

## Housing Service Plan Key Service Objectives for 2023/24

See our website for the full [Housing service plan](#)

<b>3.1 Service priorities we will deliver in 2023/24 which support the Council Plan Priorities; the Poverty Action Plan and Health &amp; Wellbeing. (Carbon reduction activities see section 5 below)</b>	<b>Financial/ corporate resource</b>	<b>Lead Officers</b>
<p>Continue to meet the increasing demand from homeless households and secure suitable temporary and permanent accommodation, supporting households who present with physical and mental health needs, poverty and other issues, ensuring they are able to sustain their tenancies.</p> <p>Monitor outcomes from the 2019-2023 Homelessness &amp; Rough Sleeper Strategy</p>	General Fund- Homelessness	Housing Solutions Manager
<p>Implement, monitor and review for effectiveness the new delivery model for the re-use and recycling furniture programme to assist residents with setting up their home, recognising the increasing amount of people arriving in our homes with few possessions who need help to set up their homes in order to have a better chance of maintaining their tenancy and living happily in their home.</p>	Housing Revenue Account	Housing Solutions Manager
<p>To allocate properties efficiently ensuring a focus on the keys to keys process to ensure we are housing people quickly and maximising rental income. Re-visit our Systems Thinking purpose/work in this area.</p>	Housing Revenue Account	Housing Solutions Manager
<p>As part of launching the new Resident Involvement Strategy 2023-2027, implement the strategy to ensure all tenant involvement groups are set up, supported and given adequate resources in order to become highly</p>	Housing Revenue Account	Housing Services Manager

<p>functioning and to provide the housing service with an effective and efficient tenant scrutiny function.</p> <p>The revised strategy will be launched in March 2023, it will feature a number of key objectives that will be monitored through-out the life of the strategy and implementing this will be a high priority during 23/24.</p>		
<p>Review our current Community Development work plan to ensure clarify on objectives.</p> <p>To include;</p> <ul style="list-style-type: none"> <li>• Compliance with actions as derived from the Resident Involvement Strategy 2023-2027</li> <li>• Ensure we are communicating with tenants in a timely way via a method that is preferable to tenants- Housing Matters magazine or alternative.</li> <li>• Deliver consultation projects for housing with tenants and communities as and when the need arises and to support the wider housing function.</li> <li>• Deliver projects to support resilient communities ( health, poverty, social, wellbeing, financial, employment, tenancy sustainment)</li> <li>• Identify Housing land for Nature Recovery Networks, re-wilding and wildlife improvement corridors and liaise with tenants to deliver blue heart areas.</li> <li>• Invest in the improvement of the communal areas on housing estates, including tree planting and encouraging a greater diversity of wildlife through rewilding and nature recovery corridors.</li> </ul>	<p>Housing Revenue Account</p>	<p>Housing Services Manager</p>

<ul style="list-style-type: none"> <li>• Develop the Fairshare project working with Supermarkets in the district and Nourish to collect food from the supermarket, cook and freeze it, and distribute to people with an identified need. Aim to do more for rural areas and link with other work e.g. new applicants for Universal Credit who have limited income for the first six weeks.</li> </ul>		
<p>As part of the delivery of our Home Safeguard service;</p> <ul style="list-style-type: none"> <li>• Ensure we have the appropriate staffing structure in place to deliver a service 24 hours a day to sheltered housing tenants and private customers.</li> <li>• Review the Out of Hours service to ensure we are delivering an effective service, corporately meeting the needs of each service.</li> <li>• Review of management resources to ensure business continuity</li> <li>• Review the commercial opportunities for the service and consider growth potential in order to increase revenue.</li> </ul>	General Fund	Housing Services Manager
<p>Focus on ensuring we maintain our highly performing rental collection rate. Develop our existing methods of tenancy support work in order to pro-actively support tenants to maintain tenancies.</p> <p>To include;</p> <ul style="list-style-type: none"> <li>• Budgeting workshops</li> <li>• New tenant induction workshops</li> <li>• New tenancy sign up briefings</li> <li>• Consider the provision of floating support for vulnerable tenants in sheltered and general needs</li> </ul>	Housing Revenue Account	Housing Services Manager

