

Service Delivery Plan 2024-27

Directorate	Strategy, Partnerships and Housing	Director	Kimberley Grout
Service	Housing Services	Head of Service	Jason Hagland & Deborah Allen
Service Purpose and Core Functions			
<p>Housing Services is a statutory service responsible for Residential Environmental Health, Housing Operations and Housing Strategy.</p> <p>Residential Environmental Health deal with noise and light pollution, housing condition enforcement and houses of multiple occupation.</p> <p>Housing Operations –</p> <ul style="list-style-type: none"> • Provision of housing advice to the public • Prevention and relief of homelessness including issuing of decisions on homelessness applications and responsibility for the Council’s Homelessness Prevention Forum • Maintain the Council’s Housing Register and provide nominations to Housing Association partners. • Management of temporary accommodation. • Support of vulnerable customers engaging with the Council’s Housing Service. <p>Housing Strategy –</p> <ul style="list-style-type: none"> • Responsible for long term strategy and policy within Housing Services. • Work with partners to deliver affordable housing development. • Management of the Council’s Private Rental Scheme, including the sourcing of additional PRS properties. • Support of refugees housed within the district. <p>Housing Services has 3 Designated Safeguarding Leads who are Level 2 trained and form part of the safeguarding team for Three Rivers District Council. Trained staff provide support to other Council staff who raise concerns and are responsible for making referrals to the relevant professionals, depending on the concern raised. The Corporate Lead for Safeguarding is currently the Head of Strategy and Partnerships.</p>			

Link to Corporate Framework¹	Key Action/ Deliverable for 2023-26	Lead Officer	Milestone (Specific and measurable)	Milestone date (Month/Year)	Internal/External Partners	Additional Capital or Revenue cost and/or saving
Housing Strategy						
RRLL SC	Develop an updated Housing, Homelessness and Rough Sleeping Strategy 2023-2028	Strategic Housing Manager	Five-year strategy delivered on schedule.	January 2024	Multiple including HCC, New Hope Trust, WCH, Thrive, Police, Probation, Community Partnerships etc	Within existing resource
RRLL SC	Annual Review of Housing, Homelessness and Rough Sleeping Strategy 2023-2028	Strategic Housing Manager	Review first year of strategy	December 2024	Nil	Within existing resource
RRLL SC	Review of the Council's Rent Deposit Guarantee Scheme	Strategic Housing Manager / Private Housing Coordinator	Launch an improved scheme, leading to the procurement of more properties.	June 2024	External private landlords. HM Government.	£20,000 from the HMG Homelessness Prevention Grant, already secured.
RRLL SC	Review of the Council's Housing Allocations Policy	Strategic Housing Manager / Housing	Review of the Policy completed.	December 2025	Nil	Within existing resource.

¹ RRLL= Responsive Responsible and Local Leadership = , SC = Sustainable Communities, GPB = A Good Place for Business, NZCR= Net Zero and Climate Resilient

		Development Officer				
RRLL SC	Review of the Council's Temporary Accommodation Placement Policy	Strategic Housing Manager / Housing Development Officer	Review of the Policy completed.	December 2024	Nil	Within existing resource.
RRLL SC	Review of the Council's Private Rented Sector Placement Policy	Strategic Housing Manager / Housing Development Officer	Review of the Policy completed.	January 2024	Nil	Within existing resource.
Residential Environment Health						
RRLL SC	Commission a private sector housing stock condition survey	Strategic Housing Manager	Provide the Council a better understanding of conditions in the private sector in the district.	2026	Property owners, PRS landlords, tenants, NRLA	
RRLL SC	Housing Assistance Policy	Strategic Housing Manager	Policy delivered on schedule	January 2024	Hertfordshire Building Control, Hertfordshire County Council Adult and Child Services.	Within existing resource.
RRLL	Housing Enforcement Policy	Strategic Housing Manager	Policy delivered on schedule	March 2024	Residents, Social and Private Landlords in the district.	Within existing resource.
Housing Options						
RRLL SC	Implement a cost-of-living homelessness prevention project.	Housing Operations Manager/Housing Solutions Manager	Prevention project launched in partnership with RP's and PRS landlords.	March 2024	Registered Providers, PRS Landlords, New Hope, CA, Herts Help.	Within existing resource. Funded by HMG Homelessness

						Prevention Grant, already secured.
RRLL SC GPB	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.	June 2024	Registered Providers.	Within existing resource.

