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| Service Plan 2022-2025 (rolling 3 years) | Head of Service: | Andrew Smith |
| | Strategic Director: | Annie Righton |
| Service: | Housing Delivery and Communities | Portfolio Holders: |

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. Their progress is monitored on quarterly basis as part of the Corporate Performance Report reviewed by Senior Management Team, O&S Committees and Executive. The delivery progress is monitored on quarterly basis as part of the Corporate Performance Report reviewed by Senior Management Team, O&S Committees and Executive.

Service Profile

Housing Delivery and Communities Service consists of six teams:

- **Communities Team** - Works closely with the statutory and voluntary sectors 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 writing and implementing the Housing Strategy, working with Affordable Housing Providers to deliver affordable homes throughout the Borough and provides affordable housing input into planning applications to ensure appropriate and affordable housing delivery is maximised (Monitored through the Corporate performance indicators: HD2, HD3, HD4).
- **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. **Note:** actions and outputs for this team are set out in the Housing Operations Service Plan, as they relate to landlord services.

Service Team: Community Services | **Team Leader: Katie Webb** | **Executive Portfolio Holder: Kika Mirylees, Penny Marriott**

Ongoing Service Delivery - reviewed annually

| Outcome 1 | The Ageing Well Strategy (2020-2024) and Action Plan is reviewed to reflect current needs and priorities. | | | | | | | |
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| 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 | D/S* | Success is measured / demonstrated by |
| SP22/25 HDC1.1 | Review Ageing Well Action Plan 2020 - 2024; co-ordinate the delivery of the Ageing Well Action Plan in any new Waverley Safe and Healthy Communities Strategy and Action plan ensuring current and future services and activities reflect and meet the need of the borough's older residents in the light of the pandemic. Focus on addressing loneliness and social isolation | Surrey CC, Health associated voluntary and statutory organisations | 01/04/2022 | 01/11/2022 | Community Services Manager/Community Partnerships Officer | Action plan not aligned to corporate priorities, SCC and Health Priorities. | D | Ageing Well Action Plan reviewed and delivering services and activities that meet objectives: scrutinised by Services O&S |
| SP22/25 HDC1.2 | Deliver initiatives that support wider health and wellbeing of vulnerable residents, tackling loneliness and social isolation and health inequalities. | Surrey County Council, Health associated voluntary and statutory organisations. | 01/04/2022 | 31/03/2025 | Community Services Manager/Community Partnerships Officer | Risk of not delivering health and community safety initiatives and activities that meet the need of the borough's older residents. | D | As above |

| Outcome 2 | Deliver the statutory responsibilities of the Community Safety Partnership | | | | | | | |
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| 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 | D/S* | Success is measured / demonstrated by |
| SP22/25 HDC2.1 | Co-ordinate the work of the Safer Waverley Partnership, including delivering a Partnership Strategy and action plan and by ensuring partnership groups (Joint Action Group (JAG), Community Harm and Risk Management Meeting (CHaRMM), Serious Organised Crime Joint Action Group (SOC JAG) function effectively to deliver the Partnership's priorities. | Funded from Community Safety/Safer Waverley Partnership budget | 01/04/2022 | 31/03/2025 | Safer Communities Officer | Risk of not delivering the SWP Partnership Plan priorities and objectives. | S | Anti-social behaviour, serious neighbourhood disputes are effectively managed in partnership; strong working relationship with partners, especially Surrey Police. |

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| SP22/25 HDC2.2 | Support the Safer Waverley Partnership and Independent Chair to Carry out Domestic Homicide Reviews (DHR) - Note: Active DHRs in progress 6, 7 & 8 | Budget to appoint an Independent Chair - Additional administration support through existing resources | 01/04/2022 | 31/03/2025 | Community Services Manager / Safer Communities 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. | S | DHRs executed in a timely way; Home Office sign-off. |
| SP22/25 HDC2.3 | Coordinate the delivery of Domestic Homicide Review Action Plans 5 and 6. | Existing Resources | 01/04/2022 | 31/03/2023 | Community Services Manager/Safer Communities Officer | Failure to deliver a statutory requirement under the Anti-Social Behaviour, Crime and Policing Act 2014 and lessons are not learnt by relevant organisations. | S | DHRs executed in a timely way; Home Office sign-off. |
| SP22/25 HDC2.4 | Co-ordinate and respond to Community Trigger Applications on behalf of the Safer Waverley Partnership. | Recruitment of and Anti-Social Behaviour Lead Officer | 01/04/2022 | 01/04/2025 | Community Services Manager/Safer Communities Officer | Failure to deliver a statutory requirement and review cases of anti-social behaviour; escalation of issues and resulting intransigence of parties involved, making anti-social behaviour practically impossible to resolve. | S | Community Triggers executed effectively and all agencies acting appropriately to resolve issues. |
| SP22/25 HDC2.5 | Use targeted engagement opportunities to promote and support local and national awareness campaigns and provide crime prevention and community safety advice to the local community. | Funded from Community Safety/Safer Waverley Partnership budget | 01/04/2022 | 31/03/2025 | Safer Communities Officer | Failure to deliver national objectives which aim to reduce crime and disorder. | S | Awareness raised with public and appropriate engagement by local communities. |

