



# Housing Transformation and Improvement Programme Consultation Responses

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## Consultation with Transformation Programme board members (December 2023)

### Queries and responses received during MS Teams meetings.

1. Consider involving the South East Lincolnshire Coast Partnership (SELCP) Customer Experience Board in discussions regarding the customer experience.
2. Consider setting up a Member steering group.  
**Response:** Members will be the decision makers in their formal settings and informal briefings will be held. The Portfolio Holder – Communities and Operational Housing view is that this is not required currently however a panel of tenants and members will be established in the future.
3. Query regarding the impact on Local Government Ombudsman complaint handling consultation  
**Response:** No impact on Housing as it is Housing Code that is being proposed.
4. Monitoring Officer advised it is not appropriate for the Housing Landlord Strategy to go to Full Council as Cabinet is the decision maker. To consider an informal Member briefing instead.
5. Corporate risk register template currently being reviewed.
6. Establishing a tenant/resident group is a decision for Cabinet
7. Transformation happening in other regulated areas of SELCP including Building Control - it would be beneficial for the two departments to link up to discuss as peer support.
8. It would be beneficial for Programme Board members to receive background training on Housing.

### Changes made:

- Updated Forward Plan for the Housing Landlord Strategy to go to PDP and Cabinet only
- All Member briefing arranged for 15<sup>th</sup> January 2024
- Arranged meetings with Building Control and SELCP Transformation Team.

## Consultation with Chief Executive and Leader of the Council (December 2023)

### Queries and responses received during face-to-face meeting on 19<sup>th</sup> December 2023.

1. Transformation programme scope – it is equally as important to highlight what is not in scope.
2. Agreement that there is currently no need for a Member steering group to be established however a panel mix of tenants and members will be established in the future.
3. Query around where housing demand fits in with the programme  
**Response:** This falls under the remit of a Housing Strategy which is an independent piece of work being drafted by the Communities and Wellbeing directorate.
4. Query around whether the data on profiling tenants was data protection compliant  
**Response:** Raised with Data Protection Officer who advised profiling using protected characteristics was acceptable where it does not identify an individual or impact more so

- on one group.
5. What role would we like the Chief Executive and Leader to take?  
**Response:** To review new governance arrangements and to be informed on the role of SHDC as a landlord in the Regulated environment.
  6. Query around how you measure the quality of the neighbourhood – this is subjective.  
**Response:** To be measured by satisfaction data and tenant involvement. Links to being better informed and transparent on data. To be amended to quality homes and connected neighbourhoods.
  7. Preference for presentations over reports for programme updates.

#### Changes made:

- Noted preferred communications channels for future updates.

## Informal consultation with Local Government Association Peers (December 2023)

Queries and responses received during face-to-face meeting with Lead Peer on 20<sup>th</sup> December 2023.

1. Consider LGA Peers as external support
2. Do not underestimate the resource required for a Transformation Programme of this size.
3. Suggested meeting with one of the LGA Peer Transformation teams and Housing Management teams.

#### Changes made:

- No changes made, meeting to be scheduled in January 2024.

## Feedback from Housing Management Team

Feedback received regarding Housing Landlord Strategy and Housing Transformation and Improvement Programme Mandate

1. Programme vision change to “The landlord we aim to be”
2. Housing Delivery not in scope
3. Identified new risk for the risk register around service interruption delays delivery eg. Flooding
4. Consider an alternative title to Tenant engagement board potentially use the word “group/panel” to make it more appealing.
5. Officers would like to be kept informed on a regular basis with verbal updates at meetings
6. Concern raised around the resource capacity for tenant engagement and complaint handling.
7. Decent Homes review is anticipated to be delayed until Private Reform Bill goes through court changes
8. Raised a risk around a change in national government

### Changes made:

- Vision
- Scope
- Risk register updated
- Communication plan will be adopted with the communications team

## Portfolio Holder – Communities and Operational Housing Feedback

### Feedback received from Portfolio Holder review of Housing Landlord Strategy and Housing Transformation and Improvement Programme Mandate

