HOUSING SERVICES
SERVICE PLAN
2020 - 2023

CONTENTS

INTRODUCTION

The progress of this service plan will be monitored in the following ways:

- Through regular discussion at departmental management team (DMT) and Section Heads meetings and logged in the version control section of this document
- Performance indicator monitoring by the Council's Management Board on a quarterly basis
- By Committee reports twice a year (at the end of quarters two and four)

Service Plans will be formally updated on an annual basis, taking into account internal and external influences arising from monitoring arrangements throughout the year.

SECTION 1:   INPUTS

	1.1 Budgets

	2020/21 Latest £	**2021/22 Latest £**	**2022/23 Latest £**
Net Cost of Service (Direct cost / Income Only)	**569,170**	**551,470**	**577,560**

1.2	Human Resource Management

Business Continuity and Single Points of Failure

Job title of SPOF: **Head of Housing Services**

Succession Planning for this post	Risks, Skills required	Knowledge and Networks	Impact on Service (inc risks)	Future options for providing the services
Managers within the team would be suitable for progression or external recruitment.	Qualification in Housing. Experience and knowledge of housing, homelessness, policy, temporary accommodation, safeguarding and partnership work. Experience of representing the Council externally.	Established relationships with numerous partners. County, Regional and National networks. Represent the Council and other LA in Herts on partnership Boards. Knowledge of housing and homelessness law. Qualified coach. Resilient manager.	Loss of experience, knowledge and guidance for staff and members. Failure to provide statutory function.	Agency or replacement. All managers have completed Step up to Leadership training.

Job title of SPOF: Residential Environmental Health Manager

Succession Planning for this post	Risks, Skills required,	Knowledge and Networks	Impact on Service	Future options for providing the services
External recruitment.	Experience and knowledge of environmental health, safeguarding and software system (Uniform).	Knowledge of EH law. Established relationships with partners.	Reliance of Head of Housing Services regarding knowledge. Failure to provide statutory function.	In partnership with another LA. Agency or replacement.

Job title of SPOF: Housing Options Manager

Succession Planning for this post	Risks, Skills required,	Knowledge and Networks	Impact on Service	Future options for providing the services
Officers within the team would be suitable for	Experience and knowledge of	Knowledge of homelessness and housing	Loss of knowledge and software expertise.	In partnership with another LA. Agency or

progression or external recruitment.	homelessness, safeguarding and software system (Home Connections). H-CLIC (government return).	law. Established relationships with partners.	Increased stress and reliance on Head of Housing Services. Failure to provide statutory function.	replacement. Management training for team members.

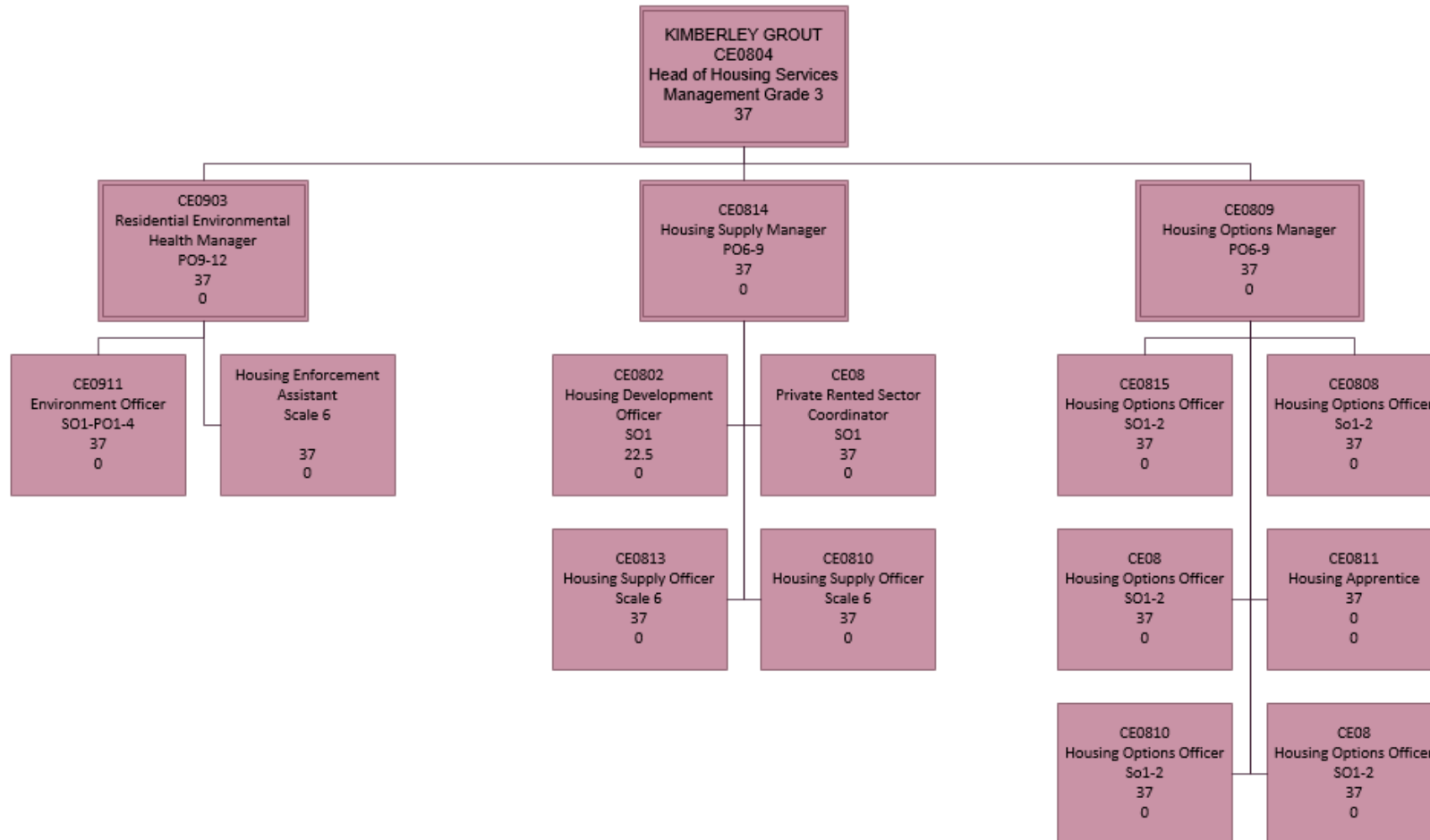**Job title of SPOF: Housing Supply Manager**

