

HOUSING LIAISON BOARD

Minutes of a meeting of the Housing Liaison Board of the Bolsover District Council held in Committee Room 1, The Arc, Clowne on Tuesday, 21st October 2025 at 10:30 hours.

PRESENT:-

Members:-

Councillor Vicky Waplington in the Chair

Councillors Ashley Taylor and Rita Turner.

Tenants:- Mr. Steve Bramley, Mrs. Doreen Potts and Mrs. Angela Sharpe

Officers:- Ian Barber (Deputy CEO – Dragonfly), Daniel Barley (Senior Repairs Coordinator), Lesley Botham (Customer Service, Standards and Complaints Manager), Jane Calladine (Tenant Engagement Officer), Victoria Dawson (Assistant Director of Housing Management & Enforcement), Jordan Kyle (Housing Performance Manager), Deborah Whallett (Housing Services Manager), Alice Willoughby (Customer Standards and Complaints Officer), Jo Wilson (Housing Strategy and Development Officer), Coby Bunyan (Scrutiny Officer) and Matthew Kerry (Governance and Civic Officer).

HLB14-25/26 APOLOGIES FOR ABSENCE

Apologies for absence were received on behalf of Councillors Phil Smith and Janet Tait, Tenant Mrs. Janice Payne, and Andy Clarke (Head of Property (Repairs and Maintenance) – Dragonfly Management).

HLB15-25/26 MINUTES

Moved by Councillor Ashley Taylor and seconded by Mr. Steve Bramley

RESOLVED that the minutes of a meeting of the Housing Liaison Board held on 29th July 2025 be approved as a true and correct record.

HLB16-25/26 INSPECTION IMPROVEMENT PLAN

The Assistant Director of Housing Management & Enforcement presented the report to the Board.

The Council was one of the first to be inspected under the new inspection regime and had received a C2 Grading (C1 the highest achievable, C4 the lowest).

A comprehensive Improvement Plan (attached at Appendix 1) had been devised to show how the Council would drive improvement and demonstrate to the Regulator weaknesses that had been addressed.

The Council had met with the Regulator on 6 occasions since inspection, most recently 7th October 2025.

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The Council had reviewed Savills' Stock Condition Survey data and successfully uploaded this to the Open Housing Management System (OHMS) 'Train' system.

The Council was reviewing the required work as specified by Savills for years 1-5 (to enable a clear capital programme for the next 5 years).

The Council had to ensure it knew its housing stock and the preferred approach was an inhouse rolling programme of stock condition (with approx. 1,000 properties inspected per annum). The Council was in the process of internal approvals to enable commencement of this rolling programme from April 2026.

Existing Asset Management Officers on Housing Health and Safety Rating Systems (HHSRS) were being training with a view to undertake the outstanding 296 surveys between November 2025 and the end of March 2026.

A survey, which could be completed on electronic device tablets at an inspection, would also directly link into the OHMS.

It was imperative the Council knew its tenant base to deliver tailored services, but the uptake and completion of the Tenant Census had been slow – the Council was looking at how to capture information at all tenant touch points.

It was noted the Regulator had approved of efforts by the Council to undertake additional work such as the "You Say, We Did / We Didn't" publications (completed with the assistance of Customer Services).

To a question on the HHSRS training and completion of the Stock Condition Survey, the Assistant Director of Housing Management & Enforcement confirmed it would be cost effective to complete training and surveys in future inhouse and provide additional flexibility throughout the entire process (it would allow the Council to focus on the properties most difficult to access first).

To a question on the installation of external insulation (following negative media reports nationally), the Senior Repairs Coordinator informed the Council would investigate if internal cavity wall insulation was possible first, and only if this was not an option would external insulation be explored.

To a question on the publication of damp and mould prevention (e.g. to dissuade tenants from drying clothes inside, not opening windows when using the shower, etc.), the Housing Performance Manager informed information was presented online (e.g. comparing a house in the 1970s to one in 2025, opening the window when cooking meals in the kitchen, etc.).

The Assistant Director of Housing Management & Enforcement added the November 2025 edition of the Bolsover Homes newsletter would also include this material.

Moved by Councillor Ashley Taylor and seconded by Mrs. Angela Sharpe
RESOLVED that the Board note comments of the Improvement Plan.

