

Service Plan 2020-2023

Service: Housing Delivery and Communities		Head of Service:	Andrew Smith
		Strategic Director:	Annie Righton
		Portfolio Holders:	Cllrs Anne-Marie Rosoman and David Beaman

Business as usual / Service description

Community Services Team

Works closely with the voluntary sector supporting service delivery. Community Safety plays a pivotal role in maintaining a safe borough for Waverley residents by working in partnership with all the statutory agencies, in particular the police service.

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 Strategy and Enabling Team

Responsible for drafting and monitoring the Housing Strategy, working with Housing Associations to deliver affordable homes throughout the Borough and provides input into planning applications to ensure appropriate affordable housing delivery is maximised.

Housing Options and Home Choice Team

Provides advice and assistance to prevent homelessness, manages the Housing Register and allocates social and affordable 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, enforces relevant legislation and administers home improvement and Disabled Facilities Grants.

Service Improvement Team

Develops policies and procedures, manages performance data, the housing management database, implements service improvements and delivers specialist projects including tenant involvement activities.

Service Teams: Housing Strategy and Enabling; Housing Development

Team Leaders: Alice Lean, Esther Lyons, Louisa Blundell

Business As Usual - Annual

Outcome 7	Deliver new affordable homes: Housing Strategy: Objective 1: Increase delivery of well designed, well built affordable housing					
	Corporate Priority: <i>Housing to buy and to rent for those at all income levels; Value and worth of all residents; Responsibility for environment/protecting the planet</i>					
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action

SP20/21HDC7.1	Support the delivery of Local Plan Parts 1&2 and Neighbourhood Plans, setting out our expectations regarding the amount, mix and tenure the tenure of affordable housing. Implement Affordable Housing Supplementary Planning Document (SPD) due for adoption early 2020.	Existing resources	01/04/20	31/03/21	Housing Strategy and Enabling Manager	Low level of affordable housing delivery, increased numbers on Housing Register, increased homelessness
SP20/21HDC7.2	Work with the Council's Housing Association partners to facilitate development of new affordable homes and support partners in achieving the best possible outcome for residents and the environment on new Housing Association schemes in the borough.	Existing resources	01/04/20	31/03/21	Housing Strategy and Enabling Manager	Low level of affordable housing delivery, increased numbers on Housing Register, increased homelessness
SP20/21HDC7.3	Support the development of rural affordable homes, in partnership with specialist Housing Associations, Surrey Rural Housing Enabler, parish councils, landowners and our local communities and through the Community Led Housing Project.	Existing resources	01/04/20	31/03/21	Housing Strategy and Enabling Manager	Low level of affordable housing delivery, increased numbers on Housing Register, increased homelessness
SP20/21HDC7.4	Develop an average of 20 new Council homes per annum as outlined in the Council's rolling 5 year delivery plan. New homes will all meet criteria specified in Waverley New Build Design Standards. Deliver new build schemes :schemes at Chiddingfold and Churt and Godalming to start on site Summer 2020. A further 19 sites are at feasibility stage with the potential to deliver at least further 109 homes.	Budgets to be agreed by Executive; Work up proposal to strengthen the team: C. £120k)	01/04/20	31/03/21	Housing Development Manager	As above, but also impact on Council's reputation and failure to deliver new build programme
SP20/21HDC7.5	Dramatically reduce carbon footprint of all new homes through construction, energy consumption and overall management following the adoption of the Climate Emergency motion, which sets out the council's aim to become carbon-neutral by 2030. Carbon neutral new build homes will form part of the detailed action plan currently being prepared, which will set out key actions and identify milestones to achieving the target.	Increased construction costs: currently estimated at between 9-15% per unit.	01/04/20	31/03/21	Head of Housing Delivery & Communities/Housing Development Manager	Failure to deliver new build programme that reduces carbon footprint; unlikely to achieve planning consent if new schemes do not achieve Council objectives on climate change