Succession Planning for this post	Risks, Skills required,	Knowledge and Networks	Impact on Service	Future options for providing the services
Officers within the team would be suitable for progression or external recruitment.	Experience and knowledge of allocations, safeguarding and software system (Home Connections).	Knowledge of allocations and local information. Established relationships with partners.	Loss of knowledge and software expertise. Increased stress and reliance on Head of Housing Services. Failure to provide statutory function.	In partnership with another LA. Agency or replacement. Management training for team members.

1.2.1   Summary of Team Skills/Qualifications

Please provide a summary of the Skills and Qualifications you require in order to provide your service to your customers.

Job Title	Qualification	Continuing Professional Development required?
Head of Housing Services	Degree in Housing or Environmental Health	No
	Level 2 in Safeguarding (DSL)	Yes
Residential Environmental Health Manager	Degree in Environmental Health	Yes
	Certificate of Competency in Health, Housing and Safety Rating System	No
	Level 2 in Safeguarding (DSL)	Yes
Housing Options Manager	Level 2 in Safeguarding (DSL)	Yes
Housing Supply Manager	Level 2 in Safeguarding (DSL)	Yes
Housing Enforcement Officer	Degree in Environmental Health	Yes
	Certificate of Competency in Health, Housing and Safety Rating System	No
	Level 1 in Safeguarding	Yes
Housing Enforcement Assistant	Certificate of Competency in Health, Housing and Safety Rating System	No
	Level 1 in Safeguarding	Yes
Housing Options Officers	Level 1 in Safeguarding	Yes
Housing Supply Officers	Level 1 in Safeguarding	Yes
Private Housing Coordinator	Level 1 in Safeguarding	Yes

Housing Services

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                          KIMBERLEY GROUT
                              CE0804
                       Head of Housing Services
                        Management Grade 3
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| CE0903 Residential Environmental Health Manager PO9-12 37 0 | CE0814 Housing Supply Manager PO6-9 37 0 | CE0809 Housing Options Manager PO6-9 37 0 |

CE0903 — Residential Environmental Health Manager
- CE0911 Environment Officer SO1-PO1-4 37 0
- Housing Enforcement Assistant Scale 6 37 0

CE0814 — Housing Supply Manager
- CE0802 Housing Development Officer SO1 22.5 0
- CE08 Private Rented Sector Coordinator SO1 37 0
- CE0813 Housing Supply Officer Scale 6 37 0
- CE0810 Housing Supply Officer Scale 6 37 0

CE0809 — Housing Options Manager
- CE0815 Housing Options Officer SO1-2 37 0
- CE0808 Housing Options Officer So1-2 37 0
- CE08 Housing Options Officer SO1-2 37 0
- CE0811 Housing Apprentice 37 0 0
- CE0810 Housing Options Officer So1-2 37 0
- CE08 Housing Options Officer SO1-2 37 0