HLB17-25/26 TENANT SATISFACTION MEASURES

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The Housing Strategy and Development Officer presented the report to the Board.

The Quarter 2 2025/26 data for the 10 Tenant Satisfaction Measures was attached at Appendix1.

Performance was generally on track and comparable to Quarter 2 2024/25: the number of Anti-Social Behaviour cases was at a slightly higher rate; Complaints numbers lower (with a 100% response rate achieved).

Compliance with the Decent Homes Standard had significantly improved due to stock surveys and improved data quality / analysis – the Council had achieved a 0.25% result (far below the 3% 2025/26 target).

Exact numbers of homes not meeting the standard were not known, but for context the 1% achieved in Quarter 1 2025/26 had been 47 properties (homes not meeting the standard Quarter 2 2025/26 would be around a quarter of this figure).

Repairs completed within the target timescale (for non-emergency repairs) resulted in 91.7% (above the target of 80% for 2025/26).

For the Gas Safety checks, the Council had achieved 99.3% of households inspected. 34 properties were overdue as a result of the Council being unable to access these properties (the Council's Legal Team were being consulted to gain access through Magistrate Court rulings).

Fire Safety and Asbestos checks had achieved 100%.

Water Safety checks had achieved 76%, but this was due to 32 properties within the Old Woburn House estate being switched off and the new Woburn House development coming online – it was expected the Council would achieve 100% in Quarter 3 2025/26.

The Tenant Satisfaction Survey 2025/26 would likely commence October / November 2025 – it was hoped there would be national analysis of 2024/25 data by that stage (which might further shape the approach for 2025/26).

There would likely be little changed to the additional survey questions the Council included, but a more automated approach would be used for respondents requiring further contact regarding repairs, downsizing, and involvement in engagement due to software updates.

The Council was additionally trialling an automated approach to inviting tenants to complete the survey and using the software to track invites and responses where email addresses were held on file.

A Tenant questioned why other tenants would deny the Council access to carry out essential safety checks like Gas – the checks were paid for by the Council and vital for personal safety.

The Assistant Director of Housing Management & Enforcement informed some tenants would never let the Council enter the property to carry out such checks. The Council had, in the previous newsletter, attempted to explain if tenants did not allow entry to carry out these checks, a stage by stage process would be followed resulting in Magistrate Court

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action.

For the 34 households the Council had not been able to enter and carry out essential safety checks in Quarter 2 2025/26, some had been known from Quarter 1 2025/26 – the Council had to initiate the process of checking such properties 2 weeks in advance but it could still struggle to enter these premises after this time.

A Tenant reiterated it was not understood why other tenants would not permit the Council access for safety checks – it was for their own safety.

Moved by Councillor Ashley Taylor and seconded by Mrs. Angela Sharpe

RESOLVED that: 1) the performance for the Management Information Measures Q2 2025/26 is reviewed and acknowledged (Appendix 1); and,

2) the approach for the 2025/26 survey be acknowledged.

HLB18-25/26 UPDATE ON TENANT ENGAGEMENT STRATEGY ACTION PLAN

The Tenant Engagement Officer presented the report to the Board.

In relation to the progress listed in the Action Plan attached at Appendix 1, officers had been progressing key activities:

- Promotion of Tenant Engagement through new tenancy visits and the Tenant census (16 tenants had expressed an interest to be involved, with 12 successfully registered. It was noted for the Welfare Adaptations Policy, tenants who had gone through the adaptation process had been consulted. RANT members had also been consulted on the Decent Homes Standard 2);
- Evaluation forms were completed for the Challenge and Change Review on Grounds Maintenance;
- A Tenant Census Form had been developed to capture desired communication options;
- Gov.notify was used to circulate 2,850 Tenant Newsletters May 2025;
- Housing Service Standards had been developed and approved by the Board;
- 5 Locality events were held July and August 2025 at 4 geographical locations;
- Annual Report 2024/25 was to be released in November 2025's Bolsover Homes Newsletter;
- A Joint Tenant Conference with Chesterfield Borough Council and Rykneld Homes was held;
- The Tenant Engagement Officer had attended TPAS Scrutiny training;
- Tenants had been invited to attend a TPAS Tenant Scrutiny Members meetup online (the programme of TPAS was presented at the Board's meeting April 2025);
- 1 tenant had been recruited as a new member of Challenge and Change for the review on Anti-Social Behaviour (the review had commenced June 2025 and was due for completion March / April 2026);
- Site visits to completed voids were undertaken 12th June 2025;
- Promotion of edition 10 of Bolsover Homes via social media had taken place;
- A feedback form was completed for Locality Groups on Compliments, Comments and Complaints; and,
- From April 2025 additional information was being provided on repair satisfaction

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(information now included the number of satisfaction surveys completed and the percentage of jobs completed. This had also been reported to RANT).

