



# **Housing Services Service Delivery Plan 2025 – 2028**

**Service Area**

**Housing Services**

**Directorate**

**Corporate, Customer  
and Community**

## **Introduction**

The service plans are a key component of Three Rivers District Council's corporate planning process. They describe our ambitions, priorities, targets and how each service area is working towards delivering the Councils' objectives detailed in the Corporate Framework [HERE](#). They are reviewed and updated annually considering budgets, performance, internal and external factors, arising throughout the year.

Service Plans are monitored in the following ways:

- Through regular discussion between, service heads, managers and their teams.
- Key Performance Indicator are reviewed by the Corporate Management Team on a quarterly and annual basis.
- Mid-year review of service plans

## **Service Overview**

Housing Services is part of the Corporate, Customer and Community Directorate.

The Service is responsible for the all matters of housing on behalf of the Council, from the provision of homelessness advice and assistance, provision and management of temporary accommodation, housing disrepair enforcement, nuisance investigation, management of the Council's Housing Register, management of the Council's Private Rented Sector Scheme, approval of Disabled Facilities Grants for customers and working with partners to deliver affordable housing in the district.

The Housing Service provides integration support to those who have settled within the district as part of Government Resettlement Schemes and employs a Domestic Abuse Caseworker to provide support to those engaging with the service who have fled, or are experiencing, domestic abuse.

The Housing Service comprises of Housing Operations, Housing Strategy and Residential Environmental Health. The Service is led by Deborah Allen (Housing Operations) and Jason Hagland (Housing Strategy and Residential Environmental Health). The Service is responsible for the delivery of the Council's Housing, Homelessness and Rough Sleeping Strategy 2023-2028 and is responsible for the Council's statutory obligations in the sector.

The Service provides support to other departments within the Council, including providing formal comment on planning applications by Environmental Health Officers, providing a visible presence at the Council's Healthy Hubs and works in partnership with the Council's Strategy and Partnerships Team on matters of community safety and wellbeing projects.

Housing Services has 3 x Designated Safeguarding Leads who are Level 2 trained and form part of the safeguarding team for Three Rivers District Council. These staff provide support to other Council staff who raise concerns and are responsible for making referrals to the relevant professionals.

## **Budget**

(Table to give topline financials. This will be added post the Service Plans and Budget being agreed at Full Council before being published.)

## Service purpose and core functions

Corporate Framework Objective	Service's contribution to the Corporate Framework Objectives
	<b>Housing Operations</b>
Provide responsive and responsible local leadership	Management of temporary accommodation.
Support and enable sustainable communities	Maintain the Council's Housing Register and provide nominations to Housing Association partners.
Support and enable sustainable communities	Provision of housing advice to the public.
Support and enable sustainable communities	Prevention and relief of homelessness including issuing of decisions on homelessness applications and responsibility for the Council's Homelessness Prevention Forum
Support and enable sustainable communities	Support of vulnerable customers, including those who are experiencing or have experienced domestic abuse, engaging with the Council's Housing Service.
	<b>Housing Strategy</b>
Provide responsive and responsible local leadership	Responsible for long term strategy and policy within Housing Services.
Support and enable sustainable communities	Work with partners to deliver affordable housing development.
Support and enable sustainable communities	Management of the Council's Private Rental Scheme, including the sourcing of additional PRS properties.

## Service purpose and core functions

Corporate Framework Objective	Service's contribution to the Corporate Framework Objectives
Support and enable sustainable communities	Provide support to those who have settled within the district as part of Government Resettlement Schemes.
	<b>Residential Environmental Health</b>
Support and enable sustainable communities	Investigation of noise, light and smoke pollution reported by customers to determine if a statutory nuisance exists.
Support and enable sustainable communities	Housing condition enforcement. (including hoarding and empty properties).
Support and enable sustainable communities	Houses of Multiple Occupation (HMO) licensing and investigations into illegal HMO's.
Support and enable sustainable communities	Administration and approval of Disabled Facilities Grants (DFG).
Support and enable sustainable communities	Private Water Supply monitoring and enforcement.
Support and enable sustainable communities	Mobile Home Site licensing and enforcement.

## Projects, Policies and Strategies

Corporate Framework Objective	Project Title	Lead Officer	Project Description & Proposed Outcome(s)	Projected End Date (Month/Year)	Internal/External Partners	Additional Capital or Revenue cost and/or saving
RRL SC	Annual Review of Housing, Homelessness and Rough Sleeping Strategy Action Plan 2023-2028	Strategic Housing Manager	Review of the Action Plan completed, and update provided to Committee.	Feb 2025	Nil	Within existing resource.
RRL SC	Review of the Council's Housing Allocations Policy	Strategic Housing Manager/Housing Operations Manager	Review of Policy completed, and Policy agreed at Committee.	December 2025	Nil	Within existing resource.
RRL SC	Commission a private housing stock condition survey	Strategic Housing Manager	Provide the Council a better understanding of conditions in the private rented sector in the district.	August 2026	Property Owners, PRS landlords, tenants, NRLA, External resource	Subject to OBC approval.