| Outcome 3 | | | | | | | | |
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| 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 | D/S* | Success is measured / demonstrated by |
| SP22/25 HDC3.1 | To work with services across the Council to ensure obligations under Section 17 of the Crime and Disorder Act 1998 are fulfilled; to do all that can reasonably be done to prevent crime and disorder (including anti-social behaviour). | Existing Resources through Safer Communities Officer Proposed recruitment of an Anti-Social Behaviour Lead Officer | 01/04/2022 | 31/03/2025 | Head of Housing Delivery & Communities/ Community Services Manager | Failure to deliver national objectives which aim to reduce crime and disorder. | S | Anti-social behaviour, crime and disorders are effectively managed by teams across the Council and with external partners. |
| SP22/25 HDC3.2 | Develop and implement a corporate Anti-Social Behaviour Policy with processes and procedures to provide officers across the Council with the tools to effectively manage anti-social behaviour internally and with partners. | Recruitment of an Anti-Social Behaviour Lead Officer | 01/04/2022 | 31/03/2023 | Head of Housing Delivery & Communities/ Community Services Manager | Failure to deliver a statutory requirement to manage anti-social behaviour across the council and failure to focus on the victim first and not be victim focussed; failure to utilise powers available under the Anti-Social Behaviour, Crime and Policing Act 2014. | S | Effective management of anti-social behaviour across the Council; officers equipped to intervene and escalate where appropriate; reduction in ASB, fewer Community Triggers and long term neighbour disputes should be the result. |
| SP22/25 HDC3.3 | To act as the single point of contact for the Council for residents, council staff, elected members, key partners, stakeholders on significant community issues that impact on residents' ability to feel safe within their community | Existing Resources through Safer Communities Officer Recruitment of an Anti-Social Behaviour Lead Officer | 01/04/2022 | 31/03/2025 | Community Services Manager/Safer Communities Officer/Anti-Social Behaviour Officer | Failure to meet the Council's obligations under Section 17 of the Crime and Disorder Act 1998 and the Anti-Social Behaviour, Crime and Policing Act 2014 | S | Effective management of anti-social behaviour across the Council; officers equipped to intervene and escalate where appropriate; reduction in ASB, fewer Community Triggers and long term neighbour disputes should be the result. |
| SP22/25 HDC3.5 | Coordinate the internal Community Safety Oversight Group with the relevant Heads of Service to identify where community safety features in the Corporate Strategy and the Service Plans. Identify areas of community safety which would benefit from strategic oversight. | Community Safety budget; Safer Waverley Partnership Budget (SWP) | 01/04/2022 | 31/03/2025 | Head of Housing Delivery and Community Services Manager | Community safety not being coordinated across teams causing duplication of work, preventing appropriate escalation and failure to meet statutory obligations. | S | Anti-social behaviour, crime and disorders are effectively managed by teams across the Council and with external partners. |

| Outcome 4 | | | | | | | | |
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| 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 | D/S* | Success is measured / demonstrated by |

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| SP22/25 HDC4.1 | Identify opportunities to develop and deliver activities to support the health and wellbeing of residents; this to be achieved through partnership and 'at place'. | Budget to deliver activities | 01/04/2022 | 31/03/2025 | Community Partnerships Officer | Risk of not delivering health and wellbeing initiatives and activities that meet the need of the borough's residents; lack of use of available Council resources: e.g. Careline, Disabled facilities Grants | D | Effective health and wellbeing initiatives delivered; joined up working with other Council services and funding streams. |
| SP22/25 HDC4.2 | 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 | 01/04/2022 | 31/03/2025 | Community Services Manager | Risk of not delivering health and wellbeing initiatives and activities that meet the need of the borough's older residents. | D | Effective health and wellbeing initiatives delivered for the benefit of older residents; joined up working with other Council services and funding streams. |

