



**HOUSING SERVICES SERVICE PLAN  
2022 - 2025**

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## **INTRODUCTION**

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

- Through regular discussion between, service heads, managers and their teams and logged in the version control section of this document
- Performance indicator monitoring by Corporate Management Team on a quarterly basis
- Through Committee reports when necessary
- Through the projects and policy registers which are monitored regularly by Corporate Management Team.

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: THE SERVICE CONTEXT**

<b>1.1</b>	<b>Service Overview</b>
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### **The Role of the Service**

Housing Services is part of the Director of Community & Environmental Services Directorate. It is responsible for Residential Environmental Health, Housing Options and Housing Supply.

Residential Environmental Health respond to complaints of noise and light pollution, housing condition enforcement and housing of multiple occupation.

Housing Options provide housing advice to the public, prevent homelessness and issue decisions on homelessness applications. They are also responsible for the Council's Homelessness Partnership Forum.

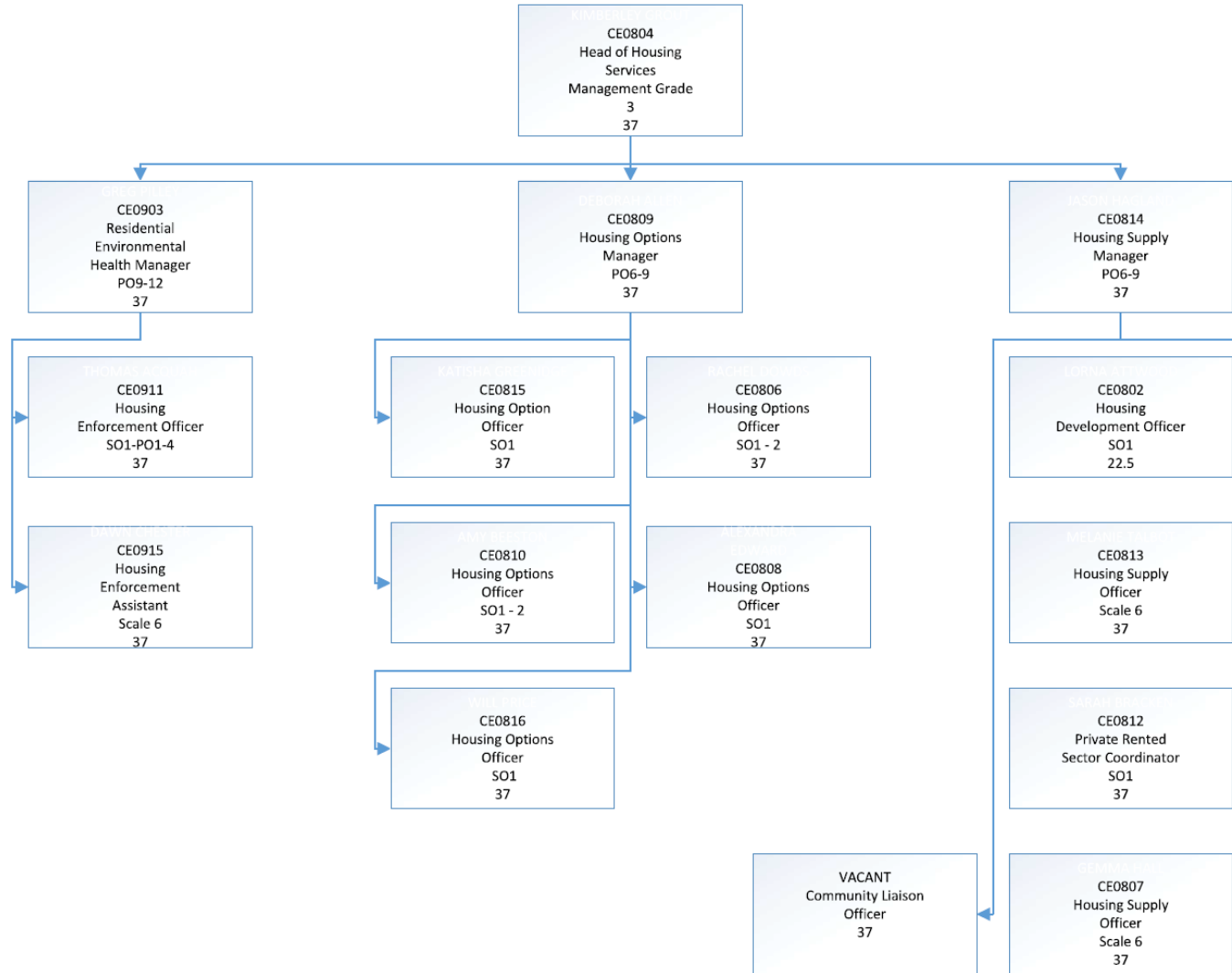
Housing Supply maintain the Council's Housing Register and provide nominations to Housing Association partners. As well as managing temporary accommodation, they also source properties in the private rented sector as well as working with partners regarding affordable housing development.