<p>Deliver an effective Estate Management service that pro-actively manages and addresses anti-social behaviour across our Estates. This must include;</p> <ul style="list-style-type: none"> <li>• Tenancy compliance issues on behalf of the housing service <ul style="list-style-type: none"> <li>• Tenancy fraud</li> <li>• Annual tenancy visits in order to inspect properties and provide support required.</li> <li>• Management of communal cleaning and grounds maintenance, etc.</li> <li>• Monitoring of service level agreements with service providers such as communal cleaning, grounds maintenance as well as mediation services.</li> <li>• Work closely with ASB Officers in Environmental Health on serious cases so they are dealt with in a timely manner</li> </ul> </li> </ul>	<p>Housing Revenue Account</p>	<p>Housing Services Manager</p>
<p>Deliver our sheltered housing service to ensure appropriate levels of support are determined and delivered for tenants in sheltered housing. To include;</p> <ul style="list-style-type: none"> <li>• Refresh and clearly define our offer of sheltered accommodation ensuring clarity and a commitment to the levels of support that can be offered.</li> <li>• Review title of Mobile Support Officers to better reflect job purpose and identity</li> <li>• Run a programme of measures aimed at tackling social isolation across our sheltered housing, recognising the increasing number of people suffering from mental health issues.</li> </ul>	<p>Housing Revenue Account Service charges</p>	<p>Housing Services Manager</p>

<ul style="list-style-type: none"> <li>Review the outcomes of the work delivered via the Housing Mental Health Support Officer and implement any changes required ( this was a new role introduced during 22/23)</li> </ul>		
<p>Continue to carry out the Stock Condition Survey; to understand our property portfolio and inform short, medium and long-term asset management plans.</p> <p>Refresh the Housing Revenue Account Business Plan, incorporating a review of our approach to;</p> <ul style="list-style-type: none"> <li>Ensuring current stock meets all regulatory/compliance requirements and is fit for purpose.</li> <li>Achieving retrofit ambitions/climate change requirements</li> <li>Considering disposal of stock that is not fit for purpose</li> <li>Consider whole Estate regeneration</li> <li>Delivering new affordable housing with the aspiration of building more homes for social rent ( via the Housing Task Force)</li> </ul> <p>Manage the impact of the Government rent cap policy against predicted income, ensure appropriate spending of Right to Buy receipts based on allowances available.</p>	Housing Revenue Account	Property and Asset Manager
<p>Continue major refurbishment and upgrade works that have already been programmed, including;</p> <ul style="list-style-type: none"> <li>Refurbishment of blocks of flats that will include fire safety works, general compliance works, retrofit works, aesthetic (external decoration) and site regeneration.</li> <li>Kitchen and bathroom programmes</li> </ul>	Housing Revenue Account	Property and Asset Manager

<p>Maintain all legal and regulatory requirements for compliance functions including the 'big 6 areas of;</p> <ul style="list-style-type: none"> <li>• Fire Safety</li> <li>• Gas Safety</li> <li>• Electrical Safety</li> <li>• Lift Safety</li> <li>• Asbestos Management</li> <li>• Legionella</li> </ul> <p>Monitor compliance through the compliance dashboard in order to ensure the Housing Leadership team have overall assurance and can be informed to take immediate decisions as required including the requirement to report non-compliance with the Social Housing Regulator.</p> <p>Continue to prepare for the changes required under the Building Safety Act and implement any changes required.</p> <p>Continue to ensure we are meeting requirements that relate to disrepair and how cases should be handled to ensure we are meeting legal requirements. Ensure our processes and procedures are working efficiently with oversight and input from our Housing Solicitor.</p>	<p>Housing Revenue Account</p>	<p>Property and Asset Manager/Housing Service Lead</p>
<p>Closely monitor performance of the Integrated Asset Management Contract to ensure;</p> <ul style="list-style-type: none"> <li>• Ongoing monitoring against contract KPIs.</li> <li>• A focus on tenant satisfaction levels</li> <li>• Value for money is being achieved and is evidenced</li> <li>• A learning approach is being taken when complaints arise.</li> </ul>	<p>Housing Revenue Account</p>	<p>Property and Asset Manager</p>