Outcome 5 The organisations funded through the Council's Thriving Communities Commissioning Scheme 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 | D/S* | Success is measured / demonstrated by |
|----------------|---|---|------------|------------|---|--|------|---|
| SP22/25 HDC5.1 | Implement the Council's Thriving Communities Commissioning Fund with effect from 1 April 2022. Note: this replaces Service Level Agreements that expire on 31 March 2022. | Existing Resources | 01/04/2022 | 31/03/2025 | Community Services Manager/Community Partnerships Officer | Risk that the Council does not fund organisations that deliver effective services to residents, and that those organisations do not reflect or contribute to the changing landscape and offer value for money. | D | Funding targeted to organisations that are delivering identified commissioned services; reviewed by Services O&S. |
| SP22/25 HDC5.2 | Collect, review and present quarterly monitoring data. | Existing Resources | 01/04/2022 | 01/04/2025 | Community Services Manager/Community Partnerships Officer | Risk of organisations not delivering the outcomes of the commissioning fund. | D | As above |
| SP22/25 HDC5.3 | Hold, minute and follow through actions from annual end of meetings with all commissioned organisations | Existing Resources | 01/04/2022 | 02/04/2025 | Community Services Manager/Community Partnerships Officer | Risk of organisations not delivering the outcomes of the commissioning fund. | D | As above |

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 | D/S* | Success is measured / demonstrated by |
|----------------|--|---|------------|------------|--|--|------|--|
| SP22/25 HDC6.1 | Ensure the revised Safeguarding Policy for the Council (including Prevent, Modern Slavery, Hate Crime) is implemented across all service areas. | Existing resources | 01/04/2022 | 31/03/2025 | Head of Housing Delivery & Communities/Community Services Manager | Failure to safeguard children and adults at risk. Criminal prosecution. Serious reputational damage. | S | Safeguarding Policy regularly refreshed and updated; staff and members know how to make a safeguarding referral to Surrey County Council's Children and Adult Services |
| SP22/25 HDC6.2 | Coordinate the regular Internal Safeguarding Board that oversees the Council's safeguarding responsibilities. | Existing resources | 01/04/2022 | 31/03/2025 | Head of Housing Delivery & Communities/Community Services Manager | Failure to safeguard children and adults at risk. Criminal prosecution. Serious reputational damage. | S | As above; Council's overall safeguarding responsibilities and functions regular monitored and reviewed, and improved when necessary. |
| SP22/24 HDC6.3 | 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 | 01/04/2022 | 31/03/2025 | Head of Housing Delivery & Communities/Community Services Manager/Head of Policy | Failure to safeguard children and adults at risk. Criminal prosecution. Serious reputational damage. | S | Training programme implemented and rolled out to all staff and members. |
| SP22/25 HDC6.4 | Enable Safeguarding Champions to operate effectively by equipping them and training them appropriately. | Existing resources | 01/04/2022 | 31/03/2025 | Head of Housing Delivery & Communities/Community Services Manager | Failure to safeguard children and adults at risk. Criminal prosecution. Serious reputational damage. | S | Appropriate training provided for Champions; regular meetings to discuss changes in policy and specific cases. |

Service Teams: Housing Strategy and Enabling; Housing Development **Team Leaders: Alice Lean, Esther Lyons, Louisa Blundell** **Executive Portfolio Holder: Anne-Marie Rosoman**

