RECOMMENDATION

It is recommended that the Housing Panel makes comments and asks questions for clarification and notes the content of the presentation.

FAREHAM

BOROUGH COUNCIL

Report to Housing Scrutiny Panel

Date: 08 February 2024

Report of: Director of Housing

Subject: New Consumer Standards from the Regulator of Social Housing

SUMMARY

From the 01 April 2024 new Consumer Standards for social housing providers will come into force. The new standards are intended to protect tenants and drive improvement in the services that social landlords provide.

These new standards will apply to Fareham Housing and all other Registered Providers and Local Authority providers. Through changes in legislation the Regulator will undertake inspections and have stronger enforcement powers to make social housing providers address issues.

This report provides an overview of the anticipated new Consumer Standards, how Fareham Housing currently performs against the draft standards, actions anticipated, and a need for increased governance.

RECOMMENDATION

It is recommended that the Housing Scrutiny Panel notes;

- (a) the content of the report, and the current anticipated performance against the draft emerging Consumer Standards;
- (b) the intention to produce an action plan relating to compliance with the Standards, to be reported at a later Panel meeting.
- (c) the section relating to governance and may wish to discuss and suggest approaches to increase governance and scrutiny (internal, Member, and customer) of Fareham Housing progress and performance against the standards; and
- (d) that a further report will be produced for the Council's Executive in 2024. This will relate to the Standards, and any proposed changes of the governance structure.

INTRODUCTION

1. The Grenfell fire tragedy, and the death of Awaab Ishak, have focussed attention on the quality of social housing like never before. The government's policy response to these tragedies led to the Social Housing (Regulation) Act 2023, which became law on the 20 July 2023.
2. Although many sections of the new Act are not yet in force, one aspect that will apply from April 2024 is increased regulation on social housing providers, with a stronger and more active role now given to the Regulator of Social Housing (the 'Regulator') to deliver the governments expectations on behalf of social housing customers.
3. In autumn 2023 the Regulator consulted on a set of new consumer standards. The final form of consumer standards is expected to be confirmed shortly and will apply from 01 April 2024.
4. Like many social housing providers, Fareham Housing have been looking at the areas of the draft new standards to understand where we comply, areas that require improvement, and areas that may need new workstreams or approaches to ensure compliance.
5. The Regulator will have a four-yearly cycle of inspections of all social housing providers.

THE NEW STANDARDS

6. We are currently waiting for the confirmed consumer standards, so at this stage the outline below, and further assessment of our performance later in this report, is based on the draft standards (autumn 2023).
7. The draft consumer standards are split into four categories: -
 - **The Safety and Quality Standard** – requires landlords to provide safe and good quality homes and landlord services to tenants.
 - **The Transparency, Influence and Accountability Standard** – requires landlords to be open with tenants and treat them with fairness and respect so that tenants can access services, raise complaints when necessary, influence decision making and hold their landlord to account.
 - **The Neighbourhood and Community Standard** – requires landlords to engage with other relevant parties so that tenants can live in safe and well-maintained neighbourhoods and feel safe in their homes.
 - **The Tenancy Standard** – sets requirements for the fair allocation and letting of homes and for how those tenancies are managed and ended by landlords.
8. Within each of the four categories there are multiple 'specific expectations', which total 61 in number.
9. A full list of the draft Specific Expectations (i.e. emerging standards) is included at Appendix A.

THE NEW INSPECTION REGIME

10. As part of assessing compliance and performance against the new standards, the Regulator will undertake an inspection of each provider once every four years. The indication at this stage is that it will be risk-based, which would suggest that those providers who are already flagged as having concerns with the Regulator and/or Housing Ombudsman, may be inspected in earlier years.
11. The Regulator will provide advance notice before they arrive, and they will set out the scope of their inspection. This will include requesting certain information, and meetings to be arranged. It is anticipated that any inspections will include speaking to lead Councillors, tenants, and observing governance measures (for example potentially observing a Housing Scrutiny Panel).
12. The Tenant Satisfaction Measures (which have previously been explained to the Panel, and with the first reporting year being 2023/24) will also be reviewed.
13. Similarities have been made between the anticipated inspection process and that of Ofsted inspections at schools. This has been verbally referred to by the Regulator. We can therefore anticipate that the inspection process will be intense and thorough.
14. The Regulator has recognised and verbally confirmed at multiple workshops and consultation events that they are not expecting those social landlords who are inspected during 2024/25 and 2025/26 to score well. This recognises that measures to work toward compliance will take time.
15. For clarification, the Regulator will not get involved in individual complaints. This will remain the remit of the Housing Ombudsman.