Further details of the above were provided in the report.

The Assistant Director of Housing Management & Enforcement informed an additional 30 minutes may be added to the next Board meeting for an informal discussion on the work being accomplished above.

A Tenant expressed the need for younger generations to participate in these tenant outreach groups / surveys / operations – it was acknowledged, though, that youth engagement was always a challenge.

A Member observed perhaps youth engagement was low because younger generations felt all was well handled by older generations. However, the Council now had social media channels and so could pursue more contact avenues.

The Tenant Engagement Officer noted the majority of organised meetings took place during the day. An evening session had been held and while not entirely well attended compared to other sessions, there had been a drastic increase in the number of working people attending.

Providing incentives to complete surveys was briefly discussed (e.g. a £5 voucher).

Moved by Mrs. Angela Sharpe and seconded by Mr. Steve Bramley

RESOLVED that progress against the action plan, as stated, is reviewed and members provide feedback on current activity.

HLB19-25/26 HOUSING COMPLAINTS QUARTER 2 2025/26

The Customer Standards and Complaints Officer presented the report to the Board.

29 Compliments had been received Quarter 2 2025/26 (1st July 2025 to 30th September 2025) – Dragonfly (Housing Repairs and Maintenance) had received the most Compliments, followed by Grounds Maintenance.

Similar to 2024/25, whilst Dragonfly (Housing Repairs and Maintenance) Complaints had additionally featured heavily this far in 2025/26, a tenant's personal experience of the service appeared to influence their bias in their response to the Council.

Compliments for Dragonfly (Housing Repairs and Maintenance) focussed on the Repairs Operatives who were praised for their friendliness, attitude and politeness. Repair Operatives also received numerous compliments for being clean and tidy, doing an 'amazing' job, being professional, and helpful.

Compliments for Grounds Maintenance were primarily thanking the team for the jobs Grounds Maintenance had completed.

3 Comments had been received in the same period – 100% were acknowledged and passed to their respective department within the target time of 5 working days.

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All Comments received were for Dragonfly (Housing Repairs and Maintenance). The only theme found was in relation to Repair Operatives conduct / action taken: 1 comment related to inappropriate language; 1 was non-use of protective shoe coverings; and 1 cleaning equipment in an inappropriate place.

3 M.P. Enquires had been received in the same period. It was believed information provided to the M.P.'s Office had led to a reduction in M.P. Enquiries overall as constituents were being appropriately advised of the action required (and dealt with) through other Council processes (i.e. as a service request / first enquiry).

2 M.P. Enquiries regarded Housing Allocations – no themes could be derived due to the lack of data.

18 Stage 1 Complaints were recorded in the same period, with 100% responded to within the Council's customer standard and the Housing Ombudsman Code of 10 working days. Tenancy Management had received the most Stage 1 Complaints, followed by Dragonfly (Housing Repairs and Maintenance).

Tenancy Management Stage 1 Complaints related to dissatisfaction with the action taken or with a lack of action including: lack of tenancy enforcement action; communal area rules; and right to buy.

Dragonfly (Housing Repairs and Maintenance) themes included conduct of officers and health and safety issues.

3 Stage 2 Complaints were recorded in the same period, with all responded to within the Council's customer service standard and the Housing Ombudsman Code of 20 working days.

Each of the 3 Complaints were for different teams and reasons – no common themes could be drawn.

Service improvements included:

- 1) The Repairs and Voids Manager had advised that inappropriate language would be an item in the up and coming Toolbox Talk;
- 2) All Customer Advisors had been reminded of the importance of updating departments when requested via internal systems;
- 3) The Contractor's Director had reinforced the importance of safe work practices and undertaken a Toolbox Talk focused on Asbestos Safety;
- 4) A request made to alter the pre-eligibility housing application script on the customer information system to add a tick box for Customer Advisors to use when information regarding an appointment had explained;
- 5) The Contractor had been reminded to inform the Council for any loss of services in the future to allow for appropriate notice and contingencies.

