



Housing Improvement Plan



Craftsman tools

- Screwdriver
- Saw
- Hammer
- Cable cutter
- Sandpaper
- Diagonal p
- Linesman
- Long
- Me
- ?
- ?

Furniture lists

- King size bed
- Headboard
- Drawer
- Built-in closet
- Mattress
- Lamps x 2
- TV
- Stools x 4
- Bed
- Bed
- Bed

Living room

- Sofa
- Coffee table
- Television set
- Stools x 4
- Bed
- Bed
- Bed

Kitchen

- Dining table
- Chairs x 4
- Capboard
- Kitcher island
- Food pantry
- Stove
- Sink
- Refrigerator

Will be delivered on 6th Apr



Room plan
1st floor

Executive Summary

Southampton City Council is the landlord for nearly 18,000 homes across the city and its performance has fallen well below the that required by national standards and its own housing strategy.

The Council committed to improving its operation, putting tenants and leaseholders at its heart and to achieving top quartile for Decent Homes in 5 years and in 3 years for other management services.

Following the audit of the service by the national regulator in August 2024, they acknowledged the commitment and plans to improve and rated the Landlord at C3 (embargoed until 27 November 2024).

SCC is addressing the areas identified by the regulator and incorporating them within the Housing Improvement Plan.



Governance



Formal SCC Governance – with HRA having focused reporting.



Councillors: Leader/Regeneration, Housing Operations
Housing Advisory Board



Housing Strategy

Overall Housing Strategy development beyond 2025



Asset Investment Strategy

Regeneration of estates
Investment in decent homes standards
Development of Housing Revenue Account
Securing a sustainable housing investment plan



Landlord Strategy

People and Culture
Repairs and voids management
Tenant engagement
Debt recovery and Improvement.

Housing Strategy

- Development of Corporate Housing Strategy
 - Drive effective approach to housing supply, standards, and use
 - Engagement across all council services to create corporate strategy, implementation plan and monitoring.
 - Engagement with external stakeholders.
- Milestones for Strategy Development
 - Draft by April 2025
 - Final adoption by July 2025
- Action: Corporate Policy Lead Confirmed
 - Commitment and engagement from Public Health, Planning, Data, Finance, etc.
 - Housing Strategy Board – Exec Directors confirmed and ToFR defined
- Communication and Engagement Plan
 - Resourced and active December 2024
- Strategy Sharing and Resource Scoping December 2024
- Implementation plan May 2025



Asset Investment Strategy (High Level theme objective)