1. The governance structure needs to ensure tenants are more prominent in the governance arrangement.
2. Cross referencing the two documents highlights discrepancies which need to be amended.
3. Additional objectives required.
  - A programme of investment and improvement is established for play equipment in our green spaces
  - Explore the possibility of data sharing between Council departments
  - Improve engagement with our partners to proactively support our vulnerable tenants.
  - Explore alternative delivery models for services provided
  - Staff engagement

### Changes made:

- Governance diagram redrawn to place Tenant Engagement at the heart of programme.
- Document discrepancies amended.
- New objectives established within the Programme Mandate

## Formal Consultation with all Members (16<sup>th</sup> January 2024)

### Queries and responses received during MS Teams meeting with members on 16<sup>th</sup> January 2024

1. Is this a major shift on how we manage our estates and tenant conduct?  
**Response** It will impact how we work with tenants and inform and involve them in improving our service
2. Will these new regulations impact registered providers with housing stock within South Holland too?  
**Response** Yes, all Registered providers will be affected
3. Will we be addressing underoccupancy?  
**Response:** an Under Occupancy policy will be produced with tenants
4. There are a lot of policies coming forward, are we going to engage directly with PDP on these?  
**Response:** Yes, will arrange separate meeting with Cllr Woolf
5. Will anyone be able to join the programme board meetings?

**Response:** Individuals will be invited to the programme boards as and when the advice or skill set is required. We will invite members/RPs/Officers to join when relevant however we do not want to replace existing Member scrutiny panels.

6. Confusion between the Tenant census data and the Tenant Satisfaction Measure Survey data, slides to be amended to make this more clear.

7. Is there a culture issue in the department now?

**Response:** Not currently

8. Will estates presence and inspections increase?

**Response:** We intend to become more proactive in our approach

9. Pleased with how open and transparent the service is being in its approach to Transformation.

10. How will we involve tenants with different languages as the board needs to be a true representation of your tenants.

**Response:** Vulnerabilities will be mapped out and using data to tailor our service. The board will need to be a true representation of our tenant profile.

11. Every village is different, some villages may feel they are not involved in engagement if there is no one on the tenant panel from their area.

**Response:** We will have multiple opportunities established for tenant engagement including answering surveys/reading policies etc. Not just one route of engagement

12. Our tenants will be delighted we are starting to listen to them more.

#### Changes made:

- Presentation slides amended to reflect differences in survey results and participation rates
- Further meeting to be arranged with Cllr Woolf regarding policies coming forward to PDP.

## Feedback from LGA Peer Landlord (January 2024)

### Queries and responses received during face-to-face meeting on 15th January 2024

1. Consider support from external resource in determining 'as is position'

2. Parts of the transformation mandate could be considered business as usual

3. Consider work around contract management and mapping contracts

4. Add more data regarding Tenant Satisfaction

**Response** - Tenant satisfaction data yet to be reported to Members formally via PMP and so not able to be disclosed at this stage. A copy of the findings will be published at a later date.

5. Consider whether further reference to the Building Safety Act is required

**Response** – it was determined that no further reference was required due to portfolio makeup i.e. no tower blocks

6. Some deliverables are actions not outcomes

#### Changes made:

- Business as usual items removed and logged elsewhere

- Contract management mapping exercise added to mandate deliverables
- Reviewed deliverables to check they are outcomes

## Consultation with residents (19<sup>th</sup> December 2023 – 7<sup>th</sup> January 2024)

### Survey Monkey

The Housing Landlord Strategy is proposing to deliver four main objectives. The survey looked to gauge support from residents on each of the four objectives.

1. Ensure we deliver a service that meets the needs and wishes of our tenants, whilst keeping them safe.
2. Ensuring we have checks and balances in place to make sure we deliver our service well.
3. Provide well maintained, safe, affordable homes and neighbourhoods, where people are proud to live that supports their health and wellbeing.
4. The voice of our tenants is at the heart of everything we do and every decision we make. In order to ensure tenants are involved and informed

The survey received 73 responses which are summarised overleaf.

