



HOUSING & RESIDENTIAL SERVICES

Service Delivery Plan

2026 – 2029

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' themes detailed in the Council Plan. 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 Indicators are reviewed by the Corporate Management Team on a quarterly and annual basis
- Mid-year review of service plans alongside Professional Conversations

SERVICE OVERVIEW

Housing Services is a statutory service that forms part of the Corporate, Customer and Community Directorate.

The Service is responsible for all matters of housing on behalf of the council:

- The provision of homelessness advice and assistance
- The 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
- Working with partners to ensure the delivery of the affordable housing required in the district

SERVICE OVERVIEW cont.

The Housing Service provides integration support to those who have settled within the district as part of Government Resettlement Schemes (ARP) and employs a Domestic Abuse Caseworker who is ISDVA trained and delivers holistic support to those customers engaging with the council who are victims of domestic abuse and if required, support to employees of the council who are victims of domestic abuse.

The Housing Service comprises of three areas, Housing Operations, Housing Strategy and Residential Environmental Health. The Service is led by the Housing Operations Manager and the Strategic Housing Manager. 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.

SERVICE OVERVIEW cont.

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 to encourage early engagement from customers who need housing advice/assistance.
- 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 leads 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

Council Plan Theme	Service's contribution to the Council Plan Theme
	Housing Operations
Healthy, safe and thriving communities	Management of the temporary accommodation provision.
Healthy, safe and thriving communities	Maintain the council's Housing Register and provide nominations to Housing Association partners.
Healthy, safe and thriving communities	Provision of housing advice to the public.
Healthy, safe and thriving communities	Prevention and relief of homelessness including issuing of decisions on homelessness applications and responsibility for the council's Homelessness Prevention Forum.
Healthy, safe and thriving communities	Support of vulnerable customers, including those who are experiencing or have experienced domestic abuse, engaging with the council's Housing Service.
Healthy, safe and thriving communities	Supporting households with financial advice, budgeting and sustainable living to improve tenancy sustainment.
	Housing Strategy
A well-run council	Responsible for long term strategy and policy within Housing Services and ensuring consistent adherence to updated legislation and Government guidance.
Healthy, safe and thriving communities	Work with partners to deliver affordable housing development.

SERVICE PURPOSE AND CORE FUNCTIONS

Council Plan Theme	Service's contribution to the Council Plan Theme
Healthy, safe and thriving communities	Management of the council's Private Rental Scheme, including the sourcing of additional PRS properties and ongoing adherence to current tenancy legislation and safety standards.
Healthy, safe and thriving communities	Provide support to those who have settled within the district as part of Government Resettlement Schemes.
	Residential Environmental Health
Healthy, safe and thriving communities	Investigation of noise, light and smoke pollution reported by customers to determine if a statutory nuisance exists.
Healthy, safe and thriving communities	Housing condition enforcement (including hoarding and empty properties).
Healthy, safe and thriving communities	Houses of Multiple Occupation (HMO) licensing and investigations into HMO's that are operating without a licence and any HMO's that are not being managed effectively or are not meeting the required amenity or safety standard.
Healthy, safe and thriving communities	Administration and approval of Disabled Facilities Grants (DFG), including ongoing management of the contracted service from BCC adaptations to ensure adherence to legislated timelines for DFG delivery.
Healthy, safe and thriving communities	Private Water Supply monitoring and enforcement.
Healthy, safe and thriving communities	Mobile Home Site licensing and enforcement.