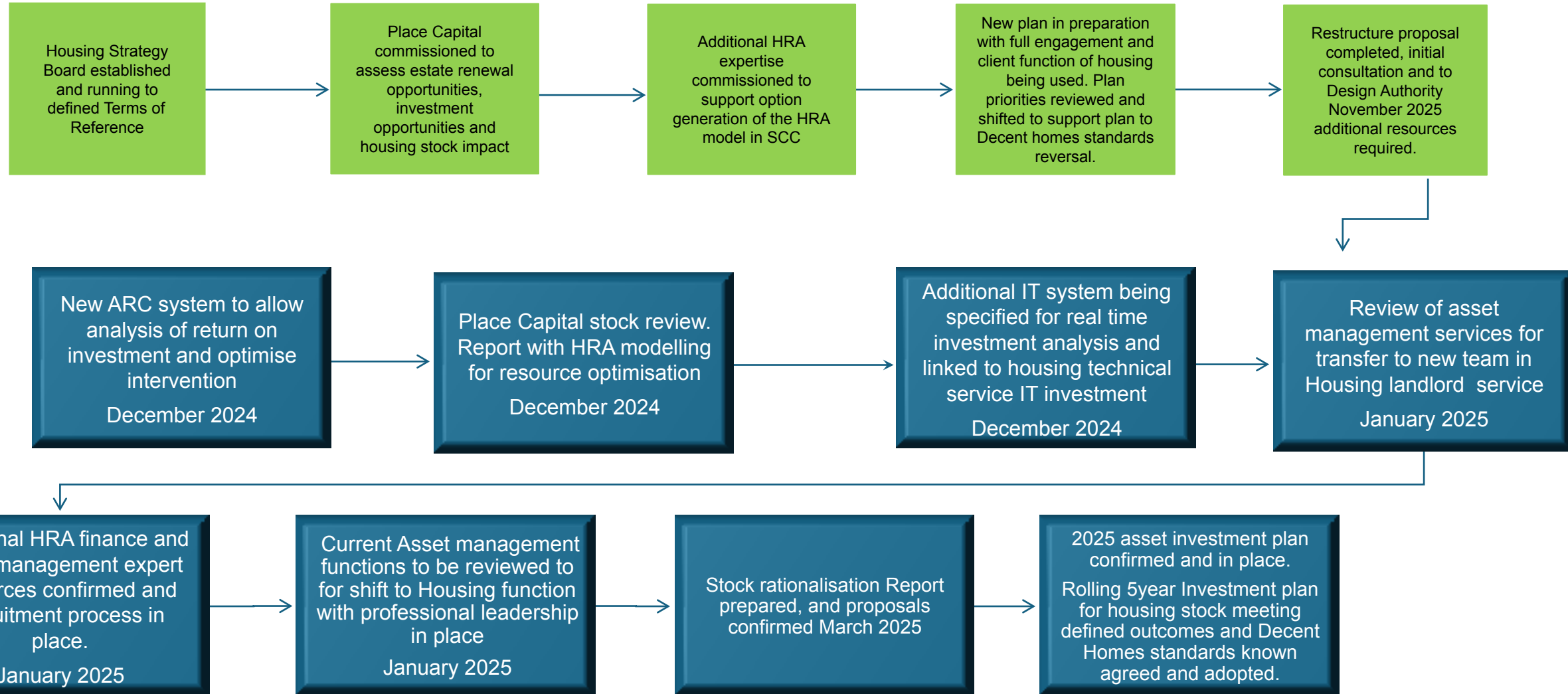
<p>Housing Stock: Assess estate renewal opportunities. Review of housing stock to become affordable and viable HRA Regeneration opportunities and partnership investment plans established</p>	<p>HRA Viability: HRA model developed for investment potential and flexibility to maximise housing stock investment Potential and secure stock business plan</p>	<p>Asset Management Plan: plan prepared with housing client function and tenant involvement as visible and rolling programme over 5 years, delivery and quality assurance delivered</p>	<p>Asset Management Function: Structure reviewed and client and operational functions established in Housing landlord structure.</p>	<p>Investment Strategy: Decision making on capital investment to driven by housing client recommendations, decision forum through Housing Strategy Board to formal decision driven by housing investment requirements and confirmed priorities, driving planned investment to reduce reactive response</p>
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Technology, Digital and Data enablement: ensuring technology and data enables our services to improve

Financial and Legal enablement: HRA funding, cost evaluation and VFM, Legal and environmental analysis

Programme enablement: Programme governance and cross- directorate and organisational collaboration.

Asset Management Plan



Landlord Services (High level theme objective)

Voids: Streamline the voids management process and review the utilisation of our housing stock to make better use of resources and maximise income.

Repairs: The reactive maintenance of our assets to meet and exceed our obligations to the Home Standard, ensuring supply of homes is optimized for customers and income.

People and Culture:
An equipped, empowered and engaged workforce with the right skills, the right leaders and high-performance culture to serve the customer well and deliver excellence to our customers.

Debt Recovery and Prevention: Prevent debts through early intervention and contain/ reduce levels of debt through application of firm, fair consistent and effective policies and procedures.

