

Service Plan 2020-2023

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

Service: **Housing Operations**

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.

During 2019 the teams completed a series of projects and procurements to improve efficiencies and customer service that have been incorporated into business as usual. e.g. minimise risks of Universal Credit, development of customer service team's training and operational KPIs.

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

Projects

| Ref. No. | Actions / Outputs | Reference any additional resources needed | Start Date | End Date | Lead Officer | Impact of not completing the action* |
|--|--|---|------------|----------|------------------------------|--|
| 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. | | | | | | |
| PR20HO1.1 | Complete an annual review of Housing Revenue Account (HRA) Business Plan to ensure the service is able to deliver its 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. Failure to reduce carbon emissions. |

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.

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|-----------|---|---|-------------|------------|----------------------------------|--|
| 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 (successfully adhering to all tenancy conditions). | 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 Failure to reduce carbon emissions. |

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.

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| 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. | within resources and subject to apprentice levy | 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. | None | 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, publishing case studies and participating in joint events. | | | | | |
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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 |
| PR20HO4.1 | To maintain effective partnerships to support Community Safety, good neighbourhoods and communities resulting in council housing 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. |

| 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) | Decreased 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) | Decreased tenant satisfaction. |
| PR20HO5.4 | Support the corporate business transformation strategy to develop "One Customer View" feature and comprehensive online services. | tbc | 01/01/20 | 31/03/23 | Service Improvement Manager (AH) | Decreased tenant satisfaction. |
| PR20HO5.5 | Complete contract procurement for asbestos inspection, water hygiene and electrical testing and associated works. | None | 01/04/20 | 31/03/21 | Operations Manager (HR) | Non-compliance with H&S legislation. |
| PR20HO5.6 | Complete contract procurement water system replacement at Blunden Court to ensure health and safety of tenants. | None | 01/12/19 | 31/10/20 | Operations Manager (HR) | Non-compliance with H&S legislation. |
| PR20HO5.7 | 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) | Decreased tenant satisfaction. |
| PR20HO5.8 | 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) | Decreased tenant satisfaction. |
| PR20HO5.9 | 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) | Decreased tenant satisfaction. Failure to reduce carbon emissions. |

Last update: 24/01/20 10:31