Housing Improvement Plan

Executive Summary

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

The Council is fully aware of this failure and is committed to improving its operation, putting tenants and leaseholders at its heart. It is committed 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.

Transformation Board
Chair: Chief Executive
Frequency: Fortnightly

Improvement Board
Chair: External
Frequency: Monthly

CMB Briefings
Frequency: Monthly

Resident Services Portfolio Board
Chair: Debbie Ward
Frequency: Fortnightly

Benefits Realisation Group
Chair: Enabling Services – Exec Director
Frequency: Monthly

Cabinet
Frequency: As required

Housing Improvement Board
Chair: Jamie Brenchley
Frequency: Monthly

Audit & Scrutiny
Frequency: As required

Housing Advisory Board
Frequency: Monthly

Housing Improvement Plan: Vision, direction and transformation of Housing Division.

Tenant Voice

Capital Board

Design Authority Board

Housing Strategy:
Overall Housing Strategy development beyond 2025

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

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

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.
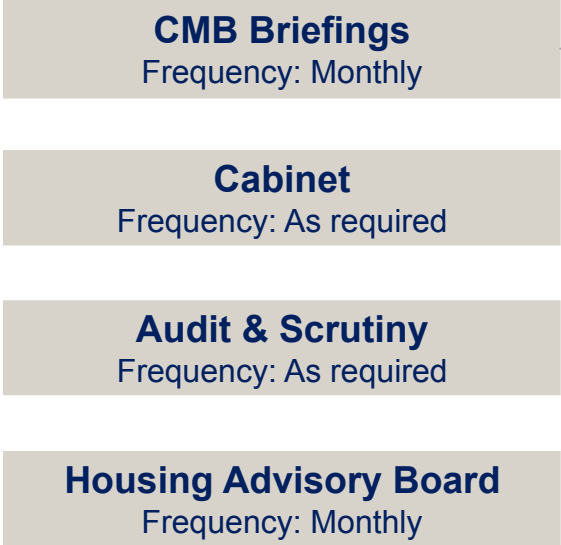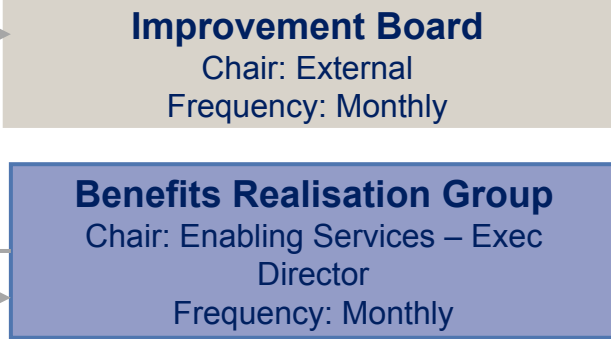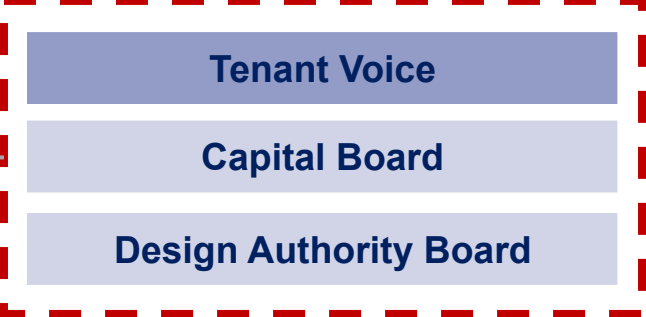
Improvement Cycle-Principles