FAREHAM HOUSING – CURRENT PERFORMANCE

16. The significant changes that have arisen in the social housing arena in the last 12 months have already begun to radically change the way we work. One example is the repair service which had successfully operated for many years without a rigid set of targets and performance indicators; customer satisfaction was good and in recent years there were few customer complaints and no Housing Ombudsman cases relating to the repair service. However, with the introduction of national performance reporting measures (through the new Tenant Satisfaction Measures) a return to targets and performance indicators has already been introduced.
17. There are many areas where the need to do more and improve had already been identified. Officers have already made proactive steps to address some matters (such as beginning a process toward 100% stock condition surveys). There are also other areas where there are significant gaps to be addressed (such as tenant engagement, which largely stalled during the COVID pandemic - further information relating to this is included at paragraph 23-24).
18. A full overview of the draft Specific Expectations is provided at Appendix A, together with Officers assessment on a RAG (red, amber, green) rating basis as to whether we fully meet, partially meet (or are working toward), or fail to meet the standards. The same table at Appendix A also includes further explanation of the RAG rating given at this time.
19. Of the draft 61 Specific Expectations, the position in February 2024 for Fareham

Housing is interpreted as; Red 11%, Amber 56%, Green 17%; and n/a 5%.

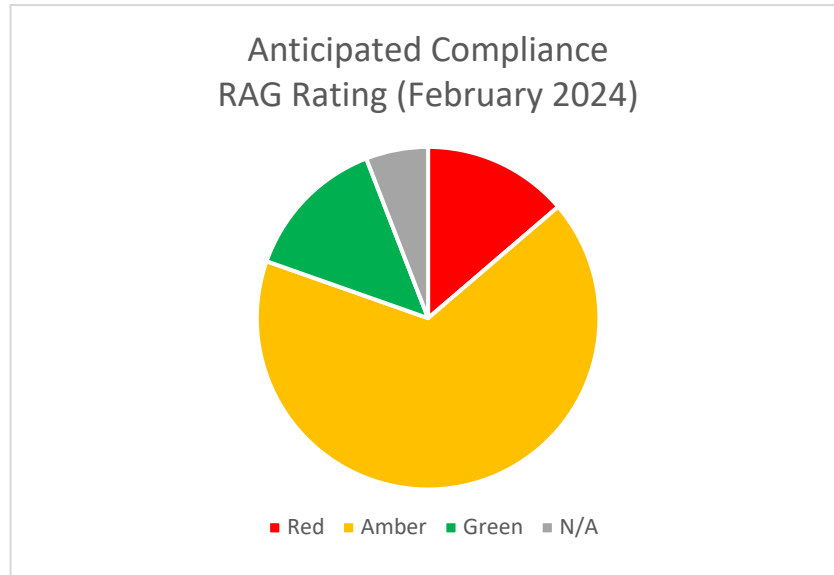


Figure 1: RAG rating as proportion

20. The RAG rating assessment has been based on performance against the draft Specific Expectations, as interpreted by the Housing Management Team. How the Regulator will determine compliance remains to be seen, and this is likely to become clearer as inspections at other social landlords take place and are published during 2024/25. The self-assessment at this stage can therefore only be seen as a guide and it may be that officers have been too forgiving, or too strict in this interim self-assessment.

ACTIONS

21. From Appendix A and the RAG rating against the draft Specific Expectations (i.e. the standards), initial actions have then been identified by officers to improve compliance. These are listed in Appendix B, having been split into simple, significant, and pending.

Simple – actions and tasks that are relatively simply, and which might include improved transparency or website improvements to better articulate and demonstrate what we are already doing.

Considerable – actions which will take more time, and which will involve significant alterations to our systems, or new policies or procedures, and other similar tasks that will take time and involve significant officer time.

Pending – actions where measures have already been put into place that will achieve compliance, but where time will need to pass to allow information or data to be gathered to enable compliance.

Ongoing – where compliance will likely vary depending on snapshot of data, and therefore an ongoing strive for compliance will be required.

