

# London Borough of Redbridge Housing Service Plan 2018/2019

**Who are we and what we do?**

*Give a brief outline of who you are and what you deliver for the borough; give your top 5.*

1. We manage the Council's housing stock; dealing with Council tenants and leaseholder issues; undertaking day to day repairs and the planned maintenance programme so as to keep our homes in a good standard of repair and meet health and safety obligations and collecting rent and service charges from our tenants and leaseholders.
2. We deliver new council housing through the HRA development programme working closely with the capital delivery and property teams.
3. We have a range of statutory duties to homeless applicants and others in housing need. We meet these by providing advice, preventing and deferring homelessness and providing temporary accommodation and a range of long term housing solutions. We also fund services for rough sleepers, working in partnership with statutory and third sector partners to achieve the best outcomes.
4. We provide a strategic framework for developing and managing housing in Redbridge via the Housing Strategy, Homelessness Strategy, Allocations Scheme, Tenancy Strategy and the HRA Business Plan
5. We encourage Housing Associations and Developers to invest in housing in the borough, working with the Regeneration and Planning teams to ensure that this meets local needs and is well designed and built

**What we plan to achieve?**

*What are the key deliverables for the coming year?*

- Focus on the strategic direction set out in the Housing Strategy approved in July 2017. Planned actions include:
  - increasing the supply of housing and creating 'genuinely affordable' homes on Council-owned sites
  - strengthening the Housing Needs Service to offer more choice and support and prevent homelessness,
  - further reducing the use of bed and breakfast accommodation
  - extending private sector property licensing
  - building on relationships with tenants and leaseholders to create an excellent service with top quartile performance in all areas
- Implementation of the Homelessness Reduction Act 2017 requiring a new approach to customer interaction, more specialist advice skills and a revised approach to temporary accommodation procurement
- Improving the customer services offer
- Review of the HRA Business Plan to reduce costs and bring forward funding for increased Council housing supply
- Achieve financial and budgetary targets
- Identify temporary accommodation models that deliver better value for money
- Maximise the number of residents moving to long term housing solutions in the private and public
- Making Housing Services fully GDPR compliant

**Our impact on our customers**

*What's going to change for your customers?*

- Improved access to housing advice and signposting of services through the multi-service hub and digital services
- Improved quality of temporary accommodation offers
- Improved offer to hostel residents
- Shorter stay in B&B and hostels
- Top quartile performance across all benchmarked housing management indicators will improve tenant and leaseholder experience of the service and
- Further improvements in fire safety across all housing types
- Increased pride in their home and neighbourhood when homes maintained to a high standard
- More residents moving to homes which meet their needs
- Tenants at risk of losing their homes identified and assisted through a clear focus on advice, early intervention and prevention

**What is success for your team?**

*What indicators are you going to use to monitor progress?*

**Internal facing**

- Completing actions in agreed strategies to deadline
- Meeting targets on: homelessness prevention, reduction in TA, reduction in B&B, procurement of PRSO's, TA void levels
- Reduced TA costs
- No overspends against agreed budgets
- Reduction in staff sickness levels
- Achieve top quartile HRA performance
- Affordable supply pipeline agreed with funding solutions
- Reduced number of complaints
- Reduced number of MP and Member enquiries
- Rent collection rates maintained despite introduction of Universal Credit
- Improved IT systems, identified and procured and full implementation plan agreed
- Increased staff engagement

	<p>External facing</p> <ul style="list-style-type: none"><li>–</li><li>– Maintaining zero families in B&amp;B for more than six weeks</li><li>–</li><li>– Homelessness prevention targets achieved</li><li>–</li><li>– Plan for improving hostel offer developed and action plan agreed</li><li>–</li><li>– Target for maximum stay in hostels achieved</li><li>–</li><li>– PRSO targets achieved</li><li>–</li><li>– No Households living in poor quality temporary accommodation</li><li>–</li><li>– Completing Fire Risk Assessment to timetable and completing all required action to deadline</li><li>–</li><li>– Homes in compliance with HHSRS</li><li>–</li><li>– Increased resident satisfaction</li><li>–</li><li>– New housing supply targets achieved</li></ul>
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## 1. Vision

Access to good quality affordable housing is fundamental to developing stable, sustainable communities

Housing provides choices, opportunities and aspiration. Our residents will have access to high quality affordable housing, whether they are renting in the social or private sector, or want to own their own home. The Housing Strategy sets out our plans to achieve this vision. We will:

- Deliver a range of homes to meet the local housing need which residents can afford
- Make better use of the existing housing stock across all tenures and improve housing conditions
- Enable older and vulnerable people access to good quality housing and to live independently
- Deliver housing in support of our regeneration and economic development objectives

## 2. Intermediate Outcomes delivered by FY21

*A short term or intermediate outcome may contribute towards more than one Resident Engagement Outcome (Quality of life, Opportunity, Community).*

### Resident Engagement Outcomes - Opportunity

Maintaining the high standard of customer satisfaction through continually engaging with our residents

### Resident Engagement Outcomes – Community

Open & transparent relationship with residents  
Culture change to empower residents to make informed housing choices  
Actions and decisions informed on up to date 'stuff' or data