Housing Services has 4 Designated Safeguarding Leads who are Level 2 trained and form part of the safeguarding team for Three Rivers District Council. Trained staff provide support to other Council staff who raise concerns and are responsible for making referrals to the relevant professionals, depending on the concern raised. The Corporate Lead for Safeguarding is currently the Head of Housing Services.

1.3

Service Structure Chart

Housing & Residential Service



## SECTION 2: SERVICE DELIVERY

### 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
<b>Housing and Thriving Communities</b>	<ul style="list-style-type: none"> <li>• We will work on a local plan to deliver sufficient housing and adopt that plan by 2025</li> <li>• Through our joint ventures and partnerships we will take all available practicable action to increase the supply of affordable homes in the district</li> <li>• We will seek to maintain the number of Green Flag accredited parks and open spaces</li> <li>• We will work towards reducing inequalities, prevent homelessness and encourage healthy lifestyles</li> <li>• We will continue to work with partners to tackle crime and anti-social behaviour and secure investment in priority interventions</li> </ul>	<ul style="list-style-type: none"> <li>• The Housing, Homelessness and Rough Sleeping Strategy 2017-22 has the following objectives: 1. Prevent and relieve homelessness, 2. Increase the supply of accommodation including temporary accommodation, 3. Improve the standard of housing across the district</li> <li>• Continue to host the quarterly Homelessness Forum with partners</li> <li>• Housing team attendance at the Anti-Social Behaviour Action Group meeting</li> </ul>

<p><b>Sustainable Environment</b></p>	<ul style="list-style-type: none"> <li>• We will deliver the Climate Emergency and sustainability Strategy and action plan</li> <li>• We will continue to improve the energy efficiency of the council's buildings and local housing.</li> <li>• We will deliver and implement a Cycling and Walking Strategy</li> <li>• We will seek to maintain our position as one of the highest recycling authorities in Hertfordshire and England.</li> </ul>	<ul style="list-style-type: none"> <li>• Refer customers for Green Homes Grants where applicable. Promote and encourage landlords to improve energy rating of their properties</li> <li>• Explore the possibility of using the Green Homes Grant to improve the overall standard and energy efficiency of Council owned temporary accommodation properties.</li> </ul>
<p><b>Successful Economy</b></p>	<ul style="list-style-type: none"> <li>• We will produce an Economic Strategy and implement the associated action plan.</li> <li>• 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</li> <li>• Three Rivers will be recognised as a great place to do business</li> <li>• We will continue to improve our relationship with the local business community</li> <li>• We will continue to support Visit Herts and promote Three Rivers as the home of the internationally significant Warner Bros Studios</li> </ul>	<ul style="list-style-type: none"> <li>• Following ongoing contribution, explore any housing solutions provided by the Hertfordshire Growth Board that would be of economic benefit to the Council.</li> </ul>
<p><b>High Performing, Financially Independent Council</b></p>	<ul style="list-style-type: none"> <li>• We will generate enough income to continue to provide services for the district</li> <li>• We will develop and deliver an improved Property Investment Strategy</li> </ul>	<p>Involvement in Customer Experience Strategy and new ways of working.</p>

	<p>to maximise income from our assets and support the Commercial Strategy</p> <ul style="list-style-type: none"><li>• We will progress our Customer Experience Strategy that provides a range of contact channels for customers and sets out corporate expectations of how they should be treated</li><li>• We will produce an Organisational Development Strategy to support the Council in delivering its priorities and objectives.</li></ul>	
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## 2.1.2 Performance indicators

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	2020/21 Actual	2021/22 Target (Current year)	2022/23 Target (Next Year)	2023/24 Target	2024/25 Target
HN01	Maximum number of households living in temporary accommodation on the last day of the quarter (snapshot)	57	70	75	75	75
HN03	Maximum number of households in temporary accommodation throughout the year	145	160	160	165	165
HN10	Number of households prevented or relieved from homelessness	190	180	190	190	200

### Service Performance Indicators (PIs)

Ref	Description	2020/21 Actual	2021/22 Target (Current year)	2022/23 Target (Next Year)	2023/24 Target	2024/25 Target
HN06	Promote access to private sector lettings in order to prevent and relieve homelessness	32	24	24	28	28

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.