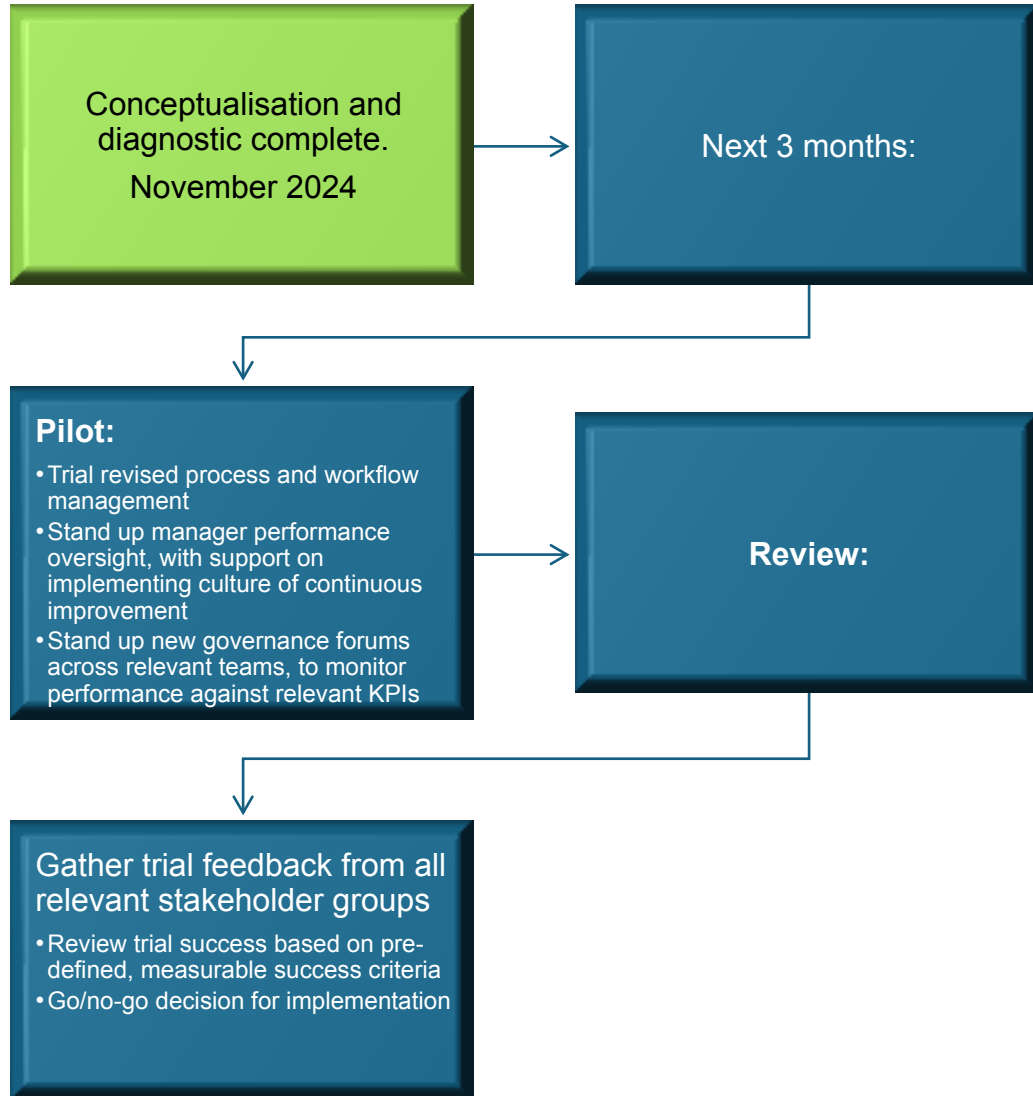
Tenants: Strengthen the Council's capacity, competence, and commitment to tenant involvement, ensuring that residents are fully engaged with and help to shape the improvement of the housing service.

Technology, Digital and Data enablement: ensuring technology and data enables our services to improve

Financial and Legal enablement: HRA funding, cost evaluation and VFM, Legal and environmental analysis

Programme enablement: Programme governance and cross- directorate and organisational collaboration.

