

Service Plan 2022-2025 (rolling 3 years)		Head of Service:	Hugh Wagstaff
		Strategic Director:	Annie Righton
Service:	Housing Operations	Portfolio Holders:	Cllr Paul Rivers and Cllr Nick Palmer

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. 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 description

Housing Operations is made up of five teams who manage and maintain Council homes 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. (Monitored through the Corporate Performance indicators: HO2, HO3, HO4 and HO5)

- **Housing Management Team** - ensure tenancy conditions are met, supporting tenants and delivering community development opportunities (Monitored through the Corporate Performance Indicator HO6).

The management and maintenance teams work closely with the Corporate Customer Service team who provide the first line of contact for tenant enquiries.

- **Rent Accounts Team** - responsible for charging and collecting rent and service charges. (Monitored through the Corporate Performance Indicator H01). The team also manage leasehold enquiries, recharges and Right to Buy applications.

- **Asset Management Team** - responsible for long term management of homes and maintain assets PD sent info

- **Senior Living Team** - support older and/or vulnerable tenants to live independently at designated schemes.

The Housing Operations Service are also supported by the Service Improvement Team to deliver overarching actions and initiatives to support good practice and adherence to regulatory standards.

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

Outcome 1. The service is financially robust with at least £2m reserve.								
Corporate Priority: A financially sound Waverley, with infrastructure and resilient services fit for the future / effective strategic planning and development management which supports the planning and infrastructure needs of local 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
SP22/25HO1.1	Lead 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.	Within the existing budgets and resources	01/09/2020 01/09/2022	01/11/2022 01/11/2022	Head of Housing Operations (HW)	Reduction in service and investment.	S	Balanced HRA funding services to meet tenants needs
SP22/25HO1.2	Publish and implement a "New Asset Management Strategy" to ensure a prudent, energy efficient, planned approach to repair, maintain and improve homes and communal areas. The strategy will help deliver the Council's target to be carbon neutral by 2030.	Within the existing budgets and resources	01/01/19	01/06/22	Strategic Asset Manager (PD)	Poorly maintained homes. Breaching home safety legislation, failing Regulator of Social Housing standards, risk to health of residents and reputation, failure to contribute to carbon neutrality	S	Published AMS and works meeting target
SP22/25HO1.3	Annual review of Value for Money to ensure optimal benefit is derived from resources and assets.	Within the existing budgets and resources	01/04/20	31/10/2022	All Managers	Reduction in service delivery, new and current home investment. Failure to reduce carbon emissions.	S	upper quartile performance in Housemark benchmarking report

