

WAVERLEY BOROUGH COUNCIL

LANDLORD SERVICES ADVISORY BOARD

27 OCTOBER 2022

Title:

HOUSING SERVICE PLANS 2022/25
MID YEAR PROGRESS REPORT

Portfolio Holder: Co-Portfolio Holders for Housing Paul Rivers and Nick Palmer

Head of Service: Hugh Wagstaff, Head of Housing Operations and Andrew Smith
Executive Head of Housing Services

Key decision: No

Access: Public

1. Purpose and summary

The report provides the Board with a commentary of the progress made against the Housing Service Plans. In the first six months of 2022/23, from a total of 45 actions, seven have been completed within target, 34 are in progress and four are on hold while the actions are considered and reprioritised by the new Executive Head of Housing Services.

2. Recommendation

It is recommended that the Board consider the progress made as at Annexe One and:

- i makes any observations or comments to the Executive Head of Housing Services and Co-Portfolio Holders for Housing,
- ii consider if any actions or themes should be reported more regularly as future LSAB agenda items, and
- iii put forward suggestions for 2023/24 rolling service plan.

3. Reason for the recommendation

To transparently share the progress made against the service plan actions, to raise awareness and enable discussion. To celebrate successes and recognise challenges and mitigations.

4. Background

- 4.1 The Council agreed the Housing Service Plans 2022/25, a three year rolling service plan in March 2022. A summary of the service plan performance is reported in the

Corporate Quarterly Performance Report. This report provides a more comprehensive midyear review.

- 4.2 Service plans are an operational management tool, and as such are laid out in a way which allows easy and clear understanding of key functions performed by teams and the specific timescale set for their delivery as well as highlighting potential risks should an action was not completed. The plans also contain a list of ongoing projects.
- 4.3 The plan has seven overarching themes, five related to Housing Operations, one for Housing Development and one for corporate Waverley wide requirements:
- i The service is financially robust with at least £2m reserve.
 - ii The service meets the needs of all tenants and their families
 - iii Our people will be skilled and professional to put residents at the heart of everything we do
 - iv 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 events
 - v The customer experience will be improved by meeting and exceeding satisfaction targets annually.
 - vi Deliver new affordable homes: increase delivery of well designed, well-built affordable housing
 - vii Standing Corporate Compliance Actions are achieved
- 4.4 From a total of 45 actions, seven have been completed within target, 34 are in progress and four are on hold while actions are reprioritised by the new Executive Head of Housing Services.
- 4.5 The service plan at Annexe One is colour coded to identify progress made. The green actions have been completed including:
- HRA Business Plan Review – the strategic review outcomes are on the LSAB agenda October 2022, Overview and Scrutiny Resources agenda November 2022 and new plan to be adopted December 2022 in budget setting process.
 - Housing Asset Management Strategy – adopted by Council April 2022
 - Work with tenants to mitigate risks to rent to maintain rent collection – the team worked together with tenants on arrears letters, methods and messages of communication and the HRA Hardship Fund Policy
 - Implement responsive repairs and voids contract – new contract went live 1 April 2022 working together to get repairs right first time. Updates through Corporate Quarterly Performance Report and contractor presentations to LSAB.
- 4.6 The pink actions are in progress and will run throughout the year for ongoing service improvements. Actions include working with stakeholders, implementing strategies, improving communications, delivering new homes, supporting tenants' health and wellbeing, and staff development
- 4.7 The four yellow items relate to staff matters, that do not require immediate attention and maybe addressed by other joint workstreams. Therefore they will be considered and reprioritised by the new Executive Head of Housing Services during Quarter Three.

- 4.8 The team have made good progress in completing actions and progressing others in the first six months of the financial year.
- 4.9 A new service plan template is to be developed by the Policy team for 2023/24. The team are mindful to retain the five Housing Operations themes. As they remain relevant and live to the Corporate Strategy and wider social housing themes of the Regulator of Social Housing. New actions and projects will be identified and shared with LSAB for comment as the plans are developed in the winter.

5. Relationship to the Corporate Strategy and Service Plan

The report supports the Council's Corporate commitment to promote "*Good quality housing for all income levels and age groups*" and aim to "*be the best council landlord in the South East and to be acknowledged so by our tenants.*"

6. Implications of decision

6.1 Resource (Finance, procurement, staffing, IT)

Service Plans are prepared as part of the annual budget setting process and any financial implications are included in the budget proposals.

6.2 Risk management

Risk management has been built into the format of the plans, allowing visibility of any potential impact should an action fail to be delivered.

6.3 Legal

There are no legal implications arising directly from this report. Heads of Service will identify which of their Service Plan Actions/Outputs will require legal support and will discuss in advance with the Legal Services team their requirements, including internal and/or external (if necessary) legal resource and budgeting for that support.

6.4 Equality, diversity and inclusion

There are no direct equality, diversity or inclusion implications in this report. Equality impact assessments are carried out on projects and policies when necessary, across the council to ensure service delivery meets the requirements of the Public Sector Equality Duty under the Equality Act 2010.

6.5 Climate emergency declaration

Service plans reviewed to take into consideration new environmental and sustainability objectives arising from the [Corporate Strategy 2020-2025](#) in light of [Climate Emergency](#) introduced by the Council in September 2019.

7. Governance journey

LSAB Information only.

Annexes:

Annexe 1 – Joint Housing Operations and Delivery Service Plan

Background Papers

There are no background papers, as defined by Section 100D(5) of the Local Government Act 1972).

CONTACT OFFICER:

Name: Annalisa Howson

Position: Housing Service Improvement Manager

Telephone: 01483 523453

Email: annalisa.howson@waverley.gov.uk