SP20/21HDC7.6	Deliver Ockford Ridge new build and refurbishment: Site A: due for completion October 2020 Site B: start on site autumn 2020 Site C: Reserved matters planning consent expected spring 2020 Sites E & F: These sites will be bought forward with investigation and concept designs prepared in the next year. (Note: build rates may vary from timetable and annual Service Plan reviews will reflect this) Refurbishment phases 2 & 3: properties will be handed over on a phased basis with all works expected to be completed by March 2020.	Budgets agreed or to be agreed by Executive	01/04/20	31/03/21	Head of Housing Delivery & Communities/Housing Development Manager	As HDC7.3, but also impact on Council's reputation and failure to deliver new build programme
SP20/21HDC7.7	Seek opportunities and actively bid for affordable homes under 106 Agreement with developers: Scheme at Amlets Lane - Cranleigh due for final handover spring 2020 Three further schemes in contract by end of Plan period (31/03/2022)	Budgets to be agreed by Executive	01/04/20	31/03/21	Housing Development Manager	Lower level of affordable homes delivered; failure to gain new homes under 106 pipeline
SP20/21HDC7.8	Expand new build shared ownership, particularly through acquisition under 106 Agreements with developers.	Agree budgets	01/04/19	31/03/21	Housing Development Manager	Failure to broaden Council's affordable housing offer and utilise cross-subsidy for rented units

Service Team: Housing Options and Homelessness Prevention **Team Leader: Mike Rivers**

Business As Usual - Annual

Outcome 8 Prevent homelessness and provide housing advice and assistance for all households in need: Housing Strategy: Objective 2: Optimise Social and Economic Wellbeing						
Corporate Priority: <i>Housing to buy and to rent for those at all income levels; Value and worth of all residents</i>						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
SP20/21HDC8.1	Meet all the Council's obligations under the Homelessness reduction Act 2017 Prevent homelessness and meet target of 5 or under households in temporary accommodation at any point in the year, all but eliminating the need for bed and breakfast Review of the spending on Homelessness and how it is targeted	Excess expenditure met by Flexible Homelessness grant from Central Government	01/04/20	31/03/21	Housing Needs Manager/Housing Options Manager	Increase in homelessness and consequent rise in general fund expenditure. Reputational damage to the Council

SP20/21HDC8.2	A review of the Housing Options and Home choice Team under the Business Transformation Programme delivered £68k savings and streamlined the teams. New structure will become firmly established and be continually reviewed the light of the needs of the service and available funding.	Within existing resources (saving made under Business Transformation)	01/04/20	31/03/21	Housing Needs Manager/Housing Options Manager	Team not resourced appropriately homelessness increases
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Service Team: Private Sector Housing **Team Leader: Simon Brisk**

Business As Usual - Annual

Outcome 9. Regulating private landlords: Housing Strategy Objective: Making best use of existing homes						
Corporate Priority: Housing to buy and to rent for those at all income levels; value and worth of all residents						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
SP20/21HDC9.1	Carry out the Council's statutory duties relating to the regulation of private landlords, Houses in Multiple Occupation, caravan sites, bringing empty homes back into use, Public Health funerals Implement new duties and powers set out in the Housing and Planning Act	Existing resources	01/04/20	31/03/21	Private Sector Housing Manager	Statutory requirement; legal action against WBC or Ombudsman complaint; reputational damage
SP20/21HDC9.2	Implement updated Enforcement Policy and new Charging Schedule relating to duties in HDC9.1	Existing resources	01/04/20	31/03/21	Private Sector Housing Manager	As above
SP20/21HDC9.3	Commission Borough-wide Stock Condition Survey taking in all tenures; including full enhanced energy data and addressing carbon footprint of all homes through construction, energy consumption following the adoption of the Climate Emergency motion. Use report to inform action plan on housing stock overall.	Estimated cost £30-40k	01/04/20	31/03/21	Private Sector Housing Manager	No information about overall housing stock, energy consumption; no data to feed into Climate Change Action Plan to achieve carbon neutral status by 2030