22. These initially identified actions will be developed into a more formal Action Plan once the consumer standards have been finalised and published. The more formal Action Plan will include detail and anticipated completion/compliance against individual expectations in the Standards. In the meantime, Officers will begin to make progress to address the actions identified.

TENANT INVOLVEMENT & ENGAGEMENT

23. A key aspect of the emerging Standards is the need to give tenants a range of meaningful opportunities to influence and scrutinise strategies, policies, and services. This is a Specific Expectation of the draft Standards, and reflected in many further expectations.
24. The process to recruit a Principal Tenant Engagement Officer began at the beginning of January 2024. This post will provide leadership around all tenant engagement matters and undertake various tasks such as developing and embedding a new Tenant Engagement Strategy, and embedding and supporting other approaches which might include tenant focus groups, tenant panels or community initiatives. They will also lead in our communication with housing customers through the most appropriate channels, whether that be social media, magazines or other forms.

GOVERNANCE

25. Officers anticipate that the introduction of new regulations and new Consumer Standards will require a different or enhanced governance structure, and increased scrutiny on actions and performance against the Standards.
26. Although at this time the Housing Scrutiny Panel will remain the principle democratic channel for this (with overall responsibility with the Executive Member of Housing), Officers will be considering the need for any further scrutiny or oversight, and what additional governance might look like. This will likely include increased oversight and scrutiny from tenants, and if or how this should inter-relate with Member involvement. It will be vital that tenants can influence decisions and monitor performance of the Council as their landlord.
27. A further report is expected to be prepared for the Executive which will include recommendations for a future governance approach. Officers will be reviewing best practice and other examples at Local Authority housing providers, and the Housing Scrutiny Panel may wish to suggest ideas or discuss thoughts on potential approaches to governance.
28. It is likely that any additional or revised approach to governance will not be proposed until the final Consumer Standards have been issued and understood.

RISK ASSESSMENT

29. There are no significant risk considerations in relation to this report, but it does highlight the move toward cyclical inspections of Fareham Housing by the Regulator of Social Housing. It also identifies that more work is required to improve our compliance (when assessed against the draft standards). There is therefore a risk that should Fareham Housing be selected for inspection in the immediate years, then a favourable outcome is unlikely.
30. The Regulator has recognised that compliance for all parties is unlikely in the early years, but the risk of early inspection is possible. There is also a risk that key posts within the team may not be filled (for example the Principal Tenant Engagement Officer), or other pressures may apply that will make it harder to quickly move forward with the actions identified.

CONCLUSION

31. The introduction of Consumer Standards by the Regulator of Social Housing is a significant change in the social housing sector. Early compliance with the expectations of the Standards (which are currently draft) is unlikely, and a detailed action plan will be developed for Fareham Housing to move toward compliance.
32. The process will take time; a list of actions has already been identified, and this will be formally reviewed and turned into an Action Plan once the Standards are confirmed. Resourcing the required actions and changes will also require careful thought, and workstreams will need to be prioritised.

Appendices: A – Consumer Standards: RAG rating on Draft Specific Expectations
B – Initial Actions identified to improve compliance

Background Papers: None

Reference Papers: None

Enquiries:

For further information on this report please contact Robyn Lyons on (01329) 824305

Appendix A – Consumer Standards: RAG rating on Draft Specific Expectations

	Specific Expectation	RAG Feb 2024	Specific Expectation wording (as per Draft Consumer Standards)	RAG Explanation/Notes (FH = Fareham Housing)
Safety and Quality Standard				
Stock Quality	SE1	A	Landlords must know the condition of all their homes (based on a physical assessment of all homes, which must be kept up to date)	FH don't currently have physically based assessments of all homes. A 20% stock survey was undertaken in 2018, with data extrapolated out. However, a 5-year rolling stock condition programme was instructed in 2023, which should see all homes surveyed by 2027/28.
Stock Quality	SE2	A	Must have data on (a) compliance with health and safety legal requirements; (b) Compliance with Decent Homes Standards; (c) Delivery of repairs, maintenance, and planned improvements to stock; and (d) Allocating homes with adaptations appropriately.	(a&b) Some weakness in current data as some is based on extrapolated data, data available on fire safety matters (c) data on delivery of repairs available, no published information on 'planned improvements to stock' (d) FH perform well on allocating homes with adaptations appropriately as part of our void and allocation processes, but need to look at how we record/demonstrate this.
Health & Safety	SE1	A	Meet all legal requirements relating to health and safety of tenants in their homes and communal areas.	Good data on fire risk safety and identified actions addressed. Due to access (and court action sometimes required to gain access) very difficult to ensure 100% compliance.
Health & Safety	SE2	A	All required actions for legally required health and safety assessments are carried out within appropriate timescales.	Data available to show % health and safety issues available. Hard to achieve 100% at times due to access issues