<b>2.2</b>	<b>Project Management</b>
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<b>Project details</b>				<b>Project Manager: Housing Options Manager Project Sponsor: Head of Housing Services</b>	
<b>Project title</b>				<b>Proposed outcome</b>	
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	
<b>2022/23 Milestones</b>				<b>2023/24 Milestones</b>	<b>2024/25 Milestones</b>
<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>		
	Draft pathways to be considered by Homeless Forum	Pathways agreed by all partners		Project complete and awareness sessions delivered for all partners	

<b>Project details</b>				<b>Project Manager: Housing Options Manager Project Sponsor: Head of Housing Services</b>	
<b>Project title</b>				<b>Proposed outcome</b>	
Develop the service offer for Severe Weather Emergency Provision (SWEP)				Clear pathway for customers and efficient use of resources for the Council	
<b>2022/23 Milestones</b>				<b>2023/24 Milestones</b>	<b>2024/25 Milestones</b>
<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>		
Review offer for customers	Develop pathway	Pathway in place in time for winter months			

<b>Project details</b>				<b>Project Manager: Housing Supply Manager Project Sponsor: Head of Housing Services</b>	
<b>Project title</b>				<b>Proposed outcome</b>	
Review the Rent Deposit Guarantee Scheme (RDGS)				Improved scheme and more properties sourced	
<b>2022/23 Milestones</b>				<b>2023/24 Milestones</b>	<b>2024/25 Milestones</b>
<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>		

Review existing scheme	Research alternative options		Propose and agree new RDGS	Launch new scheme	
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<b>Project details</b>				<b>Project Manager: Residential Environmental Health Manager</b>	
				<b>Project Sponsor: Head of Housing Services</b>	
<b>Project title</b>				<b>Proposed outcome</b>	
<b>Develop protocol with social housing landlords regarding housing conditions</b>				<b>Improved relationship and pathways meaning better outcome for customers</b>	
<b>2022/23 Milestones</b>				<b>2023/24 Milestones</b>	<b>2024/25 Milestones</b>
<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>		
Reviewing existing arrangements & contacts	Contact landlords with largest Stock	Enter discussions with landlords	Agree a protocol	Enshrine protocol into procedures	Evaluate how protocol is working

## 2.3

## 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	New framework required
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	£35,200	29/11/2021	29/11/2024	2024	Can be extended by two further years
Noise App and Website	Housing Services	Residential Environmental Health Mgr	Smartphone app and website for reporting and recording noise nuisance	RH Environmental	£636 per annum	13/08/2015	Ongoing, annual review	2022	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	02/09/2025	2025	New agreement will be needed
Management Agreement for	Housing Services	Kimberley Grout	Management agreement for Jack Prescott Place and	Watford Community Housing	£44,830 per annum	23/12/2020	23/12/2025	2025	Option to extend for a further 5

Temporary Accommodation			Spellen Place (temporary accommodation)						years if both parties agree
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## 2.4 Risk Management

<b>Risk Description</b>	<b>Residual Likelihood Score</b>	<b>Residual Impact Score</b>	<b>Residual Risk Score</b>
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

<b>Very Likely</b> ----- <b>Likelihood</b> ----- ----- ----- <b>Remote</b>	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
	Low 1	Low 2	Low 3	Low 4
<b>Impact</b> -----> <b>Unacceptable</b>				

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	08/10/2021	2022-25 service plan first draft	KG
V2	14/10/2021	Updated following comments from managers	KG
V3	20/10/2021	Updated to include safeguarding information	KG
V4	02/11/2021	Updated to include structure chart	KG
V5	09/11/2021	Removal of project for 2023/24 relating to PID application	KG
V6	07/02/2022	Update to contract register. Wording altered in section 1.1 following Committee comments	KG