Outcome 10. Providing grants for aids and adaptations to allow residents to remain in their homes: Housing Strategy Objective: Making best use of existing homes						
Corporate Priority: Housing to buy and to rent for those at all income levels; value and worth of all residents						

SP20/21HDC10.1	Monitor effect of Home Improvement Policy ensuring it is fit for purpose and make any necessary amendments. The Policy governs distribution of Disabled Facilities Grants and other related grants (e.g. Safe and Warm); increase number of grants and adaptations through additional grants officer.	New Grants officer to be funded from Better Care Fund	01/04/20	31/03/21	Private Sector Housing Manager	Funding not spent; residents struggling in their homes not provided with adaptations required; Ombudsman complaint; reputational damage.
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Service Team: Service Improvement **Team Leader: Annalisa Howson**

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

Outcome 11. The service meets the needs of all tenants and their families						
<i>Corporate Priority: Housing to buy and to rent for those at all income levels; value and worth of all residents</i>						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
PR20HDC11.1	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	Failure to engage tenants effectively and meet their needs.
PR20HDC11.2	Review Regulatory Consumer Standards with tenants and Members to assess service and areas for improvement to inform the service improvement plan	Existing resources	01/04/20	30/06/20	Service Improvement Manager	Regulatory investigation into failing service
PR20HDC11.3	Review council homes aids and adaptations policy to meet the mobility needs of tenants and applicants	Existing resources	01/04/20	30/09/20	Service Improvement Manager	Failure to meet tenants' needs
PR20HDC11.4	Review the way complaints are managed to ensure that response targets are met, lessons learnt are implemented and to demonstrate openness, honesty and willingness to address difficulties.	Existing resources	01/04/20	31/12/20	Service Improvement Manager	Legal action against WBC or Ombudsman complaint; reputational damage
PR20HDC11.5	Relaunch the Tenant Involvement Strategy to embed a culture of consistent and meaningful tenant involvement in services.	Existing resources	01/04/20	30/09/20	Service Improvement Manager	Failure to engage tenants effectively and meet their meet needs.

Outcome 12. Our people will be skilled and professional to put residents at the heart of everything we do (50% with professional qualification by 2023)	
<i>Corporate Priority: Housing to buy and to rent for those at all income levels; value and worth of all residents</i>	

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
PR20HDC12.1	Actively work 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	Service not delivered to high professional standards; staff not trained; poor recruitment and retention.
PR20HDC12.2	Implement actions from Housing Overview & Scrutiny Reviews (subject to Executive approval) to deliver improved professional services	Existing resources	01/04/19	31/03/23	Service Improvement Manager	Service not delivered to highest standards;
PR20HDC12.3	Roll out equality and diversity training to ensure services delivered without discrimination	Existing resources	01/04/19	31/03/20	Service Improvement Manager	Legal action against WBC; failure to recognise E&D; reputational damage.

Outcome 13.	We will be recognised as an effective partner within the community by attaining nominations, publishing case studies and participating in joint events
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<i>Corporate Priority: Housing to buy and to rent for those at all income levels; value and worth of all residents</i>
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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
PR20HDC13.1	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.	Existing resources	01/04/20	31/03/21	Service Improvement Manager	Service not delivered to highest standards; reputational damage

Outcome 14.	The customer experience will be improved by meeting and exceeding satisfaction targets annually
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PR20HDC14.1	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.	Existing resources	01/04/20	01/04/23	Service Improvement Manager	Risk of legal challenge; reputational damage
PR20HDC14.2	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	Failure to engage tenants effectively and meet their needs.
PR20HDC14.3	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	Failure to engage tenants effectively and meet their needs.
PR20HDC14.4	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	Existing resources	01/04/20	31/03/21	Service Improvement Manager	Failure to engage tenants effectively and meet their needs.
PR20HDC14.5	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.	Existing resources	01/04/20	30/06/20	Service Improvement Manager	Failure to engage tenants effectively and meet their needs.