<p>Continue preparation to ensure we are prepared for the up and coming changes being introduced by the Housing Regulator, where powers will be increased as part of the Social Housing Act. This will include;</p> <ul style="list-style-type: none"> <li>• Annual performance returns as required covering all tenant satisfaction measures (TSMs) this monitoring will start in April 2023.</li> <li>• Review carefully the results of the tenant satisfaction survey in order to have a baseline of data, create an Action Plan that will look to address issues raised with a view to making the improvements required.</li> <li>• Ensure compliance with Ombudsman Code of Conduct when dealing with complaints.</li> <li>• Deliver training to Members, tenants and staff to ensure they have a full understanding of the up and coming legislative requirements of the White Paper and Building Safety Act as well as having the required skillset and levels of competency as defined in the Legislation to discharge such roles/duties.</li> <li>• Consider specific training and support for the Housing Review Board in order to ensure fulfilment of the governance and scrutiny function as required by the Regulator.</li> </ul>	<p>Housing Revenue Account</p>	<p>Housing Leadership Team</p>
<p><b>Housing Task Force</b></p> <ul style="list-style-type: none"> <li>• Deliver the carbon neutral new build homes in Honiton with ZedPods</li> <li>• Progress viable developments through planning and potential build outs to start</li> <li>• Add to the pipeline programme</li> <li>• Undertake feasibility on all development opportunities</li> </ul>	<p>General Fund and Housing Revenue Account</p>	<p>Housing Task Force Service Lead</p>

<ul style="list-style-type: none"> <li>• Write and agree a set of Guidelines to inform RTBuy Acquisition decisions</li> <li>• Focus Right to Buy Receipts spending on new build development in line with Government Legislation rather than acquisition</li> <li>• Agree new additions / amendments to the constitution to support the work of the team</li> <li>• Write a draft Development Strategy</li> <li>• Contribute to the wider Asset Management Strategy</li> <li>• Undertake comprehensive consultation with tenants and communities on each proposed development</li> </ul>		
<p>Ensure our approach to Damp and Mould is robust and fit for purpose to ensure we are supporting tenants to live in their properties and managing issues relating to damp and mould. This approach will be supported by an EDDC Damp and Mould Policy- to be introduced prior to this service plan commencing ( final quarter of 22/23)</p>	Housing Revenue Account	Property and Asset Manager
<p>Ensure we have a strategic approach and action plan in place for providing homes for large families, especially those living in temporary accommodation</p> <p>Similarly take a strategic approach to the provision of specially adapted homes for families requiring them</p>	Housing Revenue Account	Property and Asset Manager and Housing Allocations

<b>3.2 Service development / project *</b> (this will be monitored in SPAR)	<b>Expected outcome</b>	<b>Resources required</b>
Consult on and produce a new Homelessness and Rough Sleeper Strategy 2024-2028	To ensure our service delivery offer sets out ways we will reduce	Housing Project Officer



	homelessness and rough sleeping in the District. Ensure our approach for how we will capture this is clearly defined.	Housing Solutions Manager Housing Service Lead Housing Options Manager
<b>Link to Council Plan priorities</b>	<b>Better Homes and Communities for All</b>	
<b>Milestones</b>	<b>Due date</b>	<b>Lead officer</b>
1. Review current Strategy	By June 2023	Housing Solutions Manager
2. Launch a period of consultation, identifying all key stakeholders and partner agencies that will need to be involved.	June-August 2023	Housing Solutions Manager
3. With outcomes of consultation, produce a draft strategy for circulation and comment.	October 2023	Housing Solutions Manager
4. Publish the new Strategy	January 2024	Housing Solutions Manager

<b>3.2 Service development / project *</b> (this will be monitored in SPAR)	<b>Expected outcome</b>	<b>Resources required</b>
Complete the Stock Condition Survey Review of Housing Revenue Account Business Plan Creation of a Housing Strategic Asset Management Plan.	To ensure a comprehensive, detailed re-write of the Housing Revenue Account Business Plan is undertaken, to include;	Housing Project Officer Housing Leadership Team

	<ul style="list-style-type: none"> <li>• Data collected from the Stock Condition Survey that will indicate level of investment in stock required.</li> <li>• Consider approach we take to funds we set aside for Retrofit of the stock and a realistic view of investment from a climate change perspective.</li> <li>• Consider stock disposal programme</li> <li>• Review approach to borrowing in order to determine Housing Task Force outcomes.</li> <li>• Produce a new, comprehensive Strategic, Asset Management Strategy.</li> </ul>	
<b>Link to Council Plan priorities</b>	<b>Better Homes and Communities for all</b>	
	<b>A greener East Devon</b>	
<b>Milestones</b>	<b>Due date</b>	<b>Lead officer</b>
1. Start scoping and planning a project brief on how this will be delivered, seek external consultancy support.	Prior to the start of this Service Plan.	Housing Service Lead
2. Completion of the Stock Condition Survey ( data being submitted during the completion of the survey can start to feed into the plan prior to all data being captured)	September 2022	Property and Asset Manager