Health & Safety	SE3	A	Tenants must be considered in design and delivery of our services, and we must mitigate risks to tenants (e.g. how we respond to emergency repairs, manage complaints about health and safety and respond to reports of anti-social behaviour).	Lots of good things done but lacking formal processes behind them or articulating what we do (e.g. repairs policy/performance, complaint handling policy, ASB).
Repairs and Maintenance	SE1	G	Must enable repairs to be reported easily.	Accessible service that can be contacted through a variety of channels (phone, email, via officers etc.). TA repairs mainly reported directly to Tenancy Support Officers
Repairs and Maintenance	SE2	A	Must set timescales for the completion of repairs, maintenance, and planned improvements, clearly communicate with tenants and take appropriate steps to deliver.	Green for repairs, need to improve communication around maintenance and planned improvements.
Repairs and Maintenance	SE3	A	Must keep tenants informed about repairs, maintenance, and planned improvement in clear/timely communication.	Need to do more around keeping customers up to date on their repair. Current weakness with Repairs Contract Framework and losing sight of actions/progress once put out to a contractor.
Repairs and Maintenance	SE4	G	Must understand and fulfil maintenance responsibility in communal areas.	This is understood and all Fareham Housing staff have a good understanding of need to report issues. Customers actively encouraged to report issues in their communal areas. Cleaning contract in place, blocks/communal areas part of year 1 of stock condition surveys

Repairs and Maintenance	SE5	G	Must ensure delivery of repairs, maintenance and improvements is informed by needs of tenants and value for money (links with Stock Quality SE2).	Qualitative approach is very much at heart of our decisions. Things are not just cost driven, and longevity of fixtures/materials is important. High void standard also positive.
Adaptations	SE1	A	Must clearly communicate with tenants and relevant organisations how we will assist tenants seeking our adaptations services.	We have a very good and supportive approach to adaptations. However, this is not necessarily clearly communicated or articulated anywhere.
Adaptations	SE2	A	Must co-operate with tenants and relevant organisations so that a housing adaptations service is provided to tenants.	As above, including relationship with HCC OT
Transparency, Influence and Accountability Standard				
Diverse	SE1	A	Must use info/data to understand diverse needs of tenants (including protected characteristics, language barriers, additional support needs) and assess whether all tenants have fair access to services and outcomes from us.	Preferences need to be set up correctly in Civica and language/visual indicators set up so that these are considered for all correspondence going out. Equality Impact Assessments undertaken on new policies and policy reviews.
Diverse	SE2	A	Must ensure our communication is clear, accessible, relevant, timely for all needs of tenants.	As above
Diverse	SE3	A	Must ensure our services are accessible and that this accessibility is publicised to tenants. This includes supporting tenants and prospective tenants to use our online services.	Awaiting landlord portal to be finalised (further Civica development), which will help with this. Potentially green but more could be done to improve our online offer and information.
Diverse	SE4	G	We must allow tenant (or prospective tenants) to be supported by a representative or advocate for their interactions with us.	FH do allow tenants or prospective tenants have a rep or advocate for them. FH have a Civica alert which needs modifying to further highlight this.