Ongoing Service Delivery - reviewed annually

| Outcome 7 Deliver new affordable homes: increase delivery of well designed, well-built affordable housing. | | | | | | | | |
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| 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 | D/S* | Success is measured / demonstrated by |
| SP22/25 HDC7.1 | Support the delivery of Local Plan Parts 1&2 and Neighbourhood Plans, setting out expectations regarding the amount, location, mix and tenure of affordable housing. | Existing resources | 01/04/2022 | 31/03/2025 | Housing Strategy and Enabling Manager | Low level of affordable housing delivery, increased numbers on Housing Register, increased homelessness. | S | Policy compliant affordable homes (number and tenure split) delivered throughout the borough; monitored through Annual Affordable Homes Delivery Strategy Review and Quarterly Performance Monitoring Reports. |
| SP22/25 HDC7.2 | Update Affordable Housing Supplementary Planning Document (SPD) for new affordable housing. | Existing resources | 01/01/2022 | 31/06/2022 | Housing Strategy and Enabling Manager | Low level of affordable housing delivery, increased numbers on Housing Register, increased homelessness; tenure balance does not relet local need | S | As above, but also ensuring homes are affordable to those on low to middle incomes, and rents set accordingly. |
| SP22/25 HDC7.3 | 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 affordable homes in the borough. | Existing resources | 01/04/2022 | 31/03/2024 | Housing Strategy and Enabling Manager | Low level of affordable housing delivery, increased numbers on Housing Register, increased homelessness. | S | As 7.1 and 7.2 |
| SP22/25 HDC7.4 | 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 Surrey Community Led Housing | Existing resources | 01/04/2022 | 31/03/2025 | Housing Strategy and Enabling Manager | Low level of affordable housing delivery, increased numbers on Housing Register, increased homelessness; rural communities becoming dormitories and lack of homes that | D | Villages in the borough provided with affordable homes that meet local need. |
| SP22/25 HDC7.5 | Develop 60 new Council homes over the Service Plan period. New homes will all meet criteria specified in Waverley New Build Design Standards (adopted September 2021). Deliver four new build schemes in Chiddingfold, two schemes in Churt and one in Godalming to start on site Summer 2021 and other sites as agreed, including proposals for Elstead, Farnham (Joseph Ewart Trust) and Ewhurst. | Budgets to be agreed by Executive | 01/04/2022 | 31/03/2025 | 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. | D | Homes described in the actions/outputs column are delivered. |
| SP22/25 HDC7.6 | 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. Homes will be net zero in operation. | Increased construction costs: currently estimated at between 9-15% per unit. | 01/04/2022 | 31/03/2025 | 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. | D | Homes are delivered that meet Design Standards adopted by the Council in July 2021. |
| SP22/25 HDC7.7 | Deliver Ockford Ridge new build and refurbishment: Site B: handover Spring 2022 Site C: Demolition completed; start on site Spring 2022 Sites E & F: These sites are progressing with investigation and concept designs prepared. Applications to be submitted Summer 2022 (Note: build rates may vary from timetable and annual Service Plan reviews will reflect this) Next phase of refurbishments: out to tender for 7 homes Spring 2022. | Budgets agreed or to be agreed by Executive | 01/04/2022 | 31/03/2025 | 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. | D | Homes described in the actions/outputs column are delivered. |
| SP22/25 HDC7.8 | Seek opportunities in targeted locations to address shortages and actively bid for affordable homes under 106 Agreement with developers: In contract with Brookworth Homes for homes in Ewhurst Several further schemes (around 50 units) in contract by end of Plan period (31/03/2025). | Budgets for new schemes to be agreed by Executive | 01/04/2022 | 31/03/2025 | Housing Development Manager | Lower level of affordable homes delivered; failure to gain new homes through 106 pipeline. | D | Homes delivered under S106 as described in actions/outputs column; schemes referred to completed during Service Plan period. |

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| SP22/25 HDC7.9 | 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. | D | Shared Ownership homes delivered, marketed and sold; correct mix established on each scheme to ensure wider offer and sufficient cross-subsidy for rented homes. |
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Outcome 8 Produce new Affordable Housing Delivery Strategy 2022-2025

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 | D/S* | Success is measured / demonstrated by |
|----------------|--|---|------------|------------|---------------------------------------|--|------|---------------------------------------|
| SP22/25 HDC8.1 | Draft, consult, adopt and deliver Affordable Housing Delivery Strategy and Action Plan 2022-2025 to sit under Corporate Strategy and keep pace with national government policy and local housing need. | Existing resources | 01/04/2022 | 31/03/2025 | Housing Strategy and Enabling Manager | Failure to set objectives to deliver homes that meet housing need in the Borough | D | |

Service Team: Housing Options and Homelessness Prevention **Team Leader: Mike Rivers** **Executive Portfolio Holder: Anne-Marie Rosoman**