Finding effective solutions that balance the needs of the customer & the Council in a balanced budget

## Short term Outcomes delivered in FY19

- 1. What are we planning?**
- 2. When will they be delivered?**
- 3. Who is responsible for their delivery?**

- 1. Resident conference March 2019 EG**
- 2. Resident Housing Panel – bi monthly meetings EG**
- 3. Sounding board regular communication via emails and text EG**
- 4. Resident satisfaction survey Summer 2018 EG**
- 5. Transactional satisfaction surveys for voids, anti- social behaviour, repairs and complaints at intervals to be agreed**
- 6. TA User Group to meet bi monthly MG**
- 7. Hostel resident satisfaction survey Autumn 2018 RY**

<p><b>Resident Engagement Outcomes – Quality of life</b> Supporting residents in more stable or long term accommodation Ensuring good quality environment &amp; homes to live with PRIDE in the borough Improved quality of life for older people</p>	<p><b>8. Work with Adults and Health to consider the options for funding and developing supported housing which meets need</b></p>
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**How will the business plan deliver our values?**

Through our staff forums the Council reached a consensus that our values would be honesty, fairness, excellence and collaboration. Housing services are supporting staff through creating an open, collaborative and supportive environment that will allow staff to make decisions based on their knowledge and experience and to create a constructive environment to learn from our mistakes. By adopting a consistent approach to undertaking project and service reviews through the change programme we can ensure that lessons learnt are cascaded to all staff to ensure effective targeting of resources when planning and implementing new services or projects.

We are supporting staff in the relocation to Lynton House through streamlining face-to face contact points into a single contact point on the ground floor of Lynton House. A targeted programme of training and development will equip staff with the skills to innovate, become more self-reliant, reflect on their own work and be able to fix problems using their own initiative. We will support staff by the provision of access to data they need to make the right decisions.

<b>4. Identify major change and service redesign activity.</b> <i>What are the key campaigns and engagement activities you will need to achieve these?</i>				<b>5. Skills, capabilities and behaviours</b> <i>What skills, capabilities and behaviours do you need to deliver and how will you resource this?</i>
<i>Details of engagement/consultation</i>	<i>Service area</i>	<i>Target audience</i>	<i>Start &amp; end date</i>	
We will be delivering a TA Change Programme focussing on how we improve the offer to households and bring down the costs of delivering this service. A Programme Board has been established with a range of projects including customer focus, a service wide re-structuring business process re-engineering and new IT systems	<i>Housing Needs</i>	<i>TA residents Homeless households Residents in housing need</i>	<i>ongoing from 2017/18 to 31.03.2019</i>	<p>Training on the Homelessness Reduction Act 2017</p> <p>Training on GDPR 2018</p> <p>Development of customer service, negotiating skills and decision making</p> <p>Briefings on Safeguarding, equalities, private fostering, CSE and modern day slavery</p>

**6. Integrating Equality & Diversity in our work**

*How does the Department contribute to the Council’s equality and diversity agenda?*

The Housing Service deals with a range of vulnerable customers and works in a variety of ways to provide an accessible service for customers. This includes through initiatives to ensure the customer facing facilities meet needs to monitoring customer demand against the protected characteristics and other groups in order to identify trends and target services.

A housing strategy to meet the needs of older people and a statement of housing opportunities for younger people will be produced.

Sheltered housing and other supported housing schemes

Housing Services are taking steps to promote diversity, minimise disadvantage and meet the complex needs of our housing clients. We have revised our Housing Register to ensure fairer access and opportunity to participate in bidding for properties. We have completed a review of our Housing Allocations Scheme and strengthening the Housing Needs Service to offer more choice and support to clients.

We are improving access to housing advice and signposting of services through the recent implementation of the multi-service hub and digital services to empower residents to make informed housing choices.

Implementation of the Homelessness Reduction Act 2017 will require the development of new processes to accommodate the new legal duties, specifically a new approach to customer interaction through the

**7. Identifying interdependencies with other departments**

*What support will you need from other services, and how will you support them?*

Regeneration and Property Services ,Planning, Legal and Finance on delivery of new homes

Property, Legal and Finance on developing financial solutions for increasing housing supply

Adult Social Care /Children’s Services/Health –joint case work and procurement of housing solutions

Civic Pride- environmental services – joint work on waste reduction, recycling and rubbish collection and parking solutions

Work Redbridge – wrap around advice to residents that helps to sustain housing solutions

Payments and Benefits – managing and responding to the impacts of welfare changes and the introduction of universal credit on tenants, those in TA and other residential housing needs



provision of more specialist advice and equipping customer to make more informed housing choices.

The Tenancy Sustainment Service provides a short term support service to support vulnerable tenants whose tenancy is (or could be) at risk due to mental health issues, local anti-social behaviour, a history of homelessness or other complex needs. This service aims to enable tenants to sustain a tenancy and live independently.

Housing Services in collaboration with Adult Social Care will enable older and vulnerable people to access good quality housing that meets their needs and to allow them to live independently.

Housing Services is working towards becoming GDPR compliant by May 2018.