

Service Plan 2020-2023

Head of Service:	Hugh Wagstaff
Strategic Director:	Annie Righton
Portfolio Holders:	Cllr Anne-Marie Rosoman

Service:	Housing Operations
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Service description

Housing Operations is made up of four teams who manage and maintain Council homes to let 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. The customer service team sit within the wider team providing the first line of contact for tenant enquiries. (Monitored through the Corporate Performance indicators: HO2, HO3, HO4 and HO5)
- **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 H01)
- **Senior Living Team** - support older and/or vulnerable tenants to live independently at designated schemes.

Corporate & Service Level Projects (Service wide or cross cutting projects) - Multi-year

Projects

Outcome 1.	The service is financially robust with at least £2m reserve					
	Corporate Priority: * Promote and sustain a financially sound Waverley, with infrastructure and services fit for the future. Promote and sustain housing to buy and to rent, for those at all income levels. Promote and sustain a sense of responsibility for our environment, promoting biodiversity and protecting our planet.					
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action*
PR20HO1.1	Complete an annual review of Housing Revenue Account (HRA) Business Plan to ensure the service is able to deliver it's objectives of investment and growth and is financially sound.	none	01/09/20	01/11/20	Housing Finance Manager (LK)	Reduction in service and investment
PR20HO1.2	Develop new asset management strategy to ensure a prudent, energy efficient, planned approach to repairs and maintenance of homes and communal areas . The strategy will help deliver the Council's target to be carbon neutral by 2030.	none	01/01/19	01/09/20	Strategic Asset Manager (PT)	Poorly maintained homes
PR20HO1.3	Annual review of value for money strategy to ensure optimal benefit is derived from resources and assets.	none	01/04/20	01/10/20	Housing Finance (LK)	Reduction in service and investment

Outcome 2. The service meets the needs of all tenants and their families

Corporate Priority: Promote and sustain open, democratic and participative governance. Promote and sustain the value and worth of all residents, regardless of income, wealth, age, disability, race, gender or sexual orientation. Promote and sustain high quality public services accessible for all, including sports, leisure, arts, culture and open spaces. Promote and sustain housing to buy and to rent, for those at all income levels. Promote and sustain a sense of responsibility for our environment, promoting biodiversity and protecting our planet.

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
PR20HO2.1	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	HCST Manager	Fail to meet tenants needs
PR20HO2.2	Procure, design and project manage comprehensive satisfaction survey - STAR (Survey of Tenants and Residents) to inform the service improvement plan	£8,500	01/04/20	30/06/20	Service Improvement Manager (AH)	Fail to meet tenants needs
PR20HO2.3	Review Regulatory Consumer Standards with tenants and Members to assess service and areas for improvement to inform the service improvement plan	none	01/04/20	30/06/20	Service Improvement Manager (AH)	Regulatory investigation into failing service
PR20HO2.4	Review council homes aids and adaptations policy to meet the mobility needs of tenants and applicants	none	01/04//2020	30/09/20	Service Improvement Manager (AH)	Fail to meet tenants needs
PR20HO2.5	Work with tenants and tenant representatives to manage the 2020 rent increase in a sensitive and proactive way to maintain rent collection rate.	none	01/04/20	31/12/20	Rent Accounts Manager (DH)	Reduced income collection
PR20HO2.6	Review the way complaints are managed to ensure that response targets are met , lessons learnt are implemented and to demonstrate openness, honesty and willing to address difficulties.	none	01/04/20	31/12/20	Service Improvement Manager (AH)	Poor reputation
PR20HO2.7	Relaunch the Tenant Involvement Strategy to embed a culture of consistent and meaningful tenant involvement in services.	none	01/04/20	30/09/20	Service Improvement Manager (AH)	Fail to meet tenants needs
PR20HO2.8	Launch new housing management service to meet the needs of tenants to ensure sustainable tenancies	none	01/04/20	30/06/20	Tenancy and Estate Manger (LD)	Fail to meet tenants needs
PR20HO2.9	Promote reduce, reuse, recycle and energy efficiency initiatives with tenants to support the Council's target to be carbon neutral by 2030.	none	01/04/20	31/03/23	Operations Manager (HR)	Fail to meet carbon neutral target

