

Local Government Association

Social Housing Peer Challenge- Action Plan

Action Plan Monitoring arrangements

- Leadership Team (monthly governance meeting)
- Briefing to Leader of the Council each quarter
- Performance Monitoring Panel six monthly

Action Status	
Completed	
Not started	NS
On plan	
Off plan but mitigation in place to get back on plan	
Off plan and no mitigation	

Action Plan

Recommendations	Position on recommendation / Action(s) to be taken	Evidence of action taken	Lead Officer	Timescale	Status
1) Theme – Set out a strategic vision for the social landlord service which sets out SHDC’s ambition, with tenants at the heart to drive delivery.	N/A.	N/A.	Assistant Director-Housing	N/A.	N/A.
2) Develop a Housing Strategy for the service and Delivery Plan.	<p>Housing policies were considered priority for development and the following have recently been refreshed/adopted: Tenancy management, Estate management, Tenant Engagement framework, Complaints and Allocations.</p> <p>A wider Housing Strategy will be led as a cross directorate piece of work.</p> <p>A standalone Housing Strategy for the Housing Landlord service is in development.</p>	<p>Tenancy management, Estate management, Housing complaints and a Tenant Engagement framework have all been refreshed or adopted throughout 22/23.</p> <p>The Allocations Policy is scheduled for review in October 2023 and is currently on track.</p> <p>A wider Housing Strategy covering the strategic aims and needs of the district will be led by the Assistant Director for Strategic Growth and Development.</p> <p>A strategy for the Housing Landlord service is in development and will be considered before the end of 23/24.</p>	<p>Assistant Director-Housing</p> <p>Assistant Director-Strategic Growth and Development</p>	Ongoing	
3) Articulate a clear Housing Revenue Account Business Plan with supporting narrative.	<p>To be delivered in Q4 the Annual Delivery Plan for 23/24.</p> <p>Commission, review, and adoption of the plan have been assigned to responsible Officers through annual objective setting in 23/24.</p> <p>An RFQ has been drafted and is currently in review by relevant stakeholders to enable the required expertise to bring this work forward.</p>		Assistant Director-Housing	Ongoing	

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4) Establish a shared organisational understanding of the acceptable minimum reserve level for the HRA to unlock resources to deliver against the shared strategic vision.	Position to be articulated as part of the HRA Business Plan work. The S151 Officer will be heavily engaged in approving financial aspects of the HRA Business Plan.		Assistant Director-Housing/ S151 Officer	Q4- 23/24	
5) Ensuring the Asset Management Strategy is a collective endeavour across the Council, informed by data and insight about current and future tenants needs.	An Asset Management Strategy has been drafted by the service using existing stock data and intelligence already held within the Housing Service. However, it is felt that the development of the HRA Business Plan will provide the Council with a view of longer-term opportunities which will enable larger strategic decisions to be factored into the Councils plans. Therefore, the Asset Management Strategy has been paused to ensure alignment to the HRA Business Plan once developed.		Housing Property Services Manager	Ongoing	
6) How the housing service can help deliver the objectives of wider strategies to which the Council has committed.	Delivery of energy efficiency works, especially the larger programme under the SHDF is considered to contribute to the wider Council objective of reducing carbon.	Works have been delivered under the GHG-LAD 1B & 2 schemes. Dedicated project resources have been recruited for the SHDF project which is currently on track with project milestones.	Housing Property Services Manager	Ongoing	

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7) Theme- Establish a service wide understanding of how to develop a tenant centred culture for South Holland to put tenants at the heart of future decisions.	N/A.	N/A.	Assistant Director- Housing	N/A.	N/A.
8) Co- designing this alongside tenants to reflect an approach that is right for the Council and its tenants. . Develop a Housing Strategy for the service and Delivery Plan.	The Council has commissioned a tenant census of all its residents. The purpose of the census is to gain up to date information about everyone living in our properties. Questions asked include how tenants like to communicate, how they would like to be engaged and how they may become involved in the future. The basis of this information will ensure the Council is able to proactively obtain tenant satisfaction data.	The tenant census work is now complete and achieved a 70% return. This data will be used to inform future decision making as the Council continues to prepare for proactive regulation. A Housing Landlord strategy has been drafted and will be brought forward as a catalyst to support agreed activity to enable the Council to demonstrate outcomes against new consumer standards.	Housing Services Manager/ Assistant Director- Housing	Ongoing	
9) Variety of mechanics to ensure that tenant voice is captured, helps inform service design and ensures an effective feedback loop to tenants.	Tenants have been involved in the design of recent policies, specifically complaints. This has enabled us to design a policy and compensation matrix to give redress specifically and promptly to tenants concerns or complaints.	The approved tenant engagement framework sets out the Council's approach to involving tenants.	Housing Services Manager	Ongoing	