3. Consultation with key stakeholders as required	TBC	Housing Service Lead
4. Present draft Housing Revenue Account Business Plan and Strategic Asset Management Plan to Housing Review Board	TBC	Strategic Lead/ Housing Service Lead

<b>3.2 Service development / project *</b> (this will be monitored in SPAR)	<b>Expected outcome</b>	<b>Resources required</b>
Preparation for changes being developed as part of the Social Housing Act, this will start in April 2023 with the introduction of the tenant satisfaction measures and work on this area will need to continue to be developed during 23/24 as part of ensuring we are ready for the inspection regime as being developed by the Social Housing Regulator.	To ensure full compliance with up and coming new Legislation (Social Housing Act) due to be legislated during 2023/2024.	Housing Leadership Team  Housing Project Officer
<b>Link to Council Plan priorities</b>	<b>Better Homes and Communities for all</b>	
<b>Milestones</b>	<b>Due date</b>	<b>Lead officer</b>
1. Completion of tenant satisfaction survey with review of results and action plan to capture improvements required.	By April 2023	Housing Leadership Team
2. Report on tenant satisfaction measures	April 2023	Housing Service Lead
3. Monthly reporting to Housing Leadership Team on progress being made in relation to each part of the legislation- noting compliance standards. Carry out a gap analysis in relation to current Consumer Standards as set out by the Regulator.	Ongoing	Housing Project Officer
4. Carry out required training to Board Members and Officers.	Ongoing	Housing Leadership Team

<b>3.2 Service development / project * (this will be monitored in SPAR)</b>	<b>Expected outcome</b>	<b>Resources required</b>
Housing Task Force Increase the social housing portfolio and delivery of affordable housing	25 Carbon Neutral New Homes	Housing Task Force
<b>Link to Council Plan priorities</b>	<b>Better Homes and Communities / Climate Change</b>	
<b>Milestones</b>	<b>Due date</b>	<b>Lead officer</b>
1. Planning achieved for ZedPods Honiton	Spring 2023	HTF service lead
2. Build out the above development	Summer 2023	HTF service lead
3. Grow Pipeline Programme by 50%	Ongoing	HTF
4. Write draft Development Strategy	Summer 2023	HTF

<b>3.2 Service development / project * (this will be monitored in SPAR)</b>	<b>Expected outcome</b>	<b>Resources required</b>
Continue to deliver projects via funding opportunities such as the Social Housing Decarbonisation Fund ( bid submission currently pending for 23/24- submitted November 2022)	To ensure we are continuing to upgrade current stock and accessing all available funding from central Government.	Property and Asset Manager/team. Consultancy support as and when required.
<b>Link to Council Plan priorities</b>	<b>Better Homes and Communities</b>	
<b>Milestones</b>	<b>Due date</b>	<b>Lead officer</b>
1. Recieve feedback on bid made in November	January 2023	Property and Asset Manager

2.If successful, produce a project plan	January- April 2023	Property and Asset Manager
3. Appoint delivery partners as required, consult with tenants where properties fall into the programme.	January- April 2023	Property and Asset Manager
4.Commence works onsite	During 2023/24- 2025/2026 ( 2 year's worth of funding)	Property and Asset Manager

<b>3.2 Service development / project * (this will be monitored in SPAR)</b>	<b>Expected outcome</b>	<b>Resources required</b>
<p>Review and development of the Home Safeguard service to ensure key objectives are being delivered.</p> <ul style="list-style-type: none"> <li>• Review external contracts to ensure we are providing a good service</li> <li>• Consider commercial opportunities to grow the service.</li> <li>• Ensure the staffing structure is sustainable and fit for purpose.</li> <li>• Ensure the Councils out of hours function is being delivered efficiently and in line with legislative requirements.</li> <li>• Ensure a robust business continuity plan is in place with reviewed risk register.</li> </ul>	<p>Ensure the service is highly functioning with a reviewed delivery plan that includes a refreshed approach to business continuity.</p>	<p>Housing Services Manager</p> <p>Housing Service Lead</p> <p>Potential Consultancy Support.</p>
<b>Link to Council Plan priorities</b>	<b>Better Homes and Communities</b>	
<b>Milestones</b>	<b>Due date</b>	<b>Lead officer</b>
1. Review current delivery set up ensuring the team are stabilised and that our business continuity plans are robust	All currently ongoing and off the back of decision due to Cabinet in March	Housing Services Manager

	2023 when report is due on future delivery of services.	
2. Recruit into vacant positions off the back of decision that will be taken by Cabinet on continuation (or not) of external service covering nights.		