Targets – Key Performance Indicators

Ref	Targets*	Target 2022/23	Projected 2022/2023 outturn	Target 2023/24	Target 2024/25	Target 2025-26	Rationale for setting of target / changes to target
HN01	Maximum number of households living in temporary accommodation on the last day of the quarter (snapshot)	75	To be confirmed as part of year end outturn report	75	75	75	We anticipate a rise in homelessness applications received by the Council, therefore we have not targeted an improvement in this overall figure.
HN03	Maximum number of households in temporary accommodation throughout the year	160		170	170	175	Numbers projected to steadily increase due to projected rise in interest rates, resulting in possible defaults in mortgages causing homelessness, coupled with rise in cost-of-living expenses and impact from homelessness approaches from Afghan Refugees, Homes for Ukraine scheme and asylum dispersal.

HN10	Number of households prevented or relieved from homelessness	190	To be confirmed as part of year end outturn report	190	200	200	Replaced with HN11.
HN06	Promote access to private sector lettings in order to prevent and relieve homelessness	24		20	20	20	Number decreasing due to external pressure on PRS market as factors listed above, particularly asylum dispersal and Afghan refugees. Will this figure review following our Review of the council's Rent Deposit Guarantee Scheme.
NEW HN11 (to replace HN10)	Percentage of households prevented or relieved from homelessness (excluding withdrawn applications)			25%	25%	30%	Figures predicted to remain at 25% level due to external pressures created by the cost of living crises, however, increases in 25/26 due to future projects and predicted ease of cost of living.

Service Volumes

Activity / Process	Projected annual volume for 2022/2023	Estimated annual volume for 2023/24	Notes / explanation for estimated change	Impact (both service and corporate level)
No. Homeless Applications received	445	485	Predicted increase in applications is due to the cost-of-living crisis and based on current applications received as of 30 August 2023.	
Throughput of TA	143	240	An average 51% of applications have resulted in TA placements so far in 23/24, therefore future predictions based on an ongoing trend. An increase in applications will increase in the throughput of TA.	
No. joined the Housing Register	702	650	Average of 54 applications being made per month from 1 April 2023 to 31 August 2023, therefore, predicted annual volume for 2023/24 is based on this figure. This includes applications that are not eligible.	

Key Risks to Service Plan delivery

1 = not likely/low Impact 4 = will definitely happen/major service changing impact

No	Description of Risk	With no Mitigation			Mitigation	With Mitigation		
		Likelihood (1-4)	Impact (1-4)	Risk Score		Likelihood (1-4)	Impact (1-4)	Risk Score
1	Insufficient Staff	2	2	4	Agency staff, secondments, offer of overtime	1	1	2
2	Total failure of ICT systems	2	2	4	Battlebox, mobile phones for customers if required	1	2	2
3	Fraudulent Activity	2	2	4	Working alongside Fraud, Police and ensuring our verification procedure is up to date/relevant. Ensure staff up to date with I-learn training module.	1	1	1
4	Loss or insufficient of Temporary Accommodation	2	2	4	Hotels, Nightly lets, B&B (last resort), RSL's & Partners	1	1	2

5	Failure to provide an out of hours emergency provision	2	2	4	Ensure contract with Hertsmere is up to date and working processes are clear and to ensure Police are aware	1	1	2
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Impact Assessments Required or Reviews Due

Equalities & Diversity	Sustainability & Climate Change
Housing, Homelessness and Rough Sleeping Strategy 2023-2028	
Housing Allocations Policy 2020 Updated August 2022	
Temporary Accommodation Placement Policy	
Private Rented Sector Offer Policy	
Fit and Proper Person Assessment Policy	
Fit and Proper Fees Policy	
Housing Assistance Policy	
Housing Enforcement Policy	