Engagement	SE1	R	We must give a range of meaningful opportunities to influence and scrutinise our strategies, policies and services.	Previous tenant forum did not achieve this. Although consultation on policies takes place, this can be significantly improved, and the need to ensure influence and scrutiny requires a fresh approach
Engagement	SE2	A	We must assist tenants who want to implement a tenant-led activity to influence or scrutinise their landlord strategy, policies or services.	No previous tenant led activity at FH, but this needs to be facilitated more and ensure tenants know this is possible.
Engagement	SE3	A	We must support diverse needs of tenants so that they can engage.	We do support tenants currently by using language line facility for tenancy agreements and important letters. More can be formulated and articulated through the Tenant Engagement Strategy.
Engagement	SE4	A	We must support tenants Right to Manage, Right to Transfer or other housing management functions.	Currently have no information available to demonstrate that we support this. Will require further clarification from the Regulator on this specific expectation. Statutory Guidance on Right to Transfer applies.
Engagement	SE5	A	We must consider ways to improve or tailor our approach to delivering services and engagement, delivering on the intended aims.	Continual review and improvement of services and engagement. Tenant Engagement Strategy could facilitate and articulate this.
Engagement	SE6	n/a	Relates to if we were considering a change in landlord (not applicable to FBC).	n/a

Information	SE1	A	We must provide info on (a) our available services, how to access them, and standards they can expect; (b) safety and quality standards then can expect; (c) rents and service charges payable; and (d) responsibilities of us or the tenant for maintaining homes, communal areas, shared spaces and neighbourhoods.	Lots of good things in place, but not clearly articulated to our customers or held in one simple and useable space.
Information	SE2	A	We must communicate on progress with affected tenants, next steps and outcomes when delivering our services.	Assheton Court was an example of excellent communication and support (newsletters, coffee mornings, etc..). Stock conditions surveys communications, Stages of complaints and ensuring we are clear on next steps. Need to ensure we can demonstrate this.
Information	SE3	A	Policies must be fair, reasonable, accessible, and transparent, including appeal processes when relevant.	EIA are undertaken for all adopted policies. Endeavour to make simple and non-technical when possible. Letters are clear on appeal process when relevant. Need to ensure policies are all easily accessible on our website.
Information	SE4	A	Must make info available to tenants about roles and responsibilities of senior level employees or officers, including who has responsibility for compliance with consumer standards.	Improving through Autumn 2023 newsletter but still more work to be done. Include a 'who's who' on website.
Performance	SE1	G	We must meet the TSM requirements.	On target to meet the standards
Performance	SE2	G	Must (a) collect info for TSM in required timeframes (technical requirements and tenant survey); (b) publish our TSM performance in a clear accessible way; and (c) annually submit TSM to Regulator.	On target to meet the standards
Performance	SE3	G	Info submitted to Regulator must be accurate, reliable, valid and transparent.	On target to meet the standards
Performance	SE4	A	Must provide tenants with info on (a) how we are performing and where we are taking actions to improve; (b) how we have taken tenant views into account in service improvement; (c) how we spend income; and (d) directors remuneration and management costs (see tab).	Need to consider format and approach to this, may need to consider annual 'how did we do?' type of communication that reflects all these points.

Complaints	SE1	R	Must ensure our approach to handling complaints is simple and accessible.	Corporate process does not currently comply with emerging Ombudsman Complaint Handling Code. This is being addressed but not live yet.
Complaints	SE2	A	We must publish our complaints process and what tenants can do when they are dissatisfied with the outcome or how the complaint was handled.	It is published but lacks timescales and does not meet emerging standards that will apply from April 2024
Complaints	SE3	A	We must provide info about type of complaints received and how we have learnt from them to improve our services.	FH have this information (albeit not held in a great format) but we don't currently provide it to any other parties.
Self Refer	SE1	A	We must tell the regulator in a timely manner when we have had non-compliance or potential non-compliance with consumer standards.	Can't be confident that we are doing this until the code is confirmed and/or greater detail around how to measure non-compliance.
Neighbourhood and Community Standard				
Shared Spaces	SE1	A	We must work in cooperation with others to resolve issues of upkeep and safety of shared spaces (even when we don't have legal responsibility of those spaces).	FH do alert and chase other parties when needed and/or signpost residents to correct channels (e.g. Hampshire Highways). This does however need to be better articulated to demonstrate compliance.
Local Cooperation	SE1	R	Using our Strategic Objectives & view of tenants we must (a) identify and communicate our role in promoting social, environmental, and economic wellbeing; and (b) cooperate with local partners to help achieve objectives.	Little articulated or set out anywhere to show compliance with this. Interlinks with the need for overhaul of approach to tenant engagement.
Safer Neighbourhoods	SE1	R	We must have a policy on how we work with relevant organisations to deter/tackle ASB in our neighbourhoods.	No policy in place (need to also consider Ombudsman report on other noise issues that might not be ASB).
Safer Neighbourhoods	SE2	A	We must clearly set out our approach to tackle/deter hate incidents in our neighbourhoods.	Not currently articulated. Could be a guidance note.

