

# Service Plan 2019-2022

Head of Service:	Andrew Smith
Strategic Director:	Annie Righton
Portfolio Holders:	Cllr Carole King

Service: **Housing Strategy and Delivery**

## Business as usual / Service description

**Strategic Housing and Delivery** fulfil the Council's statutory obligations regarding housing and homelessness, build new Council homes and develop service improvements. The service is made up of four teams:

- **Housing Development Team** - identifies opportunities for increasing the supply of council homes and manages the new-build programme. (Monitored through the Corporate performance indicators: P6, P7, H10)
- **Housing Options Team** - provides advice and assistance to prevent homelessness, manages the Housing Register and allocates social rented homes in the Borough. (Monitored through the Corporate performance indicators: H3, H4a, H4b, H4c)
- **Private Sector Housing Team** - provides advice and information on a range of issues affecting the living conditions of people in private sector housing and administers home improvement and disabled facilities grants
- **Service Improvement Team** - develops policy and procedures, manages performance data, implements service improvements and delivers specialist projects including tenant involvement activities and the housing management database.

## 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*
H1.2	To support review of Housing Revenue Account (HRA) Business Plan to achieve 10 year new homes delivery plan.	none	01/04/19	31/03/22	Housing Development Manager (LB)	SD and R
H1.3	To complete Ockford Ridge development sites A, B and C and refurbishment phase two and three.	none	01/04/19	31/03/22	Housing Development Manager (LB)	LR, SD and R
H1.5	Develop value for money strategy to ensure optimal benefit is derived from resources and assets.	none	01/04/19	01/10/19	Housing Finance Manager (LK)	F, LR, S, SD and R

H1.6	Deliver new homes programme to meet objectives of the HRA Business Plan including acquisition of land.	£100k	01/04/14	31/03/24	Housing Development Manager (LB)	LR, SD and R
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**Outcome 2. The service meets the needs of residents by meeting satisfaction targets annually**

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*
H2.1	To develop an "understanding residents needs" project to collate information, identify actions and set targets to ensure the service provides choice, information and communication that is appropriate for the diverse needs of tenants.	none	01/04/19	31/12/19	Service Improvement Manager (AH)	SD
H2.3	Review the Home Improvement Policy to meet needs of residents and reflect legislative changes.	none	01/04/19	31/03/20	Private Sector Housing Manager (SB)	LR, S and SD
H2.4	Implement the Housing Strategy action plan to increase supply of affordable housing in the borough with annual review (also outcome 4)	none	01/04/18	31/03/23	Housing Strategy & Enabling Manager (AL/EL)	SD and R
H2.5	Develop and implement Shared Ownership product to maximise homes and options for those in housing need.	£50k	01/04/19	31/03/20	Housing Development Manager (LB)	SD and R
H2.7	Review the new council homes handover process and internal communications for improved future management and maintenance services.	none	01/04/19	31/12/19	Service Improvement Manager (AH)	S and SD

**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: <i>People</i>						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action*
H3.1	Be an active partner with the Chartered Institute of Housing as a Gold Standard Corporate Partner to ensure access and information for staff development	£20k	01/04/19	31/03/20	Housing Strategy & Enabling Manager (EL)	LR, S, SD and R

H3.2	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
H3.3	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

<b>Outcome 4. We will be recognised as an effective partner within the community by attaining nominations, case studies to O&amp;S and joint events</b>						
<b>Corporate Priority: People and Place</b>						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action*
H4.1	Implement the Homelessness Strategy to prevent and tackle homelessness with annual review	none	01/04/18	31/03/23	Housing Needs Manager (MR)	F, LR, SD and S
H4.3	To develop options for Landlord Forum to promote and support local landlords	none	01/04/19	31/03/20	Private Sector Housing Manager (SB)	SD and R
H4.4	Implement Housing Strategy action plan to increase supply of affordable housing in the borough with annual review (also outcome 2)	none	01/06/19	30/09/19	Housing Strategy & Enabling Manager (AL/EL)	SD and R
H4.5	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

<b>Outcome 5. The customer experience will be improved by meeting and exceeding satisfaction targets annually</b>						
<b>Corporate Priority: People</b>						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action*
H5.2	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
H5.3	Develop programme to review service standards to ensure continuous improvement and set expectations	none	01/04/19	31/03/20	Service Improvement Manager (AH)	F, SD and R

H5.4	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
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**Outcome 6 Ensure Waverley Borough Council complies with all Safeguarding obligations**

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*
H6.1	Establish Safety Net as single point for storing all safeguarding referrals	none	01/01/19	30/04/19	Head of Strategic Housing & Delivery (AS)	LR, S and R
H6.2	Establish Internal Safeguarding Board	none	01/01/19	30/04/19	Head of Strategic Housing & Delivery (AS)	LR, S, SD and R
H6.3	Ensure all staff engage in relevant Safeguarding training	£1k	01/04/19	31/12/19	Head of Strategic Housing & Delivery (AS)	LR, S, SD and R
H6.4	Review Safeguarding Policy	none	01/07/19	31/10/19	Head of Strategic Housing & Delivery (AS)	LR, S, SD and R

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

Joint Housing Service actions