Ongoing Service Delivery - reviewed annually

Outcome 9 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 | D/S* | Success is measured / demonstrated by |
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| SP22/25 HDC9.1 | 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. | Excess expenditure met by Flexible Homelessness Grant from Central Government | 01/04/2022 | 31/03/2025 | Housing Needs Manager/Housing Options Manager | Increase in homelessness and consequent rise in general fund expenditure. Reputational damage to the Council. | S | Low to zero numbers of households in temporary accommodation; monitored through Annual Homelessness Strategy Review and Quarterly Performance Monitoring Reports. |
| SP22/25 HDC9.2 | Develop outreach to rough sleepers through the Rough Sleeper Initiative (RSI) (successful bid to MHCLG) and the provision of temporary accommodation with targeted support. Maintain partnership working with specialist providers to access supported bed spaces for clients with complex needs | Funded from Central Government (RSI or Flexible Homelessness Grant) | 01/04/2022 | 31/03/2023 | Housing Needs Manager/Housing Options Manager | Increase in rough sleeping; lack of support when accommodated temporarily and risk of return to street homelessness. | S | Rough sleeping minimised or eradicated in the borough. |
| SP22/25 HDC9.3 | Review spending on homelessness and how it is targeted. Includes submitting bids for continuation of RSI funding, bidding for new capital or revenue schemes that are announced by the Government and adjusting how existing grants and funding is used to maximise effectiveness | Funded from Central Government (RSI or Flexible Homelessness Grant) | 01/04/2022 | 31/03/2025 | Housing Needs Manager/Housing Options Manager | Heavy pull on the General Fund; and targeted support for homeless applicants is not delivered, resulting in repeat homelessness... | S | Rough sleeping minimised or eradicated in the borough. |
| SP22/25 HDC9.4 | Draft and consult on revised Preventing Homelessness Strategy and Action Plan ahead of 5 year deadline in June 2023 | Existing resources | 01/06/2022 | 31/03/2023 | Housing Needs Manager/Housing Options Manager | Failure to set objectives to prevent homelessness and provide suitable accommodation for households experiencing homelessness | S | Homelessness Strategy adopted by Council and implemented. |

Service Team: Private Sector Housing **Team Leader: Simon Brisk** **Executive Portfolio Holder: Anne-Marie Rosoman**

Ongoing Service Delivery - reviewed annually

Outcome 10. 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 | D/S* | Success is measured / demonstrated by |
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| SP22/25 HDC10.1 | 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 | 01/04/2022 | 31/03/2025 | Private Sector Housing Manager | Statutory requirement; legal action against WBC or Ombudsman complaint; reputational damage. | S | Duties executed effectively; licenses issued promptly and complaints low or non-existent. |

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| SP22/25 HDC10.2 | Implement updated Enforcement Policy and new Charging Schedule relating to duties in HDC9.1. | Existing resources | 01/04/2022 | 30/09/2025 | Private Sector Housing Manager | Statutory requirement; legal action against WBC or Ombudsman complaint; reputational damage. | S | New Enforcement Policy and Charging Schedule has been approved and implemented. |
| SP22/25 HDC10.3 | Consider commissioning 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 | 01/04/2022 | 31/03/2025 | 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. | D | Stock condition survey has been carried out. |

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| Outcome 11. | 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 | D/S* | Success is measured / demonstrated by |
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| SP22/25 HDC11.1 | Monitor effect of the 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). | Grants officer successfully embedded in team. | 01/04/2022 | 31/03/2025 | Private Sector Housing Manager | Funding not spent; residents struggling in their homes not provided with adaptations required; Ombudsman complaint; reputational damage. | S | Council responds effectively to requests for adaptations and funding for home improvements. |
| SP22/25 HDC11.2 | Expand use of Better Care Fund to provide resources for other teams enabling residents to stay safe and well at home (e.g. Careline); work collaboratively with Guildford Borough Council on exploring the opportunity to appoint a Homecheck officer to facilitate hospital to home adaptations. | Extend use of Better Care Fund | 01/04/2022 | 31/03/2025 | Head of Housing delivery and Communities; Private Sector Housing Manager | Funding not spent; opportunities to expand use of Better Care Fund not taken up. | S | Increased spend from Better Care Fund to deliver a wider range of aids and adaptations to facilitate residents being safe at home and able to return home from hospital, thereby freeing up beds. |