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: Promote and sustain the value and worth of all residents, regardless of income, wealth, age, disability, race, gender or sexual orientation. Promote and sustain housing to buy and to rent, for those at all income levels.						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
PR20HO3.1	Be active partner with Chartered Institute of Housing as a Gold Standard Corporate Partner to ensure access and information for staff development - annual review	£20k training	01/04/20	31/03/21	Service Improvement Manager (AH)	Poor service delivery
PR20HO3.2	Implement actions from Housing Human Resources action plan (informed by 2019 Staff Survey) to support a proud and valued workforce	none	01/04/20	31/01/21	Head of Housing Operations (HW)	staff vacancies
PR20HO3.3	Implement actions from Housing Overview & Scrutiny Reviews (subject to Executive approval) to deliver improved professional services	none	01/04/19	31/03/23	Service Improvement Manager (AH)	poor service delivery
PR20HO3.4	Develop and retain qualified staff to deliver the service objectives	£20k training	01/04/19	31/03/22	Head of Housing Operations (HW)	poor service delivery
PR20HO3.5	Embed, train (CIH apprenticeships) and develop new housing management team	tba	01/12/19	31/03/23	Tenancy and Estate Manager (LD)	poor service delivery
PR20HO3.6	Roll out equality and diversity training to ensure services delivered without discrimination	tba	01/04/20	31/12/20	Service Improvement Manager (AH)	poor service delivery

Outcome 4. We will be recognised as an effective partner within the community by attaining nominations,						
Corporate Priority: Promote and sustain the value and worth of all residents, regardless of income, wealth, age, disability, race, gender or sexual orientation. Promote and sustain housing to buy and to rent, for those at all income levels.						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
PR20HO4.1	To maintain effective partnerships to support Community Safety, good neighbourhoods and communities resulting in tenants feeling safe in their neighbourhood (STAR question)	none	01/04/20	31/03/21	Tenancy and Estate Manger (LD)	poor service delivery

PR20HO4.2	Work with Partners to seek opportunities to promote health and wellbeing and address health inequalities. All staff to attend Making Every Contact Count training to utilise housing contacts to promote and encourage changes in behaviour and positive health choices.	none	01/04/20	31/03/21	Service Improvement Manager (AH)	reputational damage with partners
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Outcome 5.	The customer experience will be improved by meeting and exceeding satisfaction targets annually					
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Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
PR20HO5.1	Embed the 2019 property services contracts to meet key service performance indicators with strong contract management and to delivery higher tenant satisfaction	none	01/04/19	30/03/21	Operations Manager (HR)	decrease tenant satisfaction
PR20HO5.2	Progress review programme for policies to reflect good practice and legislative changes and to support the Council's target to be carbon neutral by 2030.	none	01/04/20	01/04/23	Service Improvement Manager (AH)	risk of legal challenge
PR20HO5.3	Ongoing development of corporate website and digital services to increase range of means to access services	£50k	01/01/20	31/03/22	Service Improvement Manager (AH)	decrease tenant satisfaction
PR20HO5.4	Support the corporate business transformation strategy to develop one customer view and comprehensive online services	tbc	01/01/20	31/03/23	Service Improvement Manager (AH)	decrease tenant satisfaction
PR20HO5.5	Complete contract procurement for asbestos, gas, water hygiene and electrical testing and associated works including water system replacement at Blunden Court to ensure health and safety of tenants	none	01/04/20	31/12/20	Operations Manager (HR)	non compliance with H&S legislation
PR20HO5.6	Support the embedding to the grounds maintenance contract by providing quarterly feedback to Green Spaces Team	none	01/04/20	30/03/21	Tenancy and Estate Manger (LD)	decrease tenant satisfaction
PR20HO5.7	Review performance management processes to ensure service has a strong control environment to allow risks to be identified and managed. Changes in external environment are responded to as and when required	none	01/04/20	31/03/21	Service Improvement Manager (AH)	decrease tenant satisfaction
PR20HO5.8	Develop protocol to effectively manage internal common areas in flat blocks and senior living schemes to help deliver the Council's target to be carbon neutral by 2030.	none	01/04/20	30/06/20	Service Improvement Manager (AH)	decrease tenant satisfaction