SECTION 2:   OUTPUTS AND OUTCOMES

2.1   Performance management

2.1.1   Contribution to the Councils' Strategic Aims and Objectives

Corporate Framework Priority theme	Corporate Objectives	Service contribution to the Corporate Themes
Housing and Thriving Communities	• We will work on a local plan to deliver sufficient housing and adopt that plan by 2021 • Through our joint ventures and partnerships we will take all available practicable action to increase the supply of affordable homes in the district • We will complete the delivery of the main and learner pools and refurbishment to the leisure venue at South Oxhey • We will seek to increase the number of Green Flag accredited parks and open spaces • We will work towards reducing inequalities, prevent homelessness and encourage healthy lifestyles • We will continue to work with partners to tackle crime and anti-social behaviour	1. Prevent and relieve homelessness, 2. Increase the supply of accommodation including temporary accommodation, 3. Improve the standard of housing across the district) Taken from the Housing and Homelessness Strategy 2017-22

	and secure investment in priority interventions.	
Sustainable Environment	• We will produce and deliver a Climate Change Strategy and action plan • We will continue to improve the energy efficiency of the Council's buildings • We will deliver and implement a Cycling and Walking Strategy • We will seek to maintain our position as the highest recycling authority in Hertfordshire.	-
Successful Economy	• We will undertake a review of the Council's role in relation to the economy and agree an economic strategy • We will continue to participate in the Hertfordshire Growth Board and South West Herts Partnership and engage the Hertfordshire Local Enterprise Partnership to support the economy • Three Rivers will be recognised as a great place to do business • We will continue to improve our relationship with the local business community • We will continue to support Visit Herts and promote Three Rivers as the home of the internationally significant Warner Bros Studios.	In partnership with Community Partnerships, explore job fairs which would include our customer base to help our customers gain employment. This could also be widened out to a bigger partnership base such as the LEP and Business Forum.

High Performing, Financially Independent Council	• We will generate enough income to continue to provide services for the district	Additional units of temporary accommodation scheduled to be developed 2020.
	• We will develop and deliver an improved Property Investment Strategy to maximise income from our assets and support the Commercial Strategy	
	• We will progress our Customer Service Strategy that provides a range of contact channels for customers and sets out corporate expectations of how they should be treated	
	• We will produce an Organisational Development Strategy to support the Council in delivering its priorities and objectives.	

2.1.2 Performance indicators

See Data Quality Strategy for further details

Performance indicators are used to aid the decision making process as well as assess the efficiency and effectiveness of service delivery. The data that we use must be accurate, reliable and timely. To meet these requirements we have adopted the Audit Commission's Standards for Better Data Quality. Further details of the Council's commitment to data quality can be found via the link above.

Key Performance Indicators (KPIs) supporting the Corporate Framework

Ref	Description	2018/19 Actual	2019/20 Target (Current year)	2020/21 Target (Next year)	2021/22 Target	2022/23 Target
HN02	Maximum number of families in Bed & Breakfast for more than six weeks	0	0	0	0	0
HN03	Maximum number of households in temporary accommodation throughout the year	115	140	160	160	165
HN10	Number of households prevented from becoming homeless	88	46	90	90	110

Service Performance Indicators (PIs)

Ref	Description	2018/19 Actual	2019/20 Target (Current year)	2020/21 Target (Next year)	2021/22 Target	2022/23 Target
HN06	Promote access to private sector lettings through RDGS	19	20	24	24	28
EH01	Respond (phone call, e-mail, and letter) to all requests for Residential pollution service within 24 hours of receipt of request	79%	95%	95%	96%	96%
EH02	Issue decision on DFG grant within 26 weeks following receipt of referral	77%	73%	74%	75%	76%
HN01	Maximum number of households living in temporary accommodation on the last day of the quarter (snapshot)	47	60	70	70	75

The Head of Housing Services is responsible for the source data, data entry and checking the data. The purpose of collating this data is to ensure that our services improve.

	2.2	Project Management	

Project details	Project Manager: Housing Options Manager Project Sponsor: Head of Housing Services				
Project title	**Proposed outcome**				
Develop pathways for different client groups e.g. people with drug, alcohol or mental health issues	**Client groups are dealt with in a planned way rather than at crisis**				
2020/21 Milestones				2021/22 Milestones	2022/23 Milestones
Quarter 1	Quarter 2	Quarter 3	Quarter 4		
Working groups to develop pathways		Draft pathways to be considered by Homeless Forum	Pathways agreed by all partners	Project complete and awareness sessions delivered for all partners	

Project details	Project Manager: Head of Property Services Project Sponsor: Director of Community and Environmental Services				
Project title	**Proposed outcome**				
Council to develop temporary accommodation to cater for the demand	**Temporary accommodation is provided in sufficient quality and to meet the needs of all clients**				
2020/21 Milestones				2021/22 Milestones	2022/23 Milestones
Quarter 1	Quarter 2	Quarter 3	Quarter 4		
Project continued from 2019/20		Project complete			

