

Service Plan 2021-2024		Head of Service:	Andrew Smith
		Strategic Director:	Annie Righton
Service:	Housing Delivery and Communities	Portfolio Holders:	Cllr Anne-Marie Rosoman and Cllr Michaela Martin

This Service Plan is a rolling three year programme of both business as usual and project activity. It is reviewed annually to ensure it is consistent with and reflects the Council's priorities and the Medium Term Financial Plan. It has also been prepared within the context of the Covid pandemic which has had an impact on the timing of some projects due to staffing and resourcing implications. From time to time Service Plans will also be subject to review by councillors and officers as a result of the need to reprioritise resources to react to changing circumstances or opportunities.

Service Profile
Housing Delivery and Communities Service consists of six teams:
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, manages the new-build and stock remodelling programmes. (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 Team: Community Services	Team Leader: Katie Webb
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Business As Usual - Annual

Outcome 1.	The Ageing Well Strategy (2020-2024) and Action Plan is reviewed to reflect current needs and priorities.					
	Corporate Priority: Improving the health and wellbeing of our residents and communities					
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
SP20/21HDC1.1	Work with Community Wellbeing Overview and Scrutiny Committee to review strategy and link to the overall work around <u>Health Wellbeing and inequalities.</u>	Surrey CC, Health associated voluntary and statutory organisations	01/04/2021	30/09/2021	Community Services Manager/ Community Partnerships Officer	Action plan not aligned to corporate priorities, SCC and Health Priorities.
SP20/21HDC1.2	Create an updated Action and Implementation Plan.	Surrey CC, Health associated voluntary and statutory organisations	01/04/2021	30/09/2021	Community Services Manager/ Community Partnerships Officer	Action plan not aligned to corporate priorities, SCC and Health Priorities.

SP20/21HDC1.3	Coordinate the delivery of the Ageing Well Action Plan 2020 - 2024.	Surrey CC, Health associated voluntary and statutory organisations	30/06/2021	31/03/2024	Community Services Manager/ Community Partnerships Officer	Risk of not delivering initiatives and activity that meets the need of the borough's older residents.
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Outcome 2.	Work in partnership with voluntary organisations and Adult Social Care and Clinical Commissioning Groups.					
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Corporate Priority: Improving the health and wellbeing of our residents and communities						
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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
SP20/21HDC2.1	Identify opportunities to develop and deliver activities.	Budget to deliver activities	01/04/2021	30/09/2024	Community Services Manager	Risk of not delivering objectives of Ageing Well Action Plan and residents' health and wellbeing not optimised.
SP20/21HDC2.2	Work to ensure the Council's preventative services for vulnerable and older people are part of the pathway when residents access health and social care services.	Budget to deliver activities	01/04/2021	31/03/2024	Community Services Manager	Risk of not delivering objectives of Ageing Well Action Plan and residents' health and wellbeing not optimised.

Outcome 3.	The organisations funded through Service Level Agreements are delivering the agreed outcomes.					
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Corporate Priority: Improving the health and wellbeing of our residents and communities						
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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
SP20/21HDC3.1	Work with the Community Wellbeing Overview and Scrutiny working group to carry out a review of the current Service Level Agreements (SLAs) in order to inform funding decisions for the new round of SLAs starting 1 April 2022.	None	01/04/2021	30/06/2021	Community Services Manager	Risk that current SLA funded organisations do not reflect or contribute to the changing landscape and do not offer value for money.
SP20/21HDC3.2	Carry out Organisational Health Checks on organisations with whom the Council has current Service Level Agreements in order to understand the strength and weaknesses of the individual organisations and support funding decisions for the new round of SLAs starting 1 April 2022. Any organisations funded must demonstrate a commitment to addressing Climate Change and sign up to any requirements the Council may adopt when commissioning services or entering into new SLAs.	Budget to deliver the Health Checks through Voluntary Action for South West Surrey	01/04/2021	30/11/2021	Community Services Manager / Community Partnerships Officer	Risk of reputational damage through the council funding organisations where there is poor practice in areas of governance, recruitment processes, financial management, communication etc..
SP20/21HDC3.3	Collect, review and present quarterly monitoring data.	None	01/04/2021	31/03/2022	Community Services Manager	Risk of organisations not delivering the outcomes of SLAs.
SP20/21HDC3.4	Hold, minute and follow through actions from 6 monthly and annual SLA meetings.	None	01/04/2021	31/03/2022	Community Services Manager	Risk of organisations not delivering the outcomes of SLAs.
SP20/21HDC3.5	Provide information and support to enable the organisations to maintain and grow high quality services.	None	01/04/2021	31/03/2022	Community Services Manager	Risk of not delivering objectives of Ageing Well Action Plan.

