

Report to: **Housing Review Board**

Date of Meeting: 23 January 2020

Public Document: Yes

Exemption: None

Review date for release None



Subject: **Draft Housing Service Plan 2020-2021**

Purpose of report: This report presents the draft Service Plan for the Housing Service covering the period 2020-2021.

The Service Plan is a document produced annually and sets out the key achievements over the past year and the forthcoming issues to be faced by the Service.

A range of service improvements are identified through a number of SMART objectives.

The Plan also considers service challenges and pressures over the next three years, as well as climate change implications.

The Service Plan is presented in draft form for the Housing Review Board's consideration.

Recommendation: **To consider, comment on and approve the Housing Service Plan for 2020-2021.**

Reason for recommendation: To enable the Housing Review Board to influence the production of the Service Plan.

Officer: John Golding Strategic Lead – Housing, Health & Environment.

Financial implications: No specific financial implications at this stage. Finance will have continual input into the revision of the business plan and will advise on all financial elements of the service plan going forward.

Legal implications: There are no legal implications requiring comment.

Equalities impact: Medium Impact

There is an equalities section in the Service Plan, and our housing policies and practices have regard to equality and protected characteristics to ensure equality of access and service quality to all service users.

Climate change: High Impact
The Service Plan contains a section on climate change and a number of proposals for reducing the climate impact of our housing stock.

Risk: **Comments**

Low Risk

Links to background information: • .

Link to Council Plan: Outstanding Homes and Communities

1 Housing Service Plan 2019/2020

- 1.1 For some time now all the Council's services have organised an annual service planning exercise and produced a service plan, which sets out details of what the service does, achievements and future challenges and targets.
- 1.2 The Service Plan is produced using a corporate template and it shows how the service improvements link with the Council Plan. The plan identifies the key service objectives, challenges ahead and outlines areas of performance that we should measure. It also considers efficiencies, key risks, training needs, equalities, opportunities to do things differently and workforce planning.
- 1.3 The Service Plan links closely with our Housing Strategy and is designed to complement a number of other housing plans and policies as part of how we manage our own housing stock and the services we deliver in the private sector. There is also a strong link with the Council's Public Health Strategic Plan to ensure we help more people be and stay healthy, enhance self-care and community resilience and integrate and improve support for people in their own homes.
- 1.4 The Service Plan is intended as a working document and the service managers will cascade the contents of the plan at their team meetings. It is a good discipline to complete an annual statement of what the Service expects to achieve, set out in a structured way using a template and involving staff, service users and members in the process.
- 1.5 The Plan presented contains some ambitious objectives that are built upon challenges faced through current service delivery. The objectives are split between the four areas of the housing service (landlord Services, property and asset, housing needs and strategy and private sector housing) however a number of the objectives sit across teams, an example being the creation of a mental health strategy for housing, an area that is currently impacting on all of our services.
- 1.6 The headlines for the Service Plan include:
 - A focus on delivering our housing purpose(s).
 - A commitment to tackle homelessness.
 - Recognition of poverty as a significant factor in people's lives.
 - Revision of the HRA Business plan with updated stock condition data.
 - A focus on new development opportunities with the need to review the current acquisition programme.
 - Emphasis on the importance of compliance and keeping tenants safe in their homes.
 - A focus on mental health and how we are addressing the challenges this is presenting us as a landlord.
 - Embedding the Integrated Asset Management Contract.
 - The need to raise our profile in the private sector around the work of the private sector housing team
 - Mapping the future of Home Safeguard with a realistic view of risks ahead including digital switchover, refresh of the marketing strategy, relocating the service, review of the staffing rota.

- An emphasis on evidencing value for money with the need to scrutinise some areas to satisfy ourselves that we are achieving what matters most to the customer, in line with our systems thinking purpose.
- Acting on the climate change agenda and building towards a carbon neutral council.

1.7 The Housing Leadership team have enjoyed being able to refresh the Service Plan as a way of setting out how we plan to get through what looks to be another challenging year ahead with a number of uncertainties in relation to national housing policy as well as a fragile financial position.

1.8 The Service Planning Day involved powerful input from our frontline staff on the day to day challenges of the job, ideas for service improvement, and the needs of our customers.

1.9 The Service Plan (**Annex 1**) will be presented to the tenant groups over the next few months and cascaded to Housing staff through tea meetings and Service briefings.

I welcome the Housing Review Board's input into the Service Plan before it is finalised and reported to Cabinet.