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10) Further embracing digital technology and a range of communication channels reflecting expectations that tenants have a choice of how and when they access services.	Resource has been identified within the Transformation Team to focus on Housing Demand. Alongside reviewing customer demand, opportunities for digital enhancements will be progressed. This will include the role out of the online reporting for tenants wishing to arrange repairs.	Progress on delivering online repairs reporting is being tracked through the Customer Experience Board.	Housing Repairs Manager/ Business Intelligence and Change Manager	Q4- 23/24.	
11) Strengthening the Council's focus on equality, diversion, and inclusion.	A refreshed data set from the commissioned tenant census will enable the service to accurately reflect the needs of all its tenants.	Following the recent tenant census work, a report is expected which will enable actions to be developed to ensure the Council is meeting the needs and delivering outcomes for all of its residents.	Housing Services Manager	Ongoing	
12) Reviewing services from the customers perspective to release capacity for continuous improvement on what matters to tenants.	Services are to be initially reviewed with Customer Contact. Tenants, especially those reporting repairs account for a significant number of calls into the service. This work has been delayed in starting due to PSPS embedding a new CRM system to enable effective data capture. Work will now be supported by resource in the Transformation Team.	Progress on delivering online repairs reporting is being tracked through the Customer Experience Board.	Assistant Director- Housing/ Housing Repairs Manager	Ongoing	
13) How tenant's voices regarding repairs service are heard and acted upon where appropriate.	A contract has been awarded to ARP to collect tenant satisfaction data. This will include a broad range of tenants selected at random.	TSM data gathering will take place throughout October 2023.	Housing Services Manager/ Housing Repairs Manager	Q4- 23/24.	

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14) Theme- Strengthen governance to support effective decision making, performance oversight, challenge, and risk mitigation.	N/A.	N/A.	Assistant Director-Housing	N/A.	N/A.
15) Undertake a Governance review.	<p>A consultant has been commissioned as a sector expert to undertake a review of the Councils preparedness for the new consumer standards. This will include a focus on Governance arrangements.</p> <p>The work was scheduled to coincide with the new Portfolio Holder in Housing and the expected consultation window from the Regulator of Social Housing.</p>	A health check report for the service has now been received. Recommendations are being reviewed by SLT and the PFH and actions will be developed and implemented where required.	Assistant Director-Housing	Ongoing	
16) Fostering a corporate culture that places data and intelligence at the heart of decisions.	Conversations have taken place with the DCX- Corporate Development and the PFH regarding the need to engage resources to focus on data and intelligence. Subject to the approval of resources, focus will be given to the postholder to use data to help develop future work programmes and influence asset investment.		Assistant Director-Housing	Ongoing	

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17) Investing in data collection and analysis of service performance and tenants satisfaction to meet the new regulation requirements.	Tenant census is complete, 70% return rate. Contract awarded to ARP to collect tenant satisfaction data on behalf of the Council throughout 23/24 ready for publication in April 2024.		Housing Services Manager	Q4- 23/24	
18) Promote key drivers and aims of Charter for Social Housing Residents with tenants, elected members, staff and partners to increase awareness and participation.	Presentations have been offered to all Members for general awareness as well as targeted sessions for specific feedback/knowledge. Briefings have been provided to all Senior Managers including SLT. Tenants have been engaging in shaping recent policy development, together with focus groups looking at service redesign. The framework for engaging tenants has been formalised and adopted by the Council. The Council seeks to adopt an open for business culture with partners and other departments.	Presentations provided by the Housing Team are shared with follow up questions articulated in writing to enable those who were unable to attend to gain insight into matters discussed.	Assistant Direct Housing	Ongoing	
19) Address organisational silos where they exist to promote effective cooperation and collaboration to best serve tenants and the Council.	Regular joint working continues between the Housing and Community Safety Team. There have been several recent examples where the Community Safety Team have led on legal action to support and protect tenants. The recent realignment of political portfolios to include Housing and Community Safety is considered to have strengthened this relationship.		All Housing Managers	Ongoing	

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20) Prioritise addressing capacity and resilience issues within the Neighbourhood Housing Team to support staff wellbeing and optimise outcomes for the tenants they support.	<p>At the time of the challenge the structure of the team included 1x Housing Services Manager and 8x Neighbourhood Housing Officers.</p> <p>The current structure includes, 1x Housing Services Manager, 1x Senior Housing Officer, 8x Neighbourhood Housing Officers and 2x Cost of Living Response Officers, dedicated to supporting tenants.</p>	Current staffing levels are being maintained.	Housing Services Manager	Complete	
21) Review current voids lettings standard and approach to improve tenants experiences, unlock productivity savings and future proof the current homes.	A desktop review of the Councils void standard has been undertaken. Initial findings suggest that the standard of Councils properties is not out of sync with other providers. However, the Council recognise that some tenants may benefit from an enhanced standard. The Sheltered Housing project therefore includes scope to revise the void standard for Sheltered Housing. The standard in general needs properties will be kept under review.		Housing Repairs Manager	Complete	
22) Invigorate efforts to support net zero and energy efficiency within the housing stock to meet national carbon reduction targets, future proof homes and mitigate fuel poverty.	Building on the success of the GHG LAD 1B and 2, the Council submitted a successful bid to the SHDF for £3.5m of match funding to continue the energy efficiency works to Council Homes.	The Council have secured a further £3.5m along with two dedicated Officer resources to deliver net zero and energy efficiency works.	Housing Property Services Manager	Complete	
23) Develop an under-occupancy policy to optimise best use of stock for current and future tenants.	Revised Allocations Policy updated to give increased status to tenants under occupying who wish to downsize. Tenant census to capture property size and occupancy to inform future targeted work on tenants who under occupy properties.	Allocations Policy Tenant Census outcomes report	Housing Services Manager	Ongoing	