Voice of the Tenant Drives Continuous Improvement

Leadership & Governance

Tenant Centric Design

Empowered Teams/Continual Learning

Customer Insights, Themes & Trends, Continual Organisational Learning

Data & Metrics

Informed Process and Systems Design
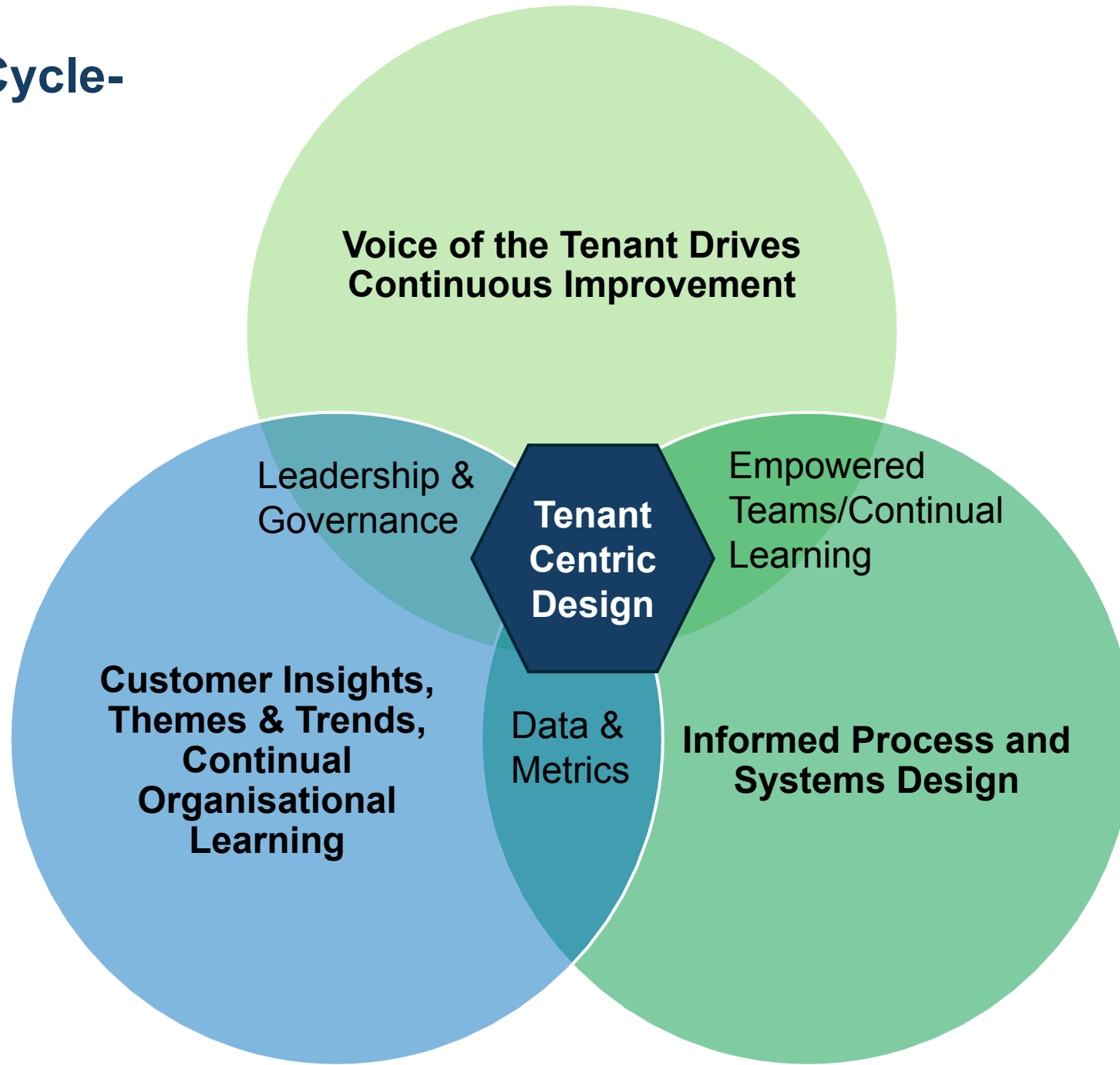
Housing Strategy

Overall RAG Status	
	🟨

*RAG Status: The overall RAG status for the Housing Strategy pillar is Amber as the project is still being scoped with option around timescales and the level of tenant engagement being agreed.

Area	Project Owner	Milestone	Completion Date	Confidence RAG
Scoping and Data Analysis	Senior Policy Advisor	Review existing strategy & best practices	17/01/