Outcome 2. The service meets the needs of all tenants and their families. (including Communications)								
Corporate Priority: Open, democratic and participative governance / effective strategic planning and development management which supports the planning and infrastructure needs of local communities / 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	D/S*	Success is measured / demonstrated by
SP22/25HO2.1	Review and embed "Regulatory Consumer Standards" with tenants and Members to assess service and areas for improvement to inform the service improvement plan.	Within the existing budgets and resources	01/10/20	31/03/2023	Service Improvement Manager (AH)	Regulatory investigation into failing service.	S	self assessment against regulator standards with evidence and action plan
SP22/25HO2.2	Work with tenants and tenant representatives to manage the current financial position (with increasing fuel costs, removal of UC uplift, end of furlough, inflation)and the 2022 rent increase in a sensitive and proactive way, to maintain rent collection rate.	Within the existing budgets and resources	01/04/2022	31/12/2022	Rent Accounts Manager (DH)	Reduced income collection, financial hardship inc fuel poverty.	S	maintain rent collection at 99%
SP22/25HO2.3	Implement the "Tenant Involvement Strategy" to embed a culture of consistent and meaningful tenant involvement in services. To ensure residents voices are heard and responded to. (STAR 2023)	Within the existing budgets and resources	01/04/21	31/03/22	Service Improvement Manager (AH)	Fail to meet tenants needs.	S	increased number of tenant volunteers and increase in satisfaction at STAR 2023
SP22/25HO2.4	All teams to review communications with residents to build trusted relationship between tenants and landlord, share good practice and increase satisfaction (STAR	Within the existing budgets and resources	01/04/22	30/03/25	Service Improvement Manager (AH)	fail to meet tenants needs, poor service delivery	S	increase in satisfaction at STAR 2023
SP22/25HO2.5	Reintroduce and embed transactional Responsive Repairs survey to gain live data and resolve issues promptly to improve service delivery.	Within the existing budgets and resources	01/04/22	30/06/22	Housing Operations Manager (HR)	fail to meet tenants needs, poor service delivery	S	monthly responsive repair feedback reports and increase in satisfaction
SP22/25HO2.6	Review and implement governance arrangements to demonstrate compliance to Regulatory Standards and Charter for Social Housing Residents	Within the existing budgets and resources	01/04/22	31/03/23	Service Improvement Manager (AH)	fail to meet tenants needs, poor service delivery, Regulatory investigation into failing service	S	successful implementation of Landlord Service Advisory Board
SP22/25HO2.7	To lead annual senior living tenants consultation to assess service delivery, residents needs and improvements.	Within the existing budgets and resources	01/04/22	30/03/23	Senior Living and Careline Manager (DB)	Fail to meet tenants needs.	S	increase in satisfaction at STAR 2023
SP22/25HO2.8	Work with tenants and tenant representatives to ensure safety of homes and improve tenants satisfaction (STAR 2023)	Within the existing budgets and resources	01/04/22	30/03/23	Housing Operations Manager (HR)	fail to meet tenants needs, poor service delivery, Regulatory investigation into failing service	S	increase in satisfaction at STAR 2023
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: Open, democratic and participative governance / high quality public services accessible for 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
SP22/25HO3.1	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	01/04/19	31/03/24	Service Improvement Manager (AH)	Poor service delivery.	D	increase in satisfaction at STAR 2023 and staff engagement survey
SP22/25HO3.2	Develop and retain qualified staff to deliver the service objectives and professional standards.	£20k training	01/04/19	31/03/24	Head of Housing Operations (HW)	Poor service delivery.	D	increase in satisfaction at STAR 2023 and staff engagement survey
SP22/25HO3.3	Regular review of staffing resources to add capacity and resilience to ensure professional service delivery, succession planning and health and wellbeing of team	Within the existing budgets and resources	01/04/22	30/10/23	Head of Housing Operations (HW)	Poor service delivery.	D	increase in satisfaction at STAR 2023 and staff engagement survey
SP22/25HO3.4	Appraise Hybrid working arrangements against performance targets	Within the existing budgets and resources	01/05/22	30/09/22	Service Improvement Manager (AH)	Poor service delivery.	D	increase in satisfaction at STAR 2023 and staff engagement survey
SP22/25HO3.5	Assess internal communications between teams and services to ensure staff connected in hybrid environment and positive in staff survey (2022/23)	Within the existing budgets and resources	01/04/22	30/03/23	Service Improvement Manager (AH)	Poor service delivery.	D	increase in satisfaction at STAR 2023 and staff engagement survey

SP22/25HO3.6	Develop template person specification to reflect the expected attributes of a housing professional across the service	Within the existing budgets and resources	01/04/22	30/03/23	Service Improvement Manager (AH)	Poor service delivery.	D	new template for jobs advertised 2023
SP22/25HO3.7	To review and embed accurate record keeping to improve service delivery and satisfaction with service (STAR 2023)	Within the existing budgets and resources	01/04/22	30/03/23	Head of Housing Operations (HW)	Poor service delivery.	D	increase in satisfaction at STAR 2023

Outcome 4. Delivering high quality public service with partners and be recognised as an effective partner within the community by attaining nominations, publishing case studies and participating in joint

Corporate Priority: Open, democratic and participative governance / high quality public services accessible for all / effective strategic planning and development management which supports the planning and infrastructure needs of local 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
SP22/25HO4.1	To maintain effective partnerships to support Community Safety, good neighbourhoods and communities resulting in council housing tenants feeling safe in their neighbourhood (STAR 2023 question).	Within the existing budgets and resources	01/04/20	30/09/2023	Housing Manager (LD) and Senior Living and Careline Manager (DB)	Poor service delivery.	S	increase in satisfaction at STAR 2023
SP22/25HO4.2	Work with Partners to seek opportunities to promote health and wellbeing and address health inequalities. All staff to attend Safeguarding and Mental Health training to support residents in accessing support to live best life.	Within the existing budgets and resources	01/04/20	31/12/2021 31/12/2022	Service Improvement Manager (AH)	Reputational damage with partners.	D	Promote at least two initiatives through staff training and/or tenants newsletter
SP22/25HO4.3	To maintain and develop professional relationships with statutory agencies to support and signpost tenants appropriately with Safeguarding, ASB, mental health and domestic abuse cases.	Within the existing budgets and resources	01/04/21	31/03/23	Housing Manager (LD) and Senior Living and Careline Manager (DB)	Fail to meet tenants needs. Failure to adhere to residents charter or regulatory code	S	Attend at least three statutory agency partnership groups and maintain signposting records
SP22/25HO4.4	To develop Housing Procurement Strategy to be responsive to market and agile in procurement to build successful long term contractor partnerships.	Within the existing budgets and resources	01/04/22	30/03/23	Strategic Asset Manager (PD) and Housing Operations Manager (HR)	Reputational damage with partners. Poor service delivery.	S	Publish strategy

Outcome 5. The customer experience will be improved by meeting and exceeding satisfaction targets annually.