Outcome 4. The Waverley Community Safety Strategy priorities are delivered in partnership.						
Corporate Priority: Improving the health and wellbeing of our residents and communities						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
SP20/21HDC4.1	Coordinate the work of the Safer Waverley Partnership.	CS Budget - SWP Budget	01/04/2021	31/03/2024	Community Safety Officer	Risk of not delivering the SWP Partnership Plan priorities and objectives.
SP20/21HDC4.2	Support the Safer Waverley Partnership and Independent Chair to Carry out Domestic Homicide Review (DHR) 6.	Budget to appoint an Independent Chair - Additional administration support through existing resources	01/04/2021	30/06/2021	Head of Housing Delivery & Communities/ Community Services Manager / Community Safety Officer	Failure to meet the statutory requirements of the Home Office to carry out a DHR within the appropriate timescales as set out in the guidance for relevant organisations.
SP20/21HDC4.3	Coordinate the delivery of Domestic Homicide Review Action Plans 2 / 5 and 6 (when review completed).	Existing Resources	01/04/2021	31/12/2021	Community Services Manager / Community Safety Officer	Failure to deliver a statutory requirement and lessons are not learnt by relevant organisations.
SP20/21HDC4.4	Use targeted engagement opportunities to promote and support local and national awareness campaigns and provide crime prevention and community safety advice to Waverley's community.	CS Budget - SWP Budget	01/04/2021	31/03/2024	Community Safety Officer	Failure to deliver national objectives which aim to reduce crime and disorder.

Outcome 5. Community Safety is integrated throughout the Council.						
Corporate Priority: Improving the health and wellbeing of our residents and communities						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
SP20/21HDC5.1	Train frontline officers and managers on serious and organised crime, including awareness on 'Modern Slavery' and 'Prevent'.	CS Budget for training	01/04/2021	31/03/2022	Head of Housing Delivery & Communities/ Community Services Manager	Risk of crime increase in Waverley, if frontline staff are not trained to identify activity.
SP20/21HDC5.2	Coordinate the internal Community Safety Oversight Group with the relevant Heads of Service to identify where community safety features in the Corporate Plan and the Service Plans. Identify areas of community safety which would benefit from strategic oversight, e.g. Unauthorised Encampments, Joint Enforcement Initiative (JET), Begging and Rough Sleeping, training, ASB Victim Risk Assessments, Partnership Intelligence forms etc..	CS Budget - Safer Waverley Partnership Budget (SWP)	01/04/2021	31/03/2022	Community Services Manager	Outcomes of SWP and JET are not being coordinated and are causing duplication of work.

Outcome 6.	Waverley Borough Council fulfils its safeguarding responsibilities.					
Corporate Priority: Improving the health and wellbeing of our residents and communities						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
SP20/21HDC6.1	Ensure the revised Safeguarding Policy for the Council (including Prevent, Modern Slavery, Hate Crime) is implemented across all service areas.	Existing resources	01/04/2021	31/03/2024	Head of Housing Delivery & Communities/ Community Services Manager	Failure to safeguard children and adults at risk. Criminal prosecution. Serious reputational damage.
SP20/21HDC6.2	Coordinate the regular Internal Board meeting and overseeing the Council's safeguarding responsibilities.	Existing resources	01/04/2021	31/03/2024	Head of Housing Delivery & Communities/ Community Services Manager	Failure to safeguard children and adults at risk. Criminal prosecution. Serious reputational damage.
SP20/21HDC6.3	Ensure all staff and councillors are trained at appropriate level, including reference to the implications for Serious Organised Crime and Exploitation of Children.	Existing resources	01/04/2021	31/03/2024	Head of Housing Delivery & Communities/ Community Services Manager/Head of Policy and Governance	Failure to safeguard children and adults at risk. Criminal prosecution. Serious reputational damage.
SP20/21HDC6.4	Enable Safeguarding Champions to operate effectively by equipping them and training them appropriately.	Existing resources	01/04/2021	31/03/2024	Head of Housing Delivery & Communities/ Community Services Manager	Failure to safeguard children and adults at risk. Criminal prosecution. Serious reputational damage.

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