Safer Neighbourhoods	SE3	A	We must enable ASB to be reported easily, and keep tenants updated about their progress.	Currently website only
Safer Neighbourhoods	SE4	A	We must provide prompt/appropriate action in response to ASB, using full range of tools/legal powers available.	Have generic case set up in Civica, interlinks with policy which is required, and the expectations.
Safer Neighbourhoods	SE5	A	We must support tenants who are affected by ASB, including signposting them to agencies for support/assistance.	Officers do try and offer support but needs a consistent approach with the use of a policy
Domestic Abuse	SE1	R	We must have a policy on how we will respond to cases of Domestic Abuse.	Policy required.
Domestic Abuse	SE2	n/a	RPs must cooperate with appropriate LA departments to develop a strategy and commission services for victims of DA and their children within safe accommodation.	Our role as LA will be to ensure RPs are demonstrating this.
Tenancy Standard				
Allocations	SE1	n/a	RPs must cooperate with LAs to help fulfil identified local need, including helping with homelessness duties and meeting obligations of nomination agreements.	Our role as LA will be to ensure RPs are demonstrating this.
Allocations	SE2	G	Homes that are designed/adapted to meet specific needs should be allocated to persons with specific needs.	We have a very good approach to this with asset records and pre-void process picking up homes that aren't just already adapted, but those suited for being adapted. This then facilitates maximising best use of adapted homes as part of the allocation process and increasing availability of adapted homes. Noted in the Allocations policy (draft)

Allocations	SE3	G	We must deliver services to address under-occupation and overcrowding; those services focused on the needs of the tenants.	This is addressed in our Allocations Policy and Neighbourhood Officer proactively engage where possible with under-occupiers to encourage them into small accommodation. More could be done to incentivise downsizers (but this shouldn't interlink with compliance)
Allocations	SE4	G	We must take action to prevent tenancy fraud.	A dedicated post (Investigations Officer) is focused on identifying and preventing fraud. Relevant officers are also aware of the risk and escalate matters to managers when needed.
Allocations	SE5	G	Fair, simple, reasonable, and accessible appeals process for allocation decisions.	This is articulated as part of our Allocations Policy
Allocations	SE6	R	All lettings and sales must be recorded through the Continuous Recording of Lettings (CORE) system.	Civica RTB is recorded and all lettings we manage are in Civica. Data was historically reported through CORE, but not currently.
Tenancy Sustainment	SE1	G	We must support tenants to maintain their tenancy/licence and prevent unnecessary evictions.	Robust rent recovery policy and welfare support officer role in team. Tenancy Support Officers for all TA tenants, linked in with other support services.
Tenancy Sustainment	SE2	A	We must provide tenants who are required to move with timely advice and assistance about housing options before the tenancy/licence ends.	If notices served to end TA tenancies, letters are sent to confirm that Housing Options advice should be sought. Letter also from Legal when case taken forward for possession. Verbal advice given throughout where contact can be maintained. Need to ensure FH can demonstrate compliance.
Tenure	SE1	A	We must publish clear and accessible policies outlining our approach to tenancy management, including interventions to sustain tenancies and prevent unnecessary evictions, tackling fraud and set out (see further points).	Doing lots of good things, but not set out in a policy...work with Two Saints (financial support to prevent rough sleeping), Welfare Support Officer. Three TSOs for TA. Workstream led approach to creating strategies/policies. Tackling fraud is set out on our web pages and fraud outcomes are published through the transparency page. Draft allocations policy will cover some of the points.