Corporate Priority: High quality public services accessible for all / effective strategic planning and development management which supports the planning and infrastructure needs of local 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
SP22/25HO5.1	Implement new Responsive repairs and Voids contract to meet key service performance indicators with strong contract management and to delivery higher tenant satisfaction.	Within the existing budgets and resources	01/05/20	30/10/21	Operations Manager (HR)	Decreased tenant satisfaction.	S	new contractor mobilised 1 April 2022, series of contract managment meetings and increase in KPIs
SP22/25HO5.2	Continue review programme for policies, to reflect good practice and legislative changes and to support the Council's target to be carbon neutral by 2030.	Within the existing budgets and resources	01/04/20	01/04/23	Service Improvement Manager (AH)	Risk of legal challenge.	S	up to date policy docuemtns
SP22/25HO5.3	Ongoing development of corporate website and digital services to increase range of means to access services. ?Review housing management database to assess fitness for future.?	£50k	01/01/20	31/03/22	Service Improvement Manager (AH)	Decreased tenant satisfaction.	S	increase in traffic to website and increase in satisfaction at STAR 2023

SP22/25HO5.4	Complete contract procurement for Compliance services (asbestos, water hygiene, fire doors and commercial gas) and capital works framework contract.	Within the existing budgets and resources	01/04/20	31/03/22	Operations Manager (HR)	Non-compliance with H&S legislation.	S	new contracts mobilised on project timescales
SP22/25HO5.5	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.	Within the existing budgets and resources	01/04/20	31/03/22	Service Improvement Manager (AH)	Decreased tenant satisfaction.	S	publish performance management information at Landlord Services Advisory Board and online
SP22/25HO5.6	Progress Health and Safety Compliance Programme and complete a tenant communications review and commence satisfaction monitoring - provide quarterly reports	Within the existing budgets and resources	01/04/22	30/03/23	Compliance Manager (PH) and Service Improvement Manager (AH)	Risk of legal challenge.	S	tenant engagement in review and increase in satisfaction at STAR 2023
SP22/25HO5.7	Further analysis of most unsatisfied tenants from STAR survey by age and property type to identify improvement programmes	Within the existing budgets and resources	01/10/21	30/03/22	Service Improvement Manager (AH)	Decreased tenant satisfaction.	S	increase in satisfaction at STAR 2023
SP22/25HO5.8	Service Managers deliver improvement programmes as identified through STAR analysis to provide quarterly reports	Within the existing budgets and resources	01/04/22	31/03/23	tba	Decreased tenant satisfaction.	S	increase in satisfaction at STAR 2023

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

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 including:		
<ul style="list-style-type: none"> • 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). • 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: Housing Development	Team Leader: Louisa Blundell	
Ongoing Service Delivery - reviewed annually		

Outcome 7	Deliver new affordable homes: 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	D/S*	Success is measured / demonstrated by
SP22/25 HDC7.4	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	01/04/22	31/03/25	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.	01/04/22	31/03/25	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	Budgets agreed or to be agreed by Executive	01/04/22	31/03/25	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	01/04/22	31/03/25	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.
SP22/25 HDC7.9	Expand new build shared ownership, particularly through acquisition under 106 Agreements with developers.	Agree budgets	01/04/20	31/03/24	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.

Corporate compliance

Outcomes.	Standing Corporate Compliance Actions are achieved							
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 HO 6.1 and HDC13.1	All Performance Agreement Meetings are completed by the target date, staff targets are set and L&D identified.	Within the existing budget, 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 HO6.3 and 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 HO6.4 and 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 Procurement Officer	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 HO6.5 and HDC13.5	Internal Audit Recommendations are actioned in line with agreed timescales.	Within existing budgets, support from the Internal Audit Manager	Ongoing		Head of Service	Organisation is put at risk.	D	no outstanding recommendations
SP22/25 HO6.6 and HDC13.6	Annual Review of Employee Risk Assessments.	Within existing budgets, support from Emergency	April	July	Head of Service	Employees' health is potentially put at risk and the organisation	S	All employees to have completed their relevant risk

SP22/25 HO6.7 andHDC13.7	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 HO 6.8 and 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 HO6.9 and 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 HO 6.10 and 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

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*D/S - Discretionary / Statutory