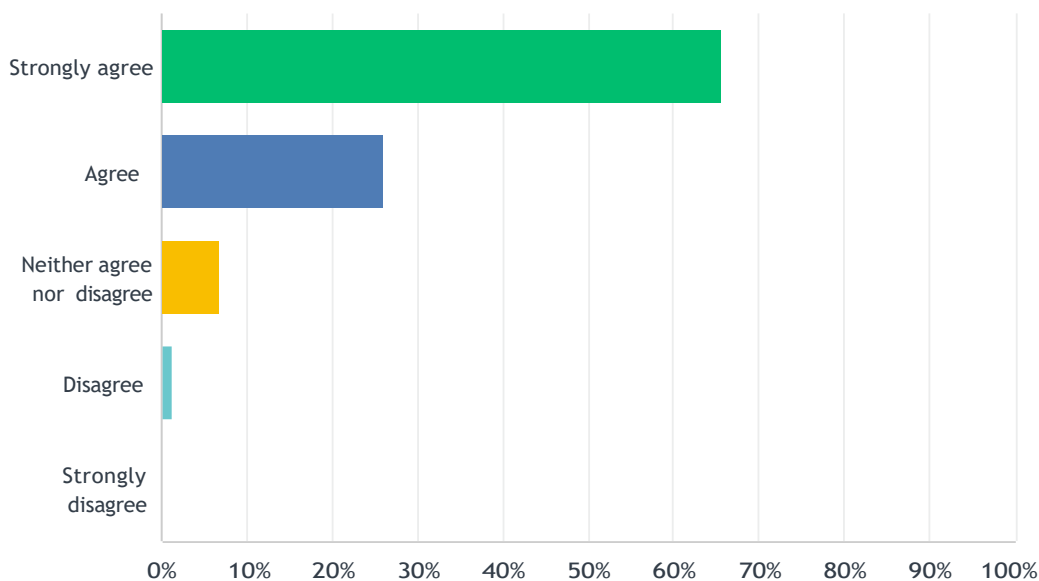
### Changes made:

- No changes made, the responses reinforce the approach taken and priorities chosen for the next 18 months.

## Responses from resident survey (19<sup>th</sup> December 2023 – 7<sup>th</sup> January 2024):

Q1 Do you agree Objective 1 is important? Objective 1: Ensure we deliver a service that meets the needs and wishes of our tenants, whilst keeping them safe.