Repairs

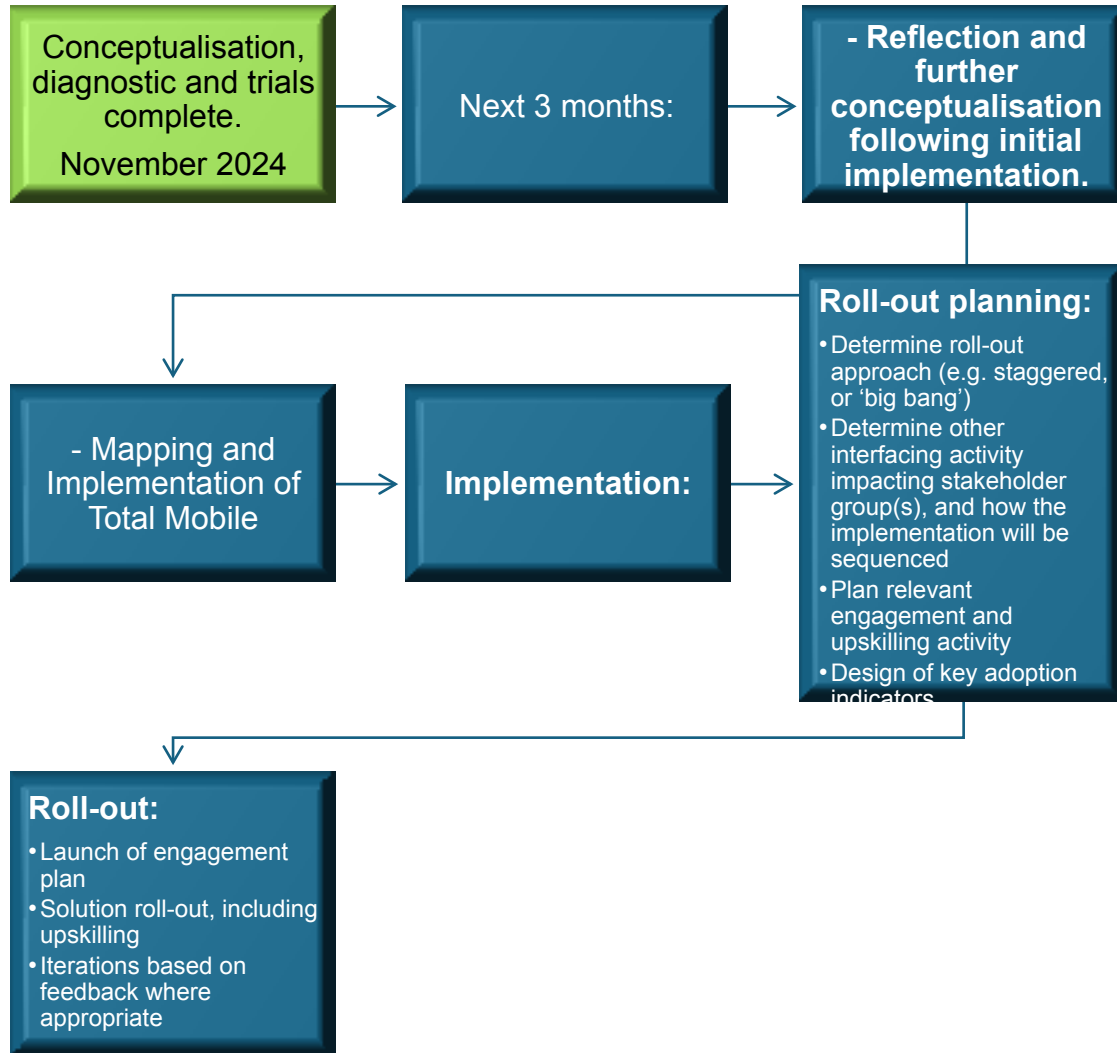


Performance and Targets:

	End Q2	March 25	Sept 25	March 26
Jobs outstanding	3647	2600	1600	1000
Right First Time (%)	80.36	82.0	86.0	90.0
Emergency (%)	73.7	85.00	90.0	95.0
Routine (%)	57.13	75.00	85.0	95.0

Outcome: Top Quartile Performance for delivery and tenant satisfaction by end of 25/26.

Voids



Performance and Targets:

Number of Properties

	End Q2	March 25	Sept 25	March 26
Housing Ops	355	280	170	60
Allocations	36	15	15	15
Housing Mgt		10	10	10

Outcome: By the end of Q2 26/27 we will achieve top quartile performance. No: of voids will be reduced to optimum levels. (n=30) and key in to key out for routine voids will be less than 15 days.

Debt Recovery and Prevention

Performance and Targets

Current benchmark target being used:
% of rent arrears as a proportion of
the rent roll.



•**Develop and implement debt prevention plan** – Plan agreed by end of December 2024. Implementation Jan 2025.



•**Pilot project looking at a single view of the customer** – Live project-analysis to be provided December 2024



•**Cleanse existing debt (write-off where we cannot legally collect)** – End of March 2025



Ensure we implement appropriate recovery action including progressing through more formal stages – Report to be provided in January 2025



