

Housing Services – Service Plan 2027 – 2030

THREE RIVERS DISTRICT COUNCIL

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 PDRs and Council Plan Delivery Plan mid-year review.

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

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SERVICE OVERVIEW

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 Service support the Multi Agency Risk Assessment Conference (MARAC) and the associated Service Level Agreement to safeguard 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.

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SERVICE OVERVIEW

The Service provides support to other departments within the council, including:

- Providing formal comments 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 four 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.

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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 legalisation 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 and any enforcement action following these investigations.
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 adaptions 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 2027	December 2027	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 2028	December 2028	Nil	Within existing resource
Healthy, safe and thriving communities	Deliver a Supported Housing Accomodation Strategy	To deliver a clear five-year plan to assess, coordinate, and improve housing and care services for vulnerable residents.	July 2026	March 2027	Hertfordshire District and Boroughs, Herts County Council.	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 2027	December 2027	Registered Providers operating within Three Rivers	Within existing resource

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	Establish a formal rough sleeper move on pathway	To establish a formal pathway for those identified as rough sleepers within the district to move on to settled accommodation with ongoing support.	January 2027	December 2027	Registered Providers, CGL, Hertfordshire Mind	Within existing resource.

POLICIES AND STRATEGIES

Policy or Strategy	Name of Policy or Strategy	New or existing Policy or Strategy	Renewal date	Additional comments
Strategy	Housing, Homelessness and Rough Sleeping Strategy	Existing	December 2028	N/A
Strategy	Supported Housing Strategy	New	March 2027	N/A
Policy	Housing Allocations Policy	Existing	December 2028	N/A
Policy	Temporary Accommodation Placement Policy	Existing	May 2027	N/A
Policy	Housing Assistance Policy	Existing	April 2027	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	2025/26 Actual	2026/27 Target	2027/28 Target	2028/29 Target	2029/30 Target
HN01	Maximum number of households living in temporary accommodation on the last day of the quarter (snapshot)	195	300 (Quarterly 75)	300 (Quarterly 75)	300 (Quarterly 75)	280 (Quarterly 70)
HN02	The number of households accessing Temporary Accommodation throughout the year	104	175	175	175	160
HN06	Promote access to private sector lettings in order to prevent and relive homelessness	32	20 (Quarterly 5)	20 (Quarterly 5)	20 (Quarterly 5)	20 (Quarterly 5)
HN11	Percentage of households prevented or relieved from homelessness (excluding withdrawn applications)	44%	30%	30%	30%	40%

SERVICE VOLUMES

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

Description	Projected annual volume for 2027/2028	Estimated annual volume for 2028/29	Notes / explanation for estimated change
No. of Homelessness Applications received	500	500	The cost-of-living crisis looks set to continue indefinitely, and ongoing inflationary pressures due to global instability means that is will likely not ease for a significant period. Other external pressures, including ongoing private rented sector reform will likely mean more landlords exit the sector, increasing the cost of private rental accommodation in the district.
Throughput of temporary accommodation	220	150	Significant work has been undertaken within the Service, including the adoption of an updated Action Plan following the announcement of the Local Outcomes Framework, that specifically address the prevention of homelessness. The implementation of the action within this Plan and the other action taken by the Service, should see an increase in homelessness prevention by the service, therefore less requirement for temporary accommodation.

SERVICE VOLUMES

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

Description	Projected annual volume for 2027/2028	Estimated annual volume for 2028/29	Notes / explanation for estimated change
No. of customers joining the council's Housing Register	1000	1100	The cost-of-living crisis looks set to continue indefinitely, and ongoing inflationary pressures due to global instability means that is will likely not ease for a significant period. Other external pressures, including ongoing private rented sector reform will likely mean more landlords exit the sector, increasing the cost of private rental accommodation in the district. Due to the above, it is predicted that more households will seek affordable accommodation via the council's Housing Register.

RISK MANAGEMENT

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