The Council would continue reviewing the data at the Department Service Reviews, to explore themes and discuss any improvements which might not have been reported.

Most Compliments were made by telephone, followed by self-service.

Stage 1 Complaints were mostly made via email (followed by telephone).

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Stage 2 Complaints were made by email.

Analysis of method of contact over the past year had shown a shift to telephone / email over the more long-standing use of post / letter.

When analysing the data on who were making reports to the Council for Compliments, Comments, Complaints and M.P. Enquiries, it was found that tenants had submitted the most reports when compared to residents.

When compared to Quarter 2 2024/25, there proved a similar number of Compliments and Comments received in Quarter 2 2025/26.

Stage 1 and Stage 2 Complaints had decreased by half.

For both Quarter 2 2024/25 and Quarter 2 2025/26, Dragonfly (Housing Repairs and Maintenance) had received the most Compliments and Housing Allocations the most M.P. Enquiries.

Quarters 1 and 2 of 2025/26 saw an increase in Compliments and decrease in Stage 1 Complaints

Examples of Compliments and Complaints were detailed in the report.

It was noted most attention was focussed on negative Complaints and not positive Compliments.

The Customer Standards and Complaints Officer highlighted that understanding Complaints led to service improvements that often resulted in issues experienced not repeating (resulting in fewer Complaints arising).

Moved by Mr. Steve Bramley and seconded by Councillor Ashley Taylor

RESOLVED that the Board review the overall performance on Compliments, Comments and Complaints handling performance as detailed in the report.

HLB20-25/26 DRAFT ANNUAL REPORT 2024-25

The Assistant Director of Housing Management & Enforcement explained the intention had been to present the Draft Annual Report 2024/25 (the 'Report') to the Board at the meeting. Unfortunately, the Report was still with reprographics.

The template from the previous year was to be repeated, however, with key statistics and figures updated.

In future, the front would be changed to reflect TSMs, but due to time constraints this could not be completed for the Report.

HLB21-25/26 CURRENT SERVICE PERFORMANCE

The Assistant Director of Housing Management & Enforcement presented the report to

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the Board.

The Council's Plan "The Future 2024 - 2028" had outlined the provision and delivery of essential key services.

The Council's Housing Service had developed a number of Key Performance Indicators (KPIs) that showed its contribution to these ambitions. Attached at Appendix 1 was a summary of current performance for 2025/26.

A significant amount of performance related information (Complaints information, the Tenant Satisfaction Measures, the Council's own KPIs, etc.) were produced by the Council's Housing Management Team – the Council wanted to ensure tenants were provided with useful and informative data to ensure accountability.

Copies of Quarter 2 2025/26's performance poster were provided to the Board at the meeting – the complete figures were missing but would be added before circulation in the Council's Contact Centres.

Following previous discussions, standard voids figures would be provided but managed voids figures would be taken out of the equations. 'Major repair void properties' would also be renamed 'Modernisation' with explanations in small print provided (if space permitted).

Sections of Quarter 2 2025/26's performance poster were reviewed and commented on.

The number of households on the waiting list for a Council property was discussed – it had remained far below previous years thanks to the removal of those who would never be eligible for a Council property, the establishment of a vigorous application process to ensure those truly in need were considered for a Council property, and all applications reviewed on an annual basis.

It was noted the lack of affordable / social housing was a national issue.

Mrs. Doreen Potts and the Tenant Engagement Officer left the meeting at 11:30 hours.

To a question on the availability of any data from other local authorities for comparison, the Assistant Director of Housing Management & Enforcement informed not necessarily, but 42% of the Council's housing stock were single-storey dwellings (bungalows) while Chesterfield Borough Council had around 50% single-occupancy dwellings (apartments).

The Housing Services Manager added local authorities had at times drastically different priorities – it would be difficult to compare such like-for-like data with the District.

It was noted that such data might be necessary to collect in light of Local Government Reorganisation – lower-tier local authorities like the Council would be dissolved and responsibilities transferred to the future Unitary Council.

To a question on if any such work / reporting / data collection was being carried out, the Housing Services Manager confirmed not at the current time.

It was noted the difference in housing stocks between local authorities had the potential for residents to slip through and not be on the waiting list for the property they might need

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(areas along the District's borders, e.g. Hodthorpe).