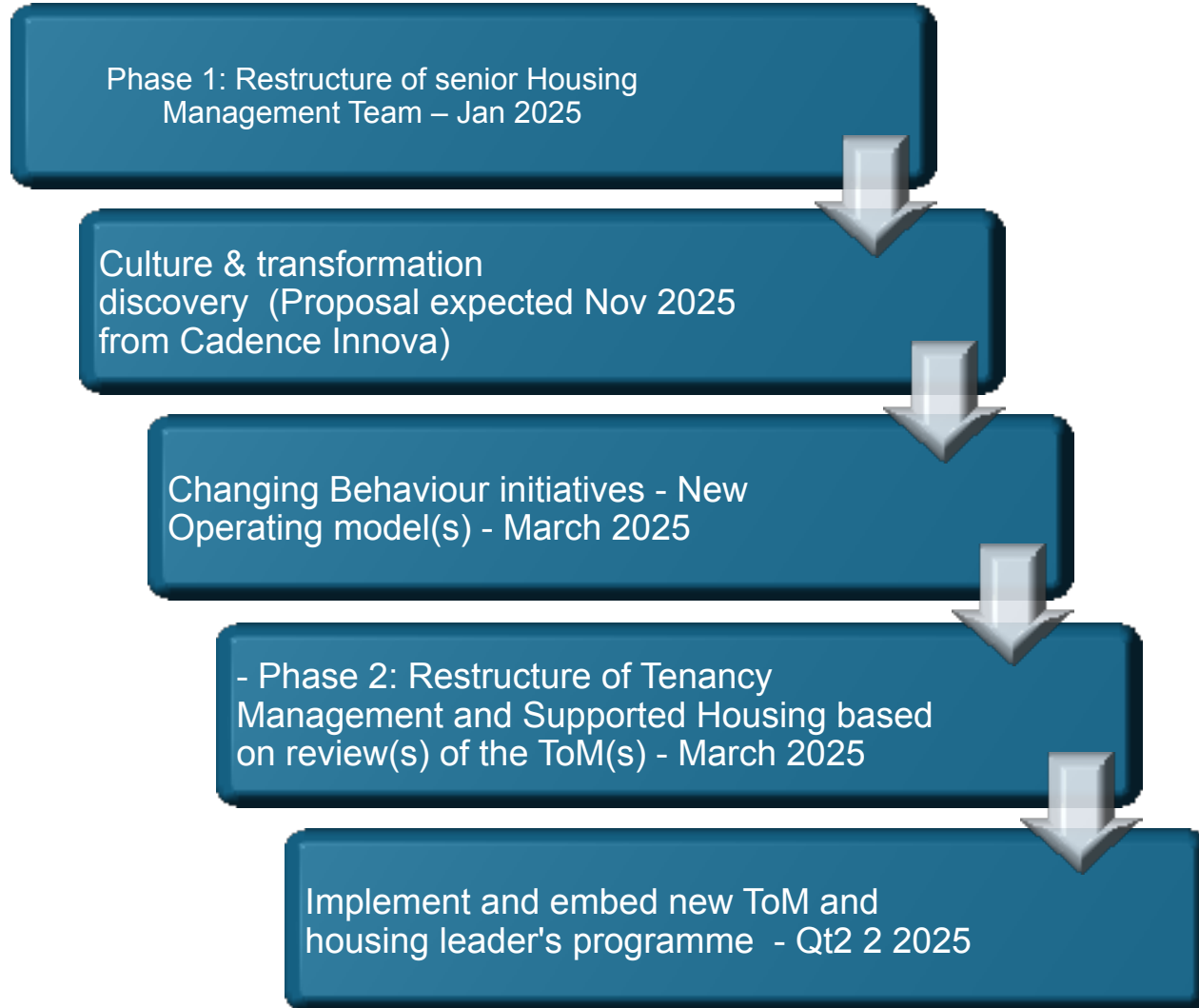
Multi skill staff across rents, FTA, and repairs (linked to NEC upgrade) – In flight- Target completion date of end of March 2025.



Outcome: Top quartile within the next 3 years. Improved Financial Stability

EOY	Quartile	Arrears Percentage
Q2 24/25	4 th	10.11
25/26	3 rd	8.31
26/27	2 nd	6.50
27/28	1 st	4.70

People and Culture



Outcome:

An equipped, empowered and engaged workforce with the right skills, the right leaders and high-performance culture to serve the customer well and deliver services effectively.

Service model designed to deliver excellent landlord services

Tenants

Outcomes: An approved Strategy which defines tenant involvement structures, strengthens engagement, participation and empowerment of tenants, enables scrutiny and improves communications and interaction.

Complaints are managed in line with the regulatory requirements and tenant satisfaction is improved.

Nov 2024 to March 2025

Improvement to **Complaints** management

System and process discovery and change

Recruitment of complaint lead

Develop a New **Tenant Engagement Strategy**

Coordinate the implementation of the strategy with the Tenant Charter- Currently in draft format.

Customer information review and analysis to shape and inform business decisions and methods by which we communicate.

Contact Centre service review

Performance Targets:

Complaints

- Baseline 23/24: 341 complaints received.- 20% escalated to stage 2.
 - X1 upheld complaint by the Ombudsman
- % of complaints completed in timescale
- Stage 1: Q2 - 77.5% were responded to within 10 working days
- TSM survey result: 25% tenants were satisfied with how we dealt with complaints.

Targets:

- Top quartile by 25/26
- 15% improvement in complaints resolution by 24/25

Customer Contact Centre - Call times:

Baseline: Q2 23/24 25mins. Quartile 4

Target: 90% of calls answered within agreed service standard Call times reduced to no more than 10 minutes.