Answered: 73 Skipped: 0

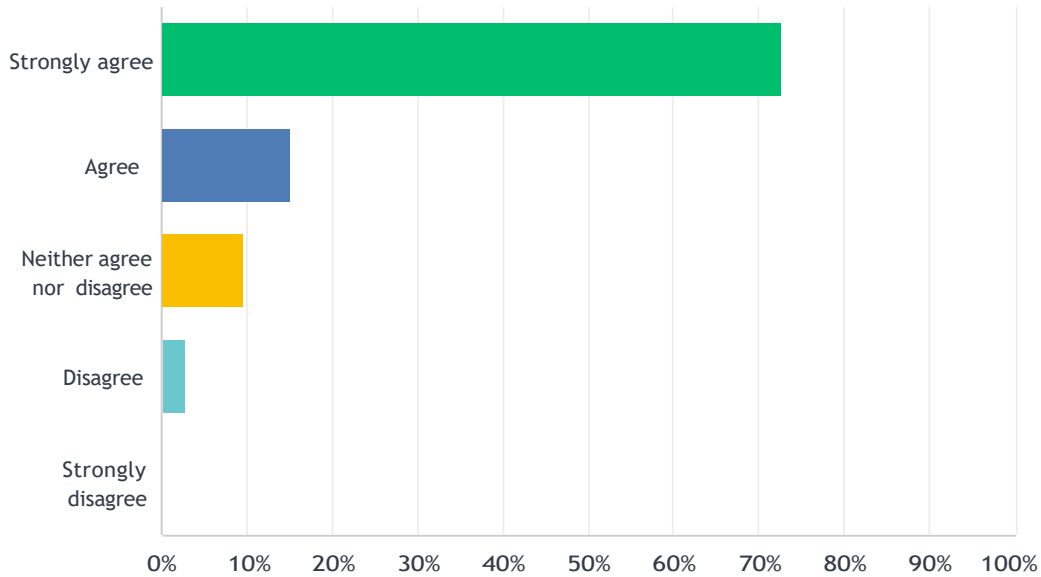


ANSWER CHOICES	RESPONSES	
Strongly agree	65.75%	48
Agree	26.03%	19
Neither agree nor disagree	6.85%	5
Disagree	1.37%	1
Strongly disagree	0.00%	0
TOTAL		73



## Q2 Do you agree Objective 2 is important? Objective 2: Make sure we have checks and balances in place to deliver our service well

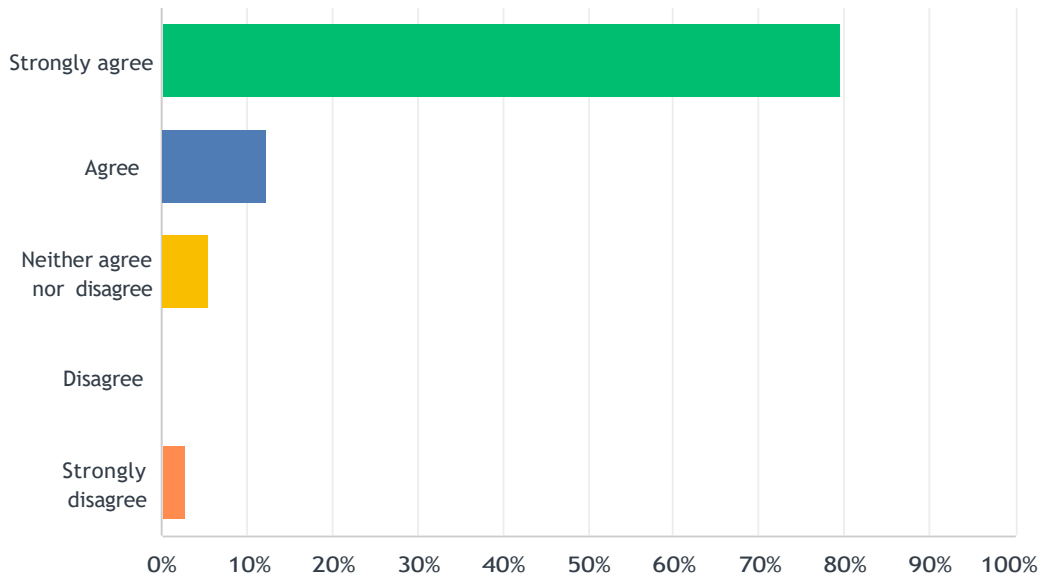
Answered: 73 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	72.60%	53
Agree	15.07%	11
Neither agree nor disagree	9.59%	7
Disagree	2.74%	2
Strongly disagree	0.00%	0
<b>TOTAL</b>		<b>73</b>

Q3 Do you agree Objective 3 is important? Objective 3: Provide well maintained, safe, affordable homes and neighbourhoods, where people are proud to live that supports their health and wellbeing