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| Service Team: Service Improvement | Team Leader: Annalisa Howson | Executive Portfolio Holder: Anne-Marie Rosoman |
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| Corporate & Service Level Projects (Service wide or cross cutting projects with Housing Operations) - Multi-year |
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| Outcome 12. | The service meets the needs of all tenants and their families. | | | | | | | |
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| | 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 | D/S* | Success is measured / demonstrated by |
| Objectives for the Service Improvement Team are included in the Housing Operations Service Plan, as they relate to Landlord Services. | | | | | | | N/A | N/A |

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| Corporate compliance |
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| Outcome 13. | Standing Corporate Compliance Actions are achieved | | | | | | | |
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| | Corporate Priority: ALL | | | | | | | |
| Ref. No. | Actions / Outputs | Reference any additional resources needed | Start Date | End Date | Lead Officer | Impact of not completing the action | D/S* | Success is measured / demonstrated by |
| SP22/25 HDC13.1 | All Performance Agreement Meetings are completed by the target date, staff targets are set and L&D identified. | Within existing budgets, support of HR Team needed | March | May | Head of Service | Staff performance and personal development is compromised and morale affected. | D | Objective achieved |
| SP22/25 HDC13.2 | Service Plans are reviewed and budget implications fed into budget process. | Dependent on outcome of review, support of the Policy | August | January | Head of Service | Corporate Strategy objectives will not be achieved. | D | The Service Plans proposals are prepared and presented |
| SP22/25 HDC13.3 | Complete budget preparation in line with agreed timetable. | Within existing budgets, support of Finance Team needed | August | January | Head of Service | Legal obligations are jeopardised. | D | Budget adopted by Full Council. |
| SP22/25 HDC13.4 | The Corporate Risk Register is reviewed and updated quarterly in accordance with the agreed timetable. | Dependent on outcome of review, support from the | Quarterly | | Head of Service | Risk Register is not kept up to date and risks are not identified sufficiently to protect the | S | HoS has updated the register |
| SP22/25 HDC13.5 | Internal Audit Recommendations are actioned in line with agreed timescales. | Within existing budgets, support from the Internal | Ongoing | | Head of Service | Organisation is put at risk. | D | No outstanding recommendations |

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| SP22/25 HDC13.6 | Annual Review of Employee Risk Assessments. | Within existing budgets, support from Emergency Planning Officer | April | July | Head of Service | Employees' health is potentially put at risk and the organisation fails to comply with the H&S regulations. | S | All employees to have completed their relevant risk assessments. Measured by annual audit via H&S team. |
| SP22/25 HDC13.7 | Annual Business Continuity Plans Review. | Within existing budgets, support from Emergency Planning Officer | January | February | Head of Service | Unable to provide vital services in an emergency situation. | S | Each Service to review their business continuity plan annually. Measured by annual test of plans against most likely business continuity events |
| SP22/25 HDC13.8 | Make sure that Accessibility regulations are adhered to – ensure all documents that appear on the Waverley website (owned by the service) are created in an accessible format and make available accessibility training to staff where appropriate. Make sure that Equality Impact Assessments are carried out by teams as appropriate. | Within existing budgets, support from Corporate Equality Group | Ongoing | | Head of Service | Visually impaired website readers will be excluded from accessing documents. Failure to comply with the legislation puts the organisation at risk of being fined. | S | All documents published on our website to be accessible - checked quarterly by Website Team |
| SP22/25 HDC13.9 | HoS to ensure that all staff within the service are aware of the current Safeguarding Policy for Children and Adults- updated2020.docx process and procedures including the Safeguarding referral process and that any issues are dealt with in a prompt manner. Where required make sure that key members of staff complete appropriate training recommended by Waverley's Safeguarding Board. | Within existing budgets, support from Safeguarding Board | Ongoing | | Head of Service | Failure to discharge our responsibility under the Care Act 2014 and Children Act 2004, and potentially putting lives and wellbeing of our residents and staff at risk. | S | Safeguarding Policy regularly refreshed and updated; staff and members know how to make a safeguarding referral to Surrey County Council's Children and Adult Services Training programme implemented and rolled out to all staff and members. |
| SP22/25 HDC13.10 | Information management - data is deleted in accordance with the data retention schedule. | Within existing budgets, support from Data Protection Officer and Information Governance representatives | Ongoing | | Head of Service | Failure to comply with the legislation puts the organisation at risk of being fined. Over retention of information is costly in terms of storage and access. | S | The teams can demonstrate that data outside of the retention period gets logged and safely disposed off |

Last update: 07/01/2022 11:35

*D/S - Discretionary / Statutory