## Projects, Policies and Strategies

Corporate Framework Objective	Project Title	Lead Officer	Project Description & Proposed Outcome(s)	Projected End Date (Month/Year)	Internal/External Partners	Additional Capital or Revenue cost and/or saving
RRLL SC	Establish a protocol with our Registered Providers for dealing with complaints of housing disrepair	Strategic Housing Manager	Housing disrepair issues rectified swiftly without the need for the use of formal enforcement powers on partners.	January 2026	Registered Providers	Within existing resource.
RRLL SC	Devise an early identification and intervention protocol with all Registered Provider's for those at risk of homelessness.	Housing Operations Manager	Protocol agreed with Registered Providers and adhered to on a consistent basis.	January 2025	Registered Providers.	Within existing resource.



## Projects, Policies and Strategies

Corporate Framework Objective	Project Title	Lead Officer	Project Description & Proposed Outcome(s)	Projected End Date (Month/Year)	Internal/External Partners	Additional Capital or Revenue cost and/or saving
RRL SC	Review of the Council's Rent Deposit Guarantee Scheme	Strategic Housing Manager / Private Housing Coordinator	Project was initially scheduled for 2024, however, delay on new private rented legislation from Government has caused this to be postponed until 2025. Project aims to launch an improved scheme, leading to the procurement of more properties.	June 2025	External private landlords.  HM Government.	Within existing resource.

## Projects, Policies and Strategies

Corporate Framework Objective	Project Title	Lead Officer	Project Description & Proposed Outcome(s)	Projected End Date (Month/Year)	Internal/External Partners	Additional Capital or Revenue cost and/or saving
RRL SC	Develop and implement an action plan following the private sector housing stock survey	Strategic Housing Manager	Improved standards in the private rented sector	January 2027	Property owners, PRS landlords, tenants, NRLA	Within existing resource.
RRL SC	Review of the Council's Temporary Accommodation Placement Policy	Strategic Housing Manager	Review of the Policy completed.	June 2027	Nil	Within existing resource.
RRL SC	Review of the Council's Private Rented Sector Placement Policy	Strategic Housing Manager	Review of the Policy completed.	February 2027	Nil	Within existing resource.

## Projects, Policies and Strategies

Corporate Framework Objective	Project Title	Lead Officer	Project Description & Proposed Outcome(s)	Projected End Date (Month/Year)	Internal/External Partners	Additional Capital or Revenue cost and/or saving
RRL SC	Review the Council's Housing Assistance Policy	Strategic Housing Manager	Review of the Policy completed.	April 2027	Nil	Within existing resource.
RRL SC	Review the Council's Fit and Proper Person Assessment Policy and Fit and Proper Person Fee Policy	Strategic Housing Manager	Review of the policies completed.	February 2026	Nil	Within existing resource.
RRL	Review the Council's Housing Enforcement Policy	Strategic Housing Manager	Review of the Policy completed.	December 2027	Nil	Within existing resource.

## Key Performance Indicators to support the Corporate Framework

KPI Ref	KPI Title	2023/24 Actual	2024/25 Target	2025/26 Target	2026/27 Target	2027/28 Target
HN01	Maximum number of households living in temporary accommodation on the last day of the quarter (snapshot)	271	300 (Quarterly 75)	300 (Quarterly 75)	300 (Quarterly 75)	300
HN03	Maximum number of households in temporary accommodation throughout the year	144	170	175	175	175
HN06	Promote access to private sector lettings in order to prevent and relieve homelessness	13	20	20	20	20
HN11	Percentage of households prevented or relieved from homelessness (excluding withdrawn applications)	33%	30%	30%	30%	30%

## Service Volumes

These are monitored by the service area and not reported on externally. Details can be provided if required.

Description	Projected annual volume for 2024/2025	Estimated annual volume for 2025/26	Notes / explanation for estimated change
No. Homeless Applications received	525	550	Whilst the cost-of-living crisis has eased, access to the PRS within district is increasingly difficult. Projected rental reform legislation will see some PRS landlords exit the market, causing a small increase in applications.
Throughput of TA	162	175	Whilst the cost-of-living crisis has eased, access to the PRS within district is increasingly difficult. Projected rental reform legislation will see some PRS landlords exit the market, causing a small increase in applications.
No. joined the Housing Register	950 (includes applications that do not qualify to join the Housing Register)	950 (includes applications that do not qualify to join the Housing Register)	

## Risk Management

Our [Risk Register Summary](#) is published on our website and updated quarterly. These include; our strategic, operational and climate change risks.