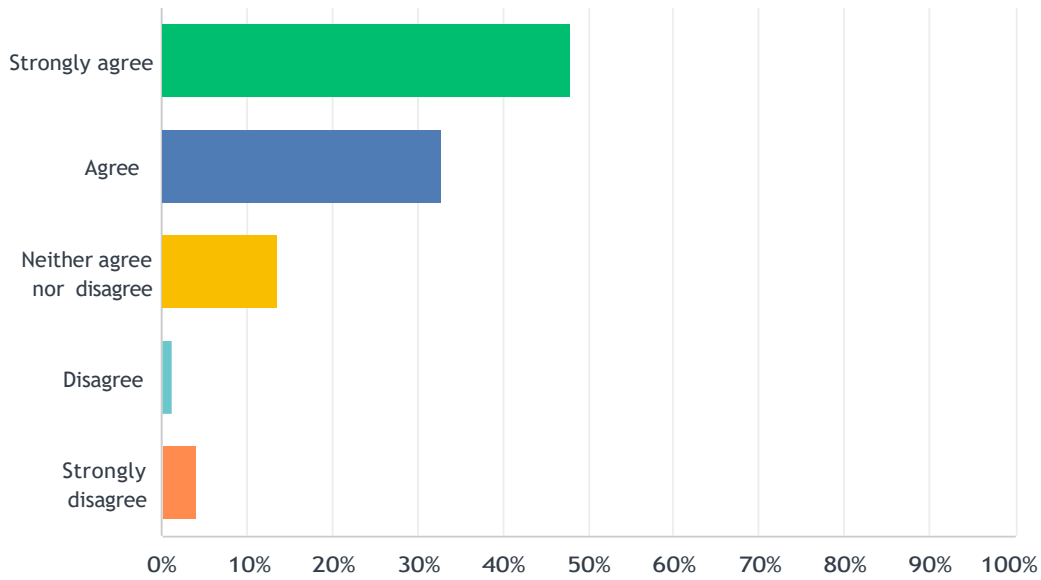
Answered: 73 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	79.45%	58
Agree	12.33%	9
Neither agree nor disagree	5.48%	4
Disagree	0.00%	0
Strongly disagree	2.74%	2
<b>TOTAL</b>		<b>73</b>

**Q4 Do you agree Objective 4 is important? Objective 4 The voice of our tenants is at the heart of everything we do and every decision we make. In order to ensure tenants are involved and informed**

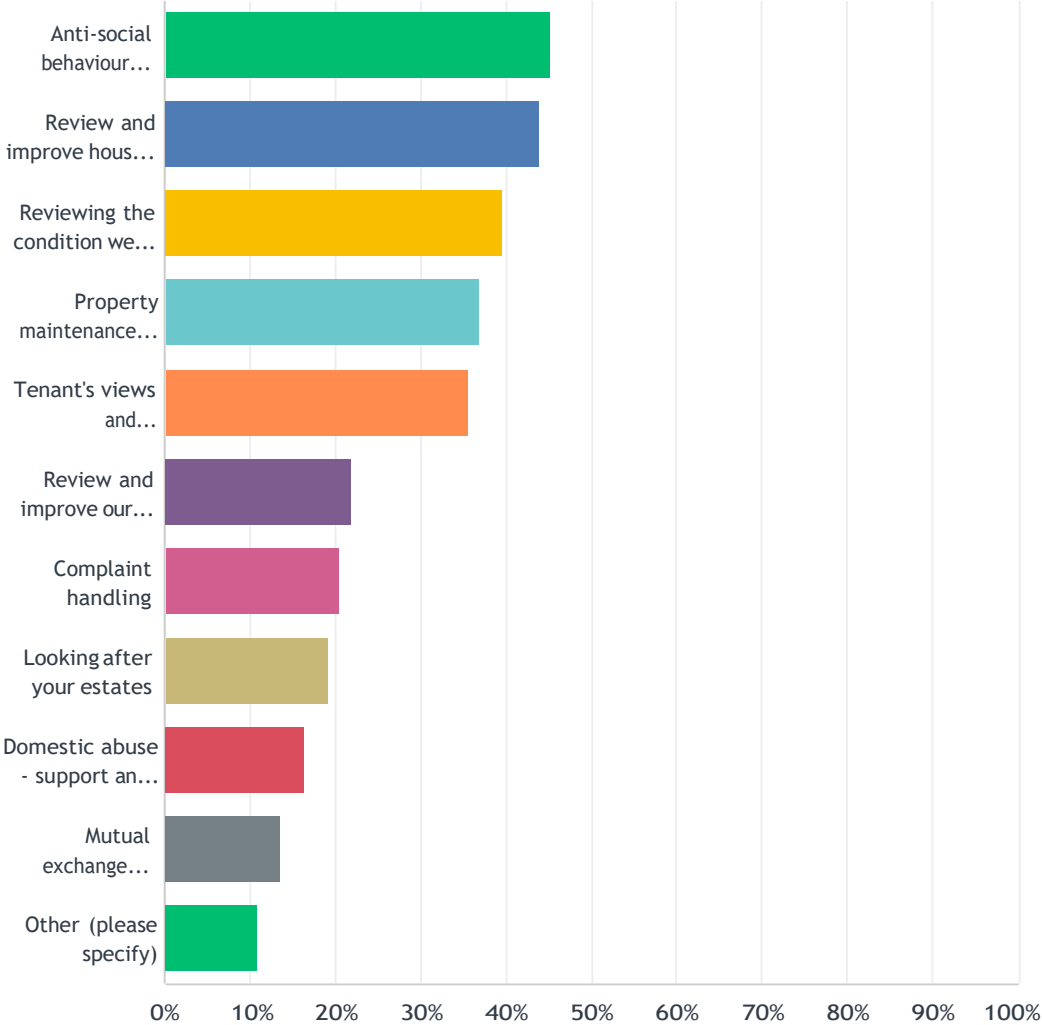
Answered: 73 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	47.95%	35
Agree	32.88%	24
Neither agree nor disagree	13.70%	10
Disagree	1.37%	1
Strongly disagree	4.11%	3
<b>TOTAL</b>		<b>73</b>

