

Service Plan 2019-2022

Head of Service:	Hugh Wagstaff
Strategic Director:	Annie Righton
Portfolio Holders:	Cllr Carole King

Service: **Housing Operations**

Business as usual / Service description

Housing Operations is made up of five teams who manage and maintain Council homes and tenancies:

- **Property Service Team** - responsible for the management of the council's housing portfolio and ensuring homes are kept in good repair through the delivery of planned and reactive works and health and safety compliance. (Monitored through the Corporate Performance indicators: H2, H6, H7, H8, H9)
- **Tenancy and Estates Team** - ensure tenancy conditions are met, supporting tenants and delivering community development opportunities.
- **Rent Accounts Team** - responsible for charging and collecting rent and service charges. (Monitored through the Corporate Performance indicator H5)
- **Senior Living Team** - support older and/or vulnerable tenants to live independently at designated schemes.
- **Family Support Team** - provide practical support to help families.

Service Projects

Outcome 1. The service is financially robust with at least £2m reserve						
Corporate Priority: <i>People</i>						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action*
1.1	Complete an annual review of Housing Revenue Account (HRA) Business Plan to ensure the service is able to deliver objectives and is financially sound.	none	01/09/19	01/11/19	Housing Finance Manager (LK)	F, LR, S, SD and R
1.4	Develop new asset management strategy to ensure a prudent, planned approach to repairs and maintenance of homes and communal areas	none	01/01/19	01/09/20	Strategic Asset Manager (PT)	F, LR, S, SD and R
1.5	Develop value for money strategy to ensure optimal benefit is derived from resources and assets.	none	01/04/19	01/10/19	Housing Finance (LK)	F, LR, S, SD and R

1.7	Develop processes to minimise the risks of Universal Credit to the HRA Business Plan.	none	01/04/19	01/01/00	Rent Accounts Manager (DH)	F and SD
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Outcome 2. The service meets the needs of residents by meeting satisfaction targets annually

Corporate Priority: People						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
2.2	Implement the "understanding residents needs" project recommendations to ensure the service provides choice, information and communication that is appropriate for the diverse needs of tenants.	none	01/01/20	31/04/2021	Tenancy and Estate Manger (RI)	SD and R
2.6	Review future of Family Support Service to ensure support services meet the diverse needs of our residents	none	01/04/19	31/03/20	Family Support Team Manager (JS)	SD and R

Outcome 3. Our people will be skilled and professional to put residents at the heart of everything we do (50% with professional qualification by 2023)

Corporate Priority: People						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
3.1	Be active partner with Chartered Institute of Housing as a Gold Standard Corporate Partner to ensure access and information for staff development	£20k training	01/04/19	31/03/20	Housing Strategy and Enabling Manager (EL)	LR, S, SD and R
3.2	Develop Housing Human Resources action plan to support Corporate Human Resources Strategy to recruit, retain and develop high quality staff to deliver high quality, value for money frontline services.	none	01/04/19	31/10/19	Service Improvement Manager (AH)	LR, S, SD and R
3.3	Implement actions from Housing Overview & Scrutiny Reviews (subject to Executive approval) to deliver improved professional services	none	01/04/19	31/03/20	Service Improvement Manager (AH)	SD and R

3.4	Develop and retain qualified staff to deliver the service objectives and ensure the safety of tenants	£20k training	01/04/19	31/03/22	Operations Manager (HR)	LR, S and SD
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Outcome 4. We will be recognised as an effective partner within the community by attaining nominations, case studies to O&S and joint events						
Corporate Priority: <i>People and Place</i>						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
4.2	To develop and maintain effective partnerships to support Community Safety, good neighbourhoods and communities	none	01/04/19	31/03/20	Tenancy and Estate Manger (RI)	S, SD and R
4.5	Work with Partners to seek opportunities to promote health and wellbeing	none	01/04/19	31/03/20	Service Improvement Manager (AH)	S, SD and R

Outcome 5. The customer experience will be improved by meeting and exceeding satisfaction targets annually						
Corporate Priority: <i>People and Place</i>						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
5.1	Effective mobilisation of new property services contracts to meet key service performance indicators	£50k	01/09/18	30/04/19	Operations Manager (HR)	F, S, SD and R
5.2	Implement the digital transformation strategy to increase range of means to access services	£50k	01/04/19	31/03/20	Service Improvement Manager (AH)	F, SD and R
5.3	Develop programme to review service standards to ensure continuous improvement and set expectations	none	01/04/19	31/03/20	Service Improvement Manager (AH)	LR, S, SD and R

5.4	Develop review programme for policies to reflect good practice and legislative changes	none	01/04/19	31/03/20	Service Improvement Manager (AH)	LR, S, SD and R
5.5	Deliver stage three of Housing Customer Service development programme	none	01/04/19	31/03/20	Customer Services (TM)	F and SD

* assessed against Corporate risk themes F Financial, LR Legal/Regulatory, S Safety, SD Service Delivery and R Reputation

Joint Housing Service actions