The Tenant Engagement Officer returned to the meeting at 11:37 hours.

It was noted that, after Local Government Reorganisation, if residents were willing to move a little further away from their current locations, they might be able to have a social property better suited to their needs which, for now, lay just beyond the District's boundary (e.g. single-occupancy dwellings in Chesterfield).

Moved by Mrs. Angela Sharpe and seconded by Councillor Ashley Taylor

RESOLVED that: 1) the performance documented in the attached reports is reviewed and acknowledged;

2) members review the Q2 performance poster and formally agree the new layout.

HLB22-25/26 TERMS OF REFERENCE REVIEW

The Assistant Director of Housing Management & Enforcement presented the report to the Board.

As per the Terms of Reference approved July 2024, the report enabled the annual review of the document to ensure the remit of the Board remained clear and relevant to the requirements placed on the Council by the Regulator of Social Housing.

The positions of 3 Substitute Tenant members were established prior to the agreement of the Terms of Reference in 2024 (to ensure that the ratio of Tenants in attendance could be maintained in the event of core Tenant members needing to provide their apologies).

The Substitute Tenants would receive all paperwork to ensure they remained aware of current work and recommendations made.

Attached at Appendix 1 was the previous Terms of Reference with suggested amendments shown with track changes.

Changes were overall limited (e.g. the Housing Performance Manager being added to the list of Council officers).

Moved by Councillor Rita Turner and seconded by Mr. Steve Bramley

RESOLVED that: 1) members of the Board review the amended Terms of Reference at appendix 1 and make necessary amendments as required;

2) members approve a revised Terms of Reference for the next twelve months.

HLB23-25/26 DECENT HOMES STANDARD 2 CONSULTATION

The Assistant Director of Housing Management & Enforcement provided a verbal update on the Decent Homes Standard 2 Consultation (the 'Consultation').

The Assistant Director of Housing Management & Enforcement and Assistant Director of Housing Management had coordinated efforts for a session on the Consultation August

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2025, with tenants providing feedback that was then agreed by Members and officers.

The session was well attended and had proven beneficial, with tenants engaged.

It was shared that the Regulator was pleased by the work undertaken.

HLB24-25/26 FEEDBACK FROM LOCALITY GROUP WORK ON COMPLAINTS

The Tenant Engagement Officer presented the report to the Board.

The Council was one of the first to be inspected under the new inspection regime and had received a C2 Grading (C1 the highest achievable, C4 the lowest).

One of the key areas of weakness identified by the regulator was Complaint handling – the Council needed to ensure the Complaint process was accessible, assess the outcome of Complaints in depth, recognise lessons learned, and where the Council had made changes to process and procedure ensure these were explained to tenants.

The Council had held 5 Locality Event Sessions July to August 2025 (the Bolsover Town session had proven especially busy).

The Sessions were delivered by the Complaints Team and the Tenant Engagement Officer. 23 tenants attended the various sessions, with the following covered:

- Interactive exercises, including logging a Complaint online;
- Definitions of a Compliment, Comment and Complaint;
- Ways to log a Compliment, Comment and Complaint;
- The process followed on receipt of a Compliment, Comment and Complaint;
- The Ombudsman Service;
- Service Improvements made following a Compliment, Comment and Complaint;
- Performance; and,
- Other ways tenants can provide feedback.

20 feedback forms were completed.

Comments on the events included: 'very informative'; 'will willingly attend more of these'; 'lovely friendly discussions'; 'really useful and informative'; 'this was really good to gain further information on housing complaints etc[.]'; and 'we found it very useful and informative, it was easy to understand and showing how to access it online was excellent'.

The outcomes detailed in the report covered:

- **the website** (tenants commented there were too many web screens to click to log a Compliment, Comment and Complaint – tenants had suggested options that a link was available on the home screen and on menu options on self-serve);
- **barriers why tenants may not log a complaint** (some of the reasons given, further detailed in the report, were why tenants might not want to make a complaint); and,
- **perception** (there appeared to be a difference in tenants and the Council's

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understanding of a service request versus a complaint).

It was highlighted to the Board the need for tenants to know the difference between a Service Request and a Complaint – if a formal Complaint was submitted, that tenant would receive a written response.