Q5 From the list below, tick the three issues which you think are the most important for the Council as a Housing Landlord to prioritise? (Tick three only)

Answered: 73 Skipped: 0



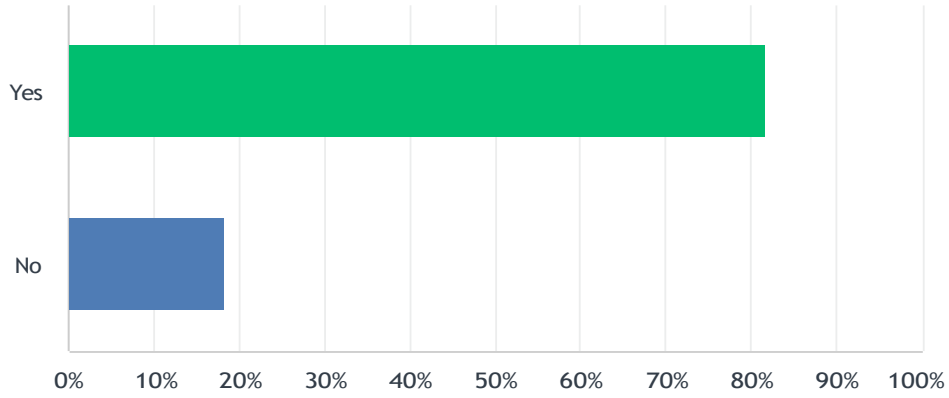
ANSWER CHOICES	RESPONSES	
Anti-social behaviour management	45.21%	33
Review and improve housing repairs service (e.g appointment times)	43.84%	32
Reviewing the condition, we handover our properties to new tenants in (voids standard)	39.73%	29
Property maintenance (e.g kitchen and bathroom refurbishments)	36.99%	27
Tenant's views and satisfaction	35.62%	26
Review and improve our disabled aids and adaptations offering (e.g installing grab rails and wet rooms for disabled tenants)	21.92%	16
Complaint handling	20.55%	15
Looking after your estates	19.18%	14
Domestic abuse - support and advice for victims	16.44%	12
Mutual exchange process and how we support tenants with this	13.70%	10
Other (please specify)	10.96%	8
Total Respondents: 73		

Other (please specify)