Tenure	SE2	G	We must grant general needs tenants a periodic secure or assured (excluding periodic assured shorthold) tenancy, or a tenancy for a minimum fixed term of five years, or exceptionally, a tenancy for a minimum fixed term of no less than two years, in addition to any probationary tenancy period	Fixed term tenancies and secure tenancies are given
Tenure	SE3	R	Before a fixed term tenancy ends, registered providers shall provide notice in writing to the tenant stating either that they propose to grant another tenancy on the expiry of the existing fixed term or that they propose to end the tenancy	No system currently in place, currently relies on a manual labour intensive approach, which risks non-compliance.
Tenure	SE4	G	Where registered providers use probationary tenancies, these must be for a maximum of 12 months, or a maximum of 18 months where reasons for extending the probationary period have been given and where the tenant can request a review.	Intro tenancies are in use and extensively monitored through generic case tasks
Tenure	SE5	G	Registered providers shall grant those who were social housing tenants on the day on which section 154 of the Localism Act 2011 comes into force, and have remained social housing tenants since that date, a tenancy with no less security where they choose to move to another social rented home, whether with the same or another landlord. (This requirement does not apply where tenants choose to move to accommodation let on Affordable Rent terms).	This is in practice and secure or fixed term tenancies issued
Tenure	SE6	G	Where tenants are moved to alternative accommodation for redevelopment or other works the new tenancy shall be no less secure on their return to settled accommodation.	This is in practice - their normal tenancy remains in place and decant licence issued for decant property
Mutual Exchange	SE1	G	must offer Mutual Exchange (ME) service to relevant tenants without a payment fee.	We have never asked for a payment fee for MX
Mutual Exchange	SE2	A	We must publish availability of any ME service offered to relevant tenants.	On our website-process and forms are currently not available.

Mutual Exchange	SE3	A	We must provide support for accessing ME services to relevant tenants who might otherwise not be able to use them.	We send out ME forms on request, but don't more widely indicate ME services available.
Mutual Exchange	SE4	A	For those tenants looking to ME we must provide information about the implications for tenure, rent and service charges.	We don't currently advise of this.

Appendix B – Initial Actions identified to improve compliance

Simple

- Planned Maintenance schedule made available on webpage.
- Guidance Note– Disabled adaptations to Council homes.
- Civica – Tenant representative/advocate (modify alert and make sure all housing staff are aware)
- Website/newsletter – a ‘who’s who’ - outline roles and responsibilities of senior employees/officers, and who has responsibility for compliance with consumer standards.
- Guidance Note – How do we work with others to resolve upkeep and safety issues of shared space (even when we aren’t responsible), including examples.
- Civica Portal – enable reporting of ASB (subject to Portal going live).
- Ensure ASB reporting is easily found on website.
- Void Process note (internal) produced, to include more information on how adapted homes are allocated, or potentially adapted homes are identified.
- Data – recommence data submissions on national Continuous Recording of Lettings (CORE) system.
- Civica/system – develop a way to identify and flag forthcoming tenancy expiry so that appropriate and timely communication occurs.
- Guidance Note – Mutual Exchange (i.e. that it is available, what it is, that there is no fee from FH, implications to tenure, rent, service charges etc.)
- Website – need to ensure Mutual Exchange forms are available.
- Data – Relating to adapted homes being allocated appropriately.
- Data – Compliance against legal requirements & health and safety assessments.
- Website – clear webpage with all our policies, guidance notes, etc. in one place.
- Website – appeal process (when applicable) and complaints process

Considerable

- Repairs Policy (timescales for repairs, how we will keep tenants informed about repairs, more info on cyclical maintenance, link to planned maintenance on website).
- Anti-Social Behaviour Policy.
- Domestic Abuse Policy.
- Tenancy Management Policy.
- Guidance Note or Policy on hate incidents.
- Data collection/recording – Tenants diverse needs (different contact groups) and ethnicity.
- Portal on Civica (Civica development)
- Website – improve information available and ensure that availability is advertised (including all our services and how to access them, safety and

quality they can expect, rent/service charges payable (portal), our responsibilities).

- Tenancy Agreements – need to ensure our responsibilities (and tenants) are both articulated.
- Tenant Engagement Strategy (tenant-led influence, scrutiny, ensuring all can engage; how will we communicate, how will we engage)
- Develop a set of Strategic Objectives and Aims as a Housing service (including how we operate with others to achieve it)
- Set out how we promote social, environmental, and economic wellbeing.
- Annual Report (how are we performing, where to improve, how we've taken tenant views into account, how we spend income, directors remuneration etc.)
- Update incentive scheme (downsizers etc.).

Pending

- 100% stock condition surveys.
- New complaint handling approach.
- Ensure complaints process is easily accessible.
- Complaints process clear on how matters can be escalated to Housing Ombudsman.
- Annual overview of complaints, and how we've learnt from them.
- Recruitment of Principal Tenant Engagement Officer