



**HOUSING SERVICES
SERVICE PLAN
2020 - 2023**

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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.

[Link to Strategic Plan, Service Plans and Performance Indicators Folder](#)

SECTION 1: INPUTS

1.1 Budgets

Budgets will be added by Finance and Performance and Projects Manager, after budgets are agreed at Council in February

	2020/21 Latest £	2021/22 Latest £	2022/23 Latest £
Net Cost of Service (Direct cost / Income Only)			

Further financial analysis can be found by using this link

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.	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.
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Job title of SPOF: Housing Supply Manager

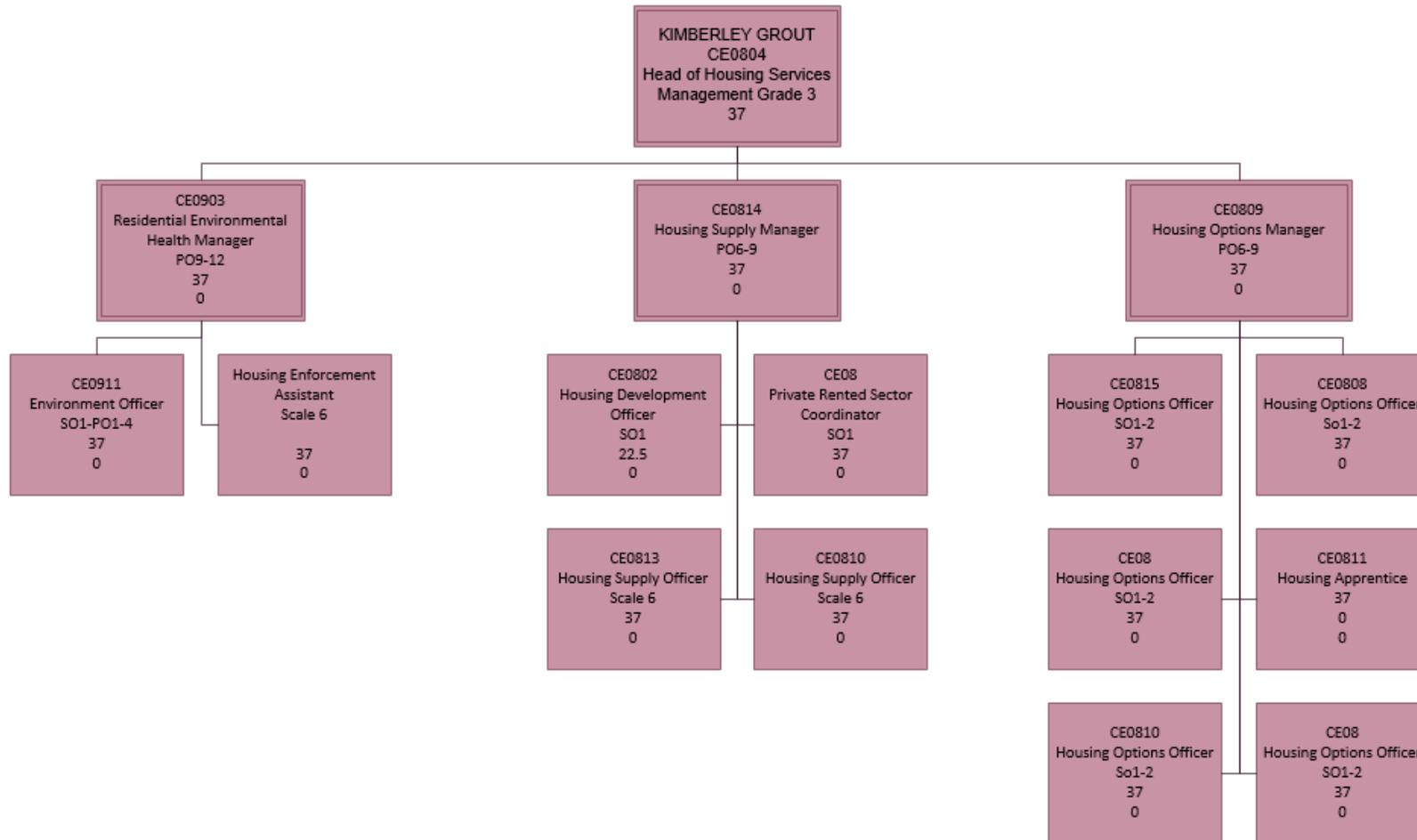
Succession Planning for this post	Risks, Skills required,	Knowledge and Networks	Impact on Service	Future options for providing the services
Officers within the team would be suitable for progression.	Experience and knowledge of allocations, safeguarding and software system (Home Connections).	Knowledge of allocations. 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



SECTION 2: OUTPUTS AND OUTCOMES

2.1	Performance management
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2.1.1 Contribution to the Councils' Strategic Aims and Objectives

Strategic Plan Priority theme	Strategic Plan objective (inc. ref)	Service contribution to the Strategic Priorities
	The Objectives, as discussed in the Strategic Plan workshop, will be added in March	
Housing and Thriving Communities	-	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
Sustainable Environment	-	-
Successful Economy	-	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	-	Additional units of temporary accommodation scheduled to be developed 2020.

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 in the Strategic Plan.

Ref	Description	2018/19 Actual	2019/20 Target (Current year)	2020/21 Target (Next year)	2021/22 Target	2022/23 Target
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
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
HN06	Promote access to private sector lettings through RDGS	19	20	24	24	28
HN10	Number of households prevented from becoming homeless	88	46	90	90	110

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
[See the Project Management Framework for further details](#)

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		
			Complete		

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		
		Complete			

Project details				Project Manager: Project Sponsor:	
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 for commissioning survey		Develop action plan	

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	Through Framework					
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	
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	Yes, by 12 months
Noise App and Website	Housing Services	Greg Pilley	Smartphone app and website for reporting and recording noise nuisance	RH Environmental	£636 per annum	13/08/2015	Ongoing	2020	
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		
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

2.4

Risk Management

[Risk Management Registers](#)

Risk Description	Residual Likelihood Score	Residual Impact Score	Residual Risk Score
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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

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Very Likely -----> Remote Likelihood ----->	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
Impact -----> 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
V1.0	10/10/2019	New service planning template so fully completed	KG

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