- Build more affordable housing so people like myself who is disabled and a mother of 3 can for into a suitable one level accommodation they can actually afford
- Compliance (FLAGE)
- General maintenance such as gutter clearance on a scheduled programme as a preventative measure against more severe problems such as damp or water ingress
- Met the housing needs of the areas (you're the only council with no 4 bedroom houses) we are waiting for a 4 bedroom house due to disability etc, and will never get one so we are left struggling
- Parking
- Tenants should also have a due care and accountability to the property and neighbours
- Help to voluntary downsize
- Making more of the correct sized properties available to support as many customers as possible

Q6 We would like to set a vision of the service we deliver as a landlord.  
Do you think we should involve tenants with writing this?

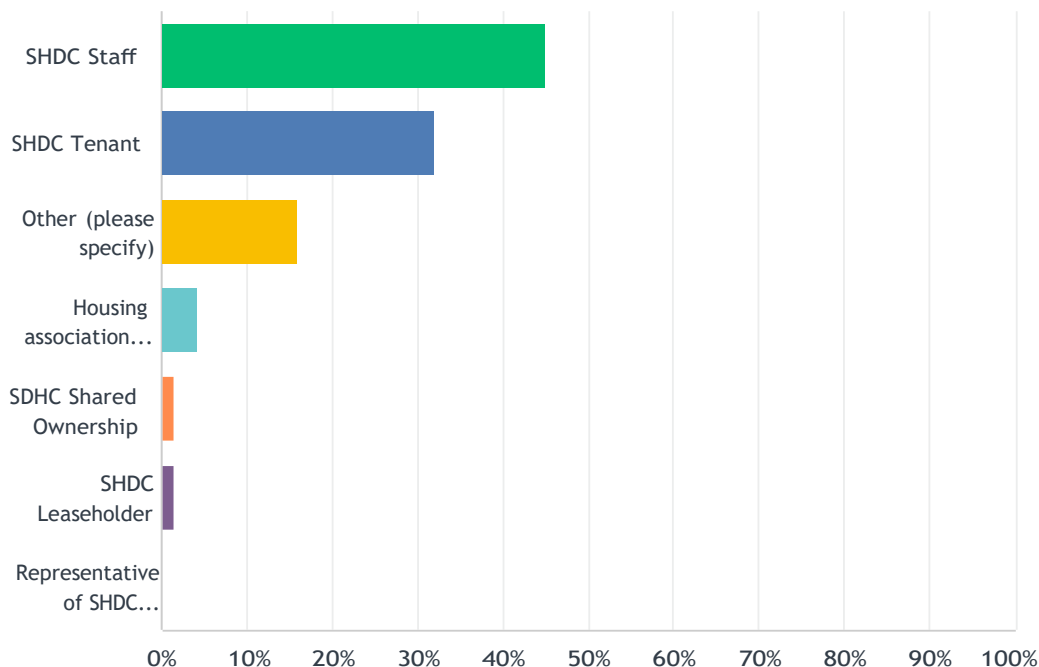
Answered: 71 Skipped: 2



ANSWER CHOICES	RESPONSES	
Yes	81.69%	58
No	18.31%	13
TOTAL		71

## Q7 We would like to understand how you engage with the service. About you, are you responding as,

Answered: 69 Skipped: 4



ANSWER CHOICES	RESPONSES	
SHDC Staff	44.93%	31
SHDC Tenant	31.88%	22
Other (please specify)	15.94%	11
Housing association tenant	4.35%	3
SDHC Shared Ownership	1.45%	1
SHDC Leaseholder	1.45%	1
Representative of SHDC Tenant/Shared Ownership/Leaseholder	0.00%	0
<b>TOTAL</b>		<b>69</b>

### Other (Please specify)

- Homeowner
- Homeowner with young adult children
- Tenant in private sector who can't afford their rent is on disability benefit and needs a council house
- Property and asset manager private sector
- Parking near home
- Staff and tenant
- Local private resident
- SHDC resident
- Private renter

- Local resident
- Rejected from SHDC housing list for not wanting expensive housing offered