The Customer Service, Standards and Complaints Manager informed Customer Service officers would always offer the option to submit a Complaint (it was part of procedure, along with officers actively listening to tenants' tones / choice of language).

The Deputy CEO (Dragonfly) left the meeting at 11:55 hours.

It was noted a change in use of language communicated by the Council might benefit tenants knowing the difference between a Service Request and Complaint – it was important for tenants to not feel sidelined. The Customer Service, Standards and Complaints Manager agreed to investigate further.

The Deputy CEO (Dragonfly) returned to the meeting at 11:58 hours.

The potential to reduce Complaint numbers could be to clarify what was / was not a Service Request. The Customer Service, Standards and Complaints Manager noted Customer Services did attempt to de-escalate all situations.

Moved by Mr. Steve Bramley and seconded by Councillor Rita Turner

RESVOLED that members of the Board review the findings of the Locality Groups

HLB25-25/26 UPDATE TO WELFARE ADAPTATIONS POLICY

The Housing Services Manager presented the report to the Committee.

The Council had 4,940 housing properties. The Welfare Adaptation Policy (the 'Policy') provided a framework for the provision of adaptations to the homes of tenants living in Council accommodation.

The Council had approved the Policy May 2022 and was due for renewal, with minor changes to definitions and clarifications made.

Minor adaptations were simple, cost effective solutions to assist a person to live independently (grab rails, small external handrails, etc.) and tended to be under £1,000 in costs. In 2024/25, 42 minor adaptations had been undertaken.

Major adaptations were valued over £1,000 (replacing a bath with a level access shower or wet room, hard standing / driveways, stair lifts, etc.). In 2024/25, 141 major adaptations had been undertaken.

Several sessions with various officers involved in the Welfare Adaptation process (incl. a representative from Derbyshire County Council) were held. In addition, the Council had reviewed the Housing Ombudsman Good Practice Guidance issued in February 2025 (regarding disabled adaptations in social housing).

Several tenants who had been through the Welfare Adaptation Process (the 'Process')

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were also invited to form a working group to discuss their experiences and make suggestions for improvement to the Policy and Process.

While it had been intended to recruit a working group of tenants with a wide experience of the Process, only those who had received a good experience could be found. It was noted the Ombudsman would look favourably on the Council seeking to involve tenants in the review.

The key changes within the Policy were;

- Eligibility – the Council had added that the occupant must be using the property as their permanent or principal home for 12 months or more;
- Where a stair lift was required in a block of flats this would only be considered following a feasibility and fire risk assessment;
- Feasibility assessments would be undertaken when looking at the provision of hard standing for wheelchairs users or where this could provide a more economical solution to provide a hard standing that provided additional paths / ramping from the roadside;
- Ramping for self-purchased wheelchairs or mobility scooters might not be considered unless assessed as a necessary requirement by an Occupational Therapist or other suitably qualified medical professional;
- Where a level access shower was required in properties at first floor or above, this could be considered following a feasibility and / or accommodation needs assessment;
- Should alternative suitable accommodation become available prior to work commencing, the Council could make this as an alternative offer to the adaption agreed;
- The Council had removed reference to a £500 rent arrears threshold, rather stating where there were any arrears, and that the Council make contact with the applicant to ensure a payment plan was in place and being adhered to prior to works being carried out.

The Customer Services Scrutiny Committee had reviewed and provided comments on the Policy, which were verbally reported to the Executive on 6th October 2025.

The Updated Policy was attached at Appendix 1.

It was noted some tenants would move into a property they desired and then request adaptations be made (hence the 12 months residence requirement – though if a situation was out of tenants' control, the Council could either relocate those tenants or carry out the required adaptations).

The reduction of Derbyshire County Council services was noted, as was the Council's offerings being delivered by North East Derbyshire District Council.

Moved by Councillor Ashley Taylor and seconded by Mrs. Angela Sharpe

RESOLVED that members note the updated Welfare Adaptation Policy approved by Executive on 6th October 2025

HLB26-25/26 DATE OF NEXT MEETING

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The Board were informed the next meeting of 2025/26 would take place in Committee Room 1, The Arc, Clowne at 10:30 hours on:

- Tuesday, 27th January 2026.

The last meeting of 2025/26 would take place at the same time and location on:

- Monday, 20th April 2026.

The meeting concluded at 12:11 hours.