Project details	Project Manager: Housing Supply Manager Project Sponsor: Head of Housing Services				
Project title	**Proposed outcome**				
Housing software system review and procurement of new contract (through G-Cloud Government Framework)	**Good value and efficient system for use by customers and staff**				
2020/21 Milestones				2021/22 Milestones	2022/23 Milestones
Quarter 1	Quarter 2	Quarter 3	Quarter 4		

				Review G-Cloud framework for providers of housing software systems. New contract needed from Nov 2021	

Project details				Project Manager: Residential Environmental Health Manager Project Sponsor: Head of Housing Services	
Project title				Proposed outcome	
Commission a private sector housing stock condition survey and implement an action plan				Better understanding and improved conditions in the private rented sector	
2020/21 Milestones				2021/22 Milestones	2022/23 Milestones
Quarter 1	Quarter 2	Quarter 3	Quarter 4		
		PID required for commissioning survey	PID approved for 2021/22	Develop action plan following completed survey	Project expected to complete

Project details				Project Manager: Housing Options Manager Project Sponsor: Head of Housing Services	
Project title				Proposed outcome	
Review homeless reviews contracting out and procure new providers for new framework from 2022				Good value, independent reviews of the Council's statutory homelessness decisions in accordance with the law	
2020/21 Milestones				2021/22 Milestones	2022/23 Milestones
Quarter 1	Quarter 2	Quarter 3	Quarter 4		
				Prepare tender paperwork for new framework in partnership with Watford Council.	New framework to be ready for April 2022. Project complete.

2.3   Contracts
See the Contracts Register for your contracts.

Title of Agreement	Service Area	Service Contact	Description of the goods and / or services being provided	Supplier Name	Contract Sum £	Start Date	End Date	Review Date	Option to extend and length of extension
Homelessness Reviews	Housing Services	Kimberley Grout	Homelessness reviews (s.202 decisions)	Homelessness Reviews Framework	N/A	March 2018	March 2022	Summer 2021	Will require new framework tender
Homelessness Out of Hours Service	Housing Services	Kimberley Grout	Out of hours homelessness emergencies	Hertsmere Borough Council	£3,500 per annum	01/04/2014	Ongoing	2019	New contract required
Housing Cloud Software – G-Cloud Framework	Housing Services	Kimberley Grout	Computer service for housing register, allocations, housing advice and homelessness	Home Connections	£60,900	29/11/2017	29/11/2019	2019	Will be extended by 12 months. Then can be extended by a further 12 months. Will require new contract in Nov 2021.
Noise App and Website	Housing Services		Smartphone app and website for reporting and recording noise nuisance	RH Environmental	£636 per annum	13/08/2015	Ongoing, annual review	2020	Annual review and renewal
Management Agreement for Temporary Accommodation	Housing Services	Kimberley Grout	Management agreement for Lincoln Drive (temporary accommodation)	Watford Community Housing	£63,746 per annum	11/07/2018	Ongoing	N/A	No end date set, reviewed annually
Management Agreement for Temporary Accommodation	Housing Services	Kimberley Grout	Management agreement for 15 Bury Lane (temporary accommodation)	Watford Community Housing	£45,724 per annum	02/09/2019	02/09/2020	2020	Can be extended up to 5 years

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2.4   Risk Management

Risk Description	Residual Likelihood Score	Residual Impact Score	Residual Risk Score
Insufficient staff	2	2	4
Total failure of ICT systems	2	2	4
Loss of accommodation	2	2	4
Fraudulent activity	2	2	4
Loss or insufficient temporary accommodation	2	2	4
Failure to provide out of hours emergency provision	2	2	4
Legal challenge to contracting out of homeless reviews	2	1	2
Succession Planning of Single Points of Failure roles identified	2	1	2

Likelihood				
Very Likely	Low 4	High 8	Very High 12	Very High 16
	Low 3	Medium 6	High 9	Very High 12
	Low 2	Low 4	Medium 6	High 8
Remote	Low 1	Low 2	Low 3	Low 4

Impact

Low ---► Unacceptable

Impact Score		Likelihood Score
4 (Catastrophic)		4 (Very Likely (≥80%))
3 (Critical)		3 (Likely (21-79%))
2 (Significant)		2 (Unlikely (6-20%))
1 (Marginal)		1 (Remote (≤5%))

Version Control

Version No.	Date	Reason for Update / Significant Changes	Made By
V1	10/10/2019	New service planning template so fully completed	KG
V2	12/11/19	Updated risks and projects	KG
V3	25/02/2020	Corporate objectives, Performance indicators and Budgets added	GG
V4	28/02/2020	Updated SPOF	KG