Council Housing Management Board
Thursday 28th May 2026
Meeting summary

Attendees:

(CW) Councillor Christine Warner – Chair and Cabinet Member for Homes and Planning
(ML) Councillor Martin Loftus – Shadow Member for Homes, Planning and Safer Communities
(BMc) Brian McGaw – Tenant Board member
(KM) Councillor Keith Miller
(AS) Anthony Spurway – Vice Chair - Tenant Board member
(JL) Janet Lawton – Head of Council Housing Management Service
(KC) Karen Craig – Performance Lead, Council Housing Management Service
(GF) Gareth Frankland-Capital Investment Manager
(KK) Councillor Katie Kendrick
(VA) Victoria Albastroiu – Tenant Board member
(HS) Holly Southern – Contract and Compliance Inspector, Cheshire West, and Chester Council
(NH) Nigel Hickmott – Tenant Board member
(SE) Stuart Ellis – Finance Manager, Cheshire West, and Chester Council
(CS) Chloe Southall – Housing Policy Officer, Cheshire West and Chester Council

Apologies:

(PD) Paul Doughty – Independent Board member
(RSH) Ria Siddall-Hardwick – Contracts Manager, Cheshire West and Chester Council
(JW) Jo Worthington – Independent Board Member

1. Welcome

The tenth Council Housing Management Board took place with Board members being welcomed by the Chair Councillor Christine Warner, Cabinet Member for Homes and Planning. The Chair introduced Jackie Grannell (TPAS) who attended as an observer.

2. Matters Arising from Last Meeting.

The Board noted that actions form the previous meeting are either complete or processing. The delivery plan remains under development following transition of the of the in-house service and the Board will receive a draft at the next meeting which will take place on 30th July 2026.

3. Cabinet Member Update

The Board received an update on the successful transition to the in-house Council Housing Management Service (CHMS). Members noted positive early feedback from tenants, the launch of the first tenant newsletter and the updated housing website. High levels of contact following transition were recognised, with positive feedback regarding accessibility of the service. Members also highlighted the importance of continuing to develop tenant communications based on tenant preferences.

4. Regulatory Compliance and Performance Board Report Q4 year End

The Board reviewed Quarter 4 performance information, noting that the data relates to the previous contractual arrangements prior to transition. Members discussed rent collection, arrears, re-let performance and Tenant Satisfaction Measures (TSMs). While rent collection remains broadly stable, concerns were raised regarding re-let performance and the need to better understand the extent to which results reflect transition activity, backlog clearance or underlying service performance.

Members requested benchmarking and comparator information to provide context for performance results and future target setting. The Board noted that TSM results remain below target in key areas, particularly repairs, communication and communal services. Members highlighted links between dissatisfaction, communication issues, missed appointments and perceived lack of follow-up.

The Board also discussed communal services, tenant responsibilities and assurance arrangements, emphasising the importance of clear communication and robust evidence of service delivery. Members were assured that compliance remains strong and that improvement activity is underway.

Action: KC to provide a detailed analysis of void performance, including distinction between backlog, transition impact and business-as-usual performance.

Action: Officers to develop clearer reporting on communal areas inspections, including inspection activity completed against planned, findings and tenant responsibilities.

5. Feedback from Complaints Panel including Exceptional Meeting to review Housing Ombudsman findings

The Board received feedback from the exceptional Complaints Panel convened to review recent Housing Ombudsman determinations. Members noted findings of maladministration and severe maladministration, primarily relating to repairs and damp and mould cases.

The Board acknowledged the impact on residents and emphasised the importance of learning from Ombudsman findings, embedding improvements and addressing root causes. Members supported earlier intervention in complaint cases and recognised the need to strengthen tenant involvement in complaint scrutiny.

Action: JL to bring forward proposals on the future role and operation of the Complaints Panel, including earlier intervention, tenant involvement and revised Terms of Reference to the July 30th 2026, meeting.

6. Spotlight on Asset Management

The Board received an update on stock condition and future investment planning. Members noted that approximately 79% of stock condition surveys have been completed and that there are currently no outstanding Category 1 hazards.

Damp and mould was identified as a significant theme within survey findings, with assurance provided that cases are being actively managed. Members discussed future investment priorities, including kitchens, bathrooms, roofs and energy efficiency improvements, noting that stock condition data provides a strong evidence base for future planning.

The Board also discussed legal disrepair process, tenant communications and contractor arrangements, highlighting the importance of clear communication, value for money and effective performance management when delivering investment.

Action: GF to continue the stock condition survey programme on ongoing basis and report progress, including approach to remaining properties without access.

Action: GF to bring forward a refreshed Asset Management Strategy aligned to updated stock condition data and in-house service delivery.

Action: Officers to consider communication to tenants regarding legal disrepair process and to ensure clear messaging and reassurance that if we are notified of repairs they will be rectified without legal action being needed.

7. Service Updates

The Board received a high-level update on service performance following transition to the in-house model. Members were assured that service delivery has been maintained throughout the transition period and that early indicators, including income collection performance, remain positive.

The Board noted that the CHMS Delivery Plan remains in development and will be presented at the next meeting. Positive engagement with the Regulator of Social Housing was also noted. Members discussed tenant data and future repairs procurement arrangements, highlighting the importance of tenant involvement and learning from current service performance.

8. Any Other Business - Review of Board Terms of Reference and Future Membership

The Board acknowledged the updated Terms of Reference, which have been refreshed following the transition to the in-house service. Members recognised the importance of ensuring governance arrangements remain aligned with regulatory expectations and the evolving needs of the in-house service.

9. Further Actions

Action: JL to present a draft CHMS Delivery Plan at the next meeting

Action: JL and KC to set out clear position on tenant data, including what data is currently held, gaps identified and proposed next steps

Action: JL to provide an update on the repairs & maintenance and gas service & maintenance procurement approach, including opportunities for tenant engagement in the process.

Action: Members to review and provide feedback on the Terms of Reference ahead of formal approval.

Action: Feedback from TPAS on governance and Board effectiveness to be reported back at a future meeting.

10. Next meeting

To be held on Thursday 30th July 2026

Our council housing vision

"We aim to provide affordable homes of the right type and quality to meet the housing needs of those who are unable to meet their own needs in the housing market now and in the future. We will work in partnership to support our tenants to prosper and improve their wellbeing and ensure neighbourhoods and communities are sustainable, safe, and pleasant.”