PROJECTS

Council Plan Theme	Project Title	Project Description & Proposed Outcome(s)	Project Start Date (Month/Year)	Projected End Date (Month/Year)	Internal/External Partners	Additional Capital or Revenue cost and/or saving
Healthy, safe and thriving communities	Commission a private housing stock condition survey	The survey will provide the council a better understanding of conditions in the private rented sector in the district and what actions that need to be undertaken to improve these/what areas to focus upon	May 2026	December 2026	Property Owners, PRS landlords, tenants, NRLA, External resource	Additional capital required
Healthy, safe and thriving communities	Develop and implement an action plan following the private sector housing stock survey	Improve conditions and landlord knowledge in the private rented sector	January 2027	December 2027	Nil	Within existing resource
Healthy, safe and thriving communities	Review of the council's Rent Deposit Guarantee Scheme	The delay on updated private rented legislation from Government has caused this to be postponed until 2026. Project aims to launch an improved scheme, leading to the procurement of more properties	January 2026	December 2026	Nil	Within existing resource
Healthy, safe and thriving communities	Establish a protocol for dealing with complaints of housing disrepair, specifically those related to damp and mould	Agree on a protocol with Registered Providers to efficiently deal with complaints from tenants in social housing in the district. This will ensure that these issues are rectified swiftly, without the use of formal enforcement powers on partners	January 2026	December 2026	Registered Providers operating within Three Rivers	Within existing resource

POLICIES AND STRATEGIES

These policies and strategies are scheduled to commence or undergo renewal in the 2026/27 financial year.

Policy or Strategy	Name of Policy or Strategy	New or existing Policy or Strategy	Renewal date	Additional comments
Policy	Temporary Accommodation Placement Policy	Existing	May 2027	N/A
Policy	Private Rented Sector Placement Policy	Existing	January 2027	N/A
Policy	Housing Assistance Policy	Existing	March 2027	N/A
Policy	Fit and Proper Person Assessment Policy	Existing	March 2026	N/A
Policy	Fit and Proper Person Fee Policy	Existing	March 2026	N/A
Policy	Housing Enforcement and CPN Policy	New	June 2026	Date will be dependent on progression of Renters Rights Bill
Policy	HMO Licensing Policy	New	August 2026	N/A

KEY PERFORMANCE INDICATORS TO SUPPORT THE COUNCIL PLAN

Key Performance Indicators enable us to track how we are performing against our targets and over time. They are reviewed quarterly and/or annually to ensure accountability and to drive continuous improvement.

KPI Ref	KPI Title	2024/25 Actual	2025/26 Target	2026/27 Target	2027/28 Target	2028/29 Target
HN01	Maximum number of households living in temporary accommodation on the last day of the quarter (snapshot)	273	300 (Quarterly 75)	300 (Quarterly 75)	300 (Quarterly 75)	300 (Quarterly 75)
HN03	The number of households accessing Temporary Accommodation throughout the year	163	175	175	175	175
HN06	Promote access to private sector lettings in order to prevent and relieve homelessness	13	20 (Quarterly 5)	20 (Quarterly 5)	20 (Quarterly 5)	20 (Quarterly 5)
HN11	Percentage of households prevented or relieved from homelessness (excluding withdrawn applications)	39%	30%	30%	30%	30%

SERVICE VOLUMES

These are monitored internally by the individual service area and not reported on externally.

Description	Projected annual volume for 2026/2027	Estimated annual volume for 2027/28	Notes / explanation for estimated change
No. of Homeless Applications received.	500	550	<p>Whilst the cost-of-living crisis has eased, ongoing inflationary pressures has meant that it has not eased as quickly as anticipated, likely having a direct impact on homelessness.</p> <p>Other external pressures, including private rented sector reform will likely mean more landlords exit the sector and/or take advantage of section 21 evictions before this ability is removed by the Renters Rights legislation.</p>
Throughout of temporary accommodation	200	220	<p>Whilst the cost-of-living crisis has eased, ongoing inflationary pressures has meant that it has not eased as quickly as anticipated, likely having a direct impact on homelessness.</p> <p>Other external pressures, including private rented sector reform will likely mean more landlords exit the sector and/or take advantage of section 21 evictions before this ability is removed by the Renters Rights legislation. As homelessness increases, so will the need for temporary accommodation placements.</p>

SERVICE VOLUMES

These are monitored internally by the individual service area and not reported on externally.

Description	Projected annual volume for 2026/2027	Estimated annual volume for 2027/28	Notes / explanation for estimated change
No. joined the council's Housing Register	900	1000	In year 24/2025, 731 x applications were made to join the council's Housing Register. As financial strain continues to grow within households, it is anticipated that alternative accommodation will be sought via affordable routes.

RISK MANAGEMENT

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