

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
SP21/24HDC1.1	Work with Community Wellbeing Overview and Scrutiny Committee to review strategy and link to the overall work around Health Wellbeing and inequalities.	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.
SP21/24HDC1.2	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.
SP21/24HDC1.3	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.

Outcome 2. Work in partnership with voluntary organisations and Adult Social Care and Clinical Commissioning Groups.						
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
SP21/24HDC2.1	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.
SP21/24HDC2.2	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.						
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
SP21/24HDC3.1	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.
SP21/24HDC3.2	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..
SP21/24HDC3.3	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.
SP21/24HDC3.4	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.
SP21/24HDC3.5	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
SP21/24HDC4.1	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.
SP21/24HDC4.2	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.

SP21/24HDC4.3	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.
SP21/24HDC4.4	Use targeted engagement opportunities to promote and support local and national awareness campaigns and provide crime prevention and community safety advice to Waverley's	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.					
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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
SP21/24HDC5.1	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	Risk of crime increase in Waverley, if frontline staff are not trained to identify activity.
SP21/24HDC5.2	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	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.					
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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
SP21/24HDC6.1	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	Failure to safeguard children and adults at risk. Criminal prosecution. Serious reputational damage.
SP21/24HDC6.2	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	Failure to safeguard children and adults at risk. Criminal prosecution. Serious reputational damage.
SP21/24HDC6.3	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	Failure to safeguard children and adults at risk. Criminal prosecution. Serious reputational damage.
SP21/24HDC6.4	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	Failure to safeguard children and adults at risk. Criminal prosecution. Serious reputational damage.

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: Good quality housing for all income levels and age groups; 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
SP21/24HDC7.1	Support the delivery of Local Plan Parts 1&2 and Neighbourhood Plans, setting out our expectations regarding the amount, location, mix and tenure of affordable housing.	Existing resources	01/04/2021	31/03/2024	Housing Strategy and Enabling Manager	Low level of affordable housing delivery, increased numbers on Housing Register, increased homelessness.
SP21/24HDC7.2	Implement Affordable Housing Supplementary Planning Document (SPD) for new affordable housing.	Existing resources	01/04/2021	31/03/2024	Housing Strategy and Enabling Manager	Low level of affordable housing delivery, increased numbers on Housing Register, increased homelessness.
SP21/24HDC7.3	Work with the Council's Affordable Housing Provider 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	01/04/2021	31/03/2024	Housing Strategy and Enabling Manager	Low level of affordable housing delivery, increased numbers on Housing Register, increased homelessness.
SP21/24HDC7.4	Support the development of rural affordable homes, in partnership with specialist Affordable Housing Providers, Surrey Rural Housing Enabler, parish councils, landowners and our local communities and through the Community Led Housing Project.	Existing resources	01/04/2021	31/03/2024	Housing Strategy and Enabling Manager	Low level of affordable housing delivery, increased numbers on Housing Register, increased homelessness.
SP21/24HDC7.5	Develop an average of 20 new Council homes per annum. New homes will all meet criteria specified in Waverley New Build Design Standards. Deliver new build schemes at Chiddingfold and Churt and Godalming to start on site Summer 2021 and other sites as agreed.	Budgets to be agreed by Executive	01/04/2021	31/03/2024	Housing Development Manager	Low level of affordable housing delivery, increased numbers on Housing Register, increased homelessness., but also impact on Council's reputation and failure to deliver new build programme.
SP21/24HDC7.6	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.	01/04/2021	31/03/2024	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.
SP21/24HDC7.7	Deliver Ockford Ridge new build and refurbishment: Site B: start on site April 2021 Site C: Reserved matters planning consent expected spring 2021 Sites E & F: These sites will be bought forward with investigation and concept designs prepared during 2021 with the aim to include outputs from the new Housing Design Strategy. (Note: build rates may vary from timetable and annual Service Plan reviews will reflect this)	Budgets agreed or to be agreed by Executive	01/04/2021	31/03/2024	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.

SP21/24HDC7.8	Seek opportunities in targeted locations to address shortages and actively bid for affordable homes under 106 Agreement with developers: Langham Homes scheme in Witley due for final handover spring 2021. Three further schemes in contract by end of Plan period (31/03/2024).	Budgets for new schemes to be agreed by Executive	01/04/2021	31/03/2024	Housing Development Manager	Lower level of affordable homes delivered; failure to gain new homes under 106 pipeline.
SP21/24HDC7.9	Expand new build shared ownership, particularly through acquisition under 106 Agreements with developers.	Agree budgets	01/04/2020	31/03/2024	Housing Development Manager	Failure to broaden Council's affordable housing offer and utilise cross-subsidy for rented units.

Outcome 7a	Produce new Housing Strategy 2021-2026					
	Corporate Priority: Good quality housing for all income levels and age groups; 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
SP21/24HDC7a.1	Draft and adopt new Housing Strategy to sit under new Corporate Strategy and keep pace with national government policy and local housing need.	Existing resources	01/04/2021	30/09/2021	Housing Strategy and Enabling Manager	Failure to set objectives to deliver homes that meet housing need in the Borough

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					
	Corporate Priority: Good quality housing for all income levels and age groups; 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
SP21/24HDC8.1	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	01/04/2021	31/03/2024	Housing Needs Manager/Housing Options Manager	Increase in homelessness and consequent rise in general fund expenditure. Reputational damage to the Council.
SP21/24HDC8.2	Draft and adopt Revised Preventing Homelessness Strategy and Action Plan	Existing resources	01/04/2021	30/09/2021	Housing Needs Manager/Housing Options Manager	Failure to set objectives to prevent homelessness and provide suitable accommodation for households experiencing homelessness

Service Team: Private Sector Housing **Team Leader: Simon Brisk**

Business As Usual - Annual

Outcome 9.	Regulating private landlords					
	Corporate Priority: Good quality housing for all income levels and age groups; 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
SP21/24HDC9.1	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	Existing resources	01/04/2021	31/03/2024	Private Sector Housing Manager	Statutory requirement; legal action against WBC or Ombudsman complaint; reputational damage.

SP21/24HDC9.2	Implement updated Enforcement Policy and new Charging Schedule relating to duties in HDC9.1.	Existing resources	01/04/2021	30/09/2021	Private Sector Housing Manager	Statutory requirement; legal action against WBC or Ombudsman complaint; reputational damage.
SP21/24HDC9.3	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	01/04/2021	31/03/2022	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. Note: currently no budget provision.

Outcome 10. Providing grants for aids and adaptations to allow residents to remain in their homes

Corporate Priority: housing to buy and to rent, for those at all income levels / the value and worth of all residents, with opportunities for all, regardless of race, age, disability, religion, gender or sexual orientation, income or wealth.

Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
SP21/24HDC10.1	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	01/04/2021	31/03/2024	Private Sector Housing Manager	Funding not spent; residents struggling in their homes not provided with adaptations required; Ombudsman complaint; reputational damage.

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.

Corporate Priority: Good quality housing for all income levels and age groups; 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
PR20HDC11.1 (PR20HO2.1)	Procure, design and project manage comprehensive satisfaction survey - STAR (Survey of Tenants and Residents) to inform the service improvement plan.	£8,500	01/04/2021	30/06/2021	Service Improvement Manager	Failure to engage tenants effectively and meet their needs.
PR20HDC11.2 (PR20HO2.2)	Review Regulatory Consumer Standards with tenants and Members to assess service and areas for improvement to inform the service improvement plan.	Existing resources	01/04/2020	31/03/2022	Service Improvement Manager	Regulatory investigation into failing service.
PR20HDC11.3 (PR20HO2.4)	Monitor and report on 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.	Existing resources	01/07/2020	31/12/2022	Service Improvement Manager	Legal action against WBC or Ombudsman complaint; reputational damage.
PR20HDC11.4 (PR20HO2.5)	Implement the "Tenant Involvement Strategy" to embed a culture of consistent and meaningful tenant involvement in services.	None	01/04/2021	31/03/2022	Service Improvement Manager (AH)	Fail to meet tenants needs.
PR20HDC11.5 (PR20HO2.7)	Undertake lessons learnt and outcomes review of HRA Recovery, Change and Transformation Project	none	01/09/2021	31/01/2022	Service Improvement Manager (AH)	poor service delivery

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).						
Corporate Priority: housing to buy and to rent, for those at all income levels / the value and worth of all residents, with opportunities for all, regardless of race, age, disability, religion, gender or sexual orientation, income or wealth.						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
PR20HDC12.1 (PR20HO3.1)	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	01/04/2021	31/03/2024	Service Improvement Manager	Service not delivered to high professional standards; staff not trained; poor recruitment and retention.
PR20HDC12.2 (PR20HO3.2)	Implement actions from Housing Overview & Scrutiny Reviews (subject to Executive approval) to deliver improved professional services.	Existing resources	01/04/2021	31/03/2024	Service Improvement Manager	Service not delivered to highest standards.

Outcome 13. We will be recognised as an effective partner within the community by attaining nominations, publishing case studies and participating in joint events.						
Corporate Priority: housing to buy and to rent, for those at all income levels / the value and worth of all residents, with opportunities for all, regardless of race, age, disability, religion, gender or sexual orientation, income or wealth.						
Ref. No.	Actions / Outputs	Reference any additional resources needed	Start Date	End Date	Lead Officer	Impact of not completing the action
PR20HDC13.1 (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.	Existing resources	01/04/2021	31/03/2024	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.						
Corporate Priority: housing to buy and to rent, for those at all income levels / the value and worth of all residents, with opportunities for all, regardless of race, age, disability, religion, gender or sexual orientation, income or wealth / a sense of responsibility by all for our environment, promoting biodiversity, championing the green economy 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
PR20HDC14.1 (PR20HO5.2)	Progress review programme for policies, priority project Tenancy Policy review, to reflect good practice and legislative changes and to support the Council's target to be carbon neutral by 2030.	Existing resources	01/04/2021	01/04/2024	Service Improvement Manager	Risk of legal challenge; reputational damage
PR20HDC14.2 (PR20HO5.3)	Ongoing development of corporate website and digital services to increase range of means to access services.	£50k	01/01/2021	31/03/2022	Service Improvement Manager	Failure to engage tenants effectively and meet their needs.
PR20HDC14.3 (PR20HO5.5)	Review and refine 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	01/04/2021	31/03/2024	Service Improvement Manager	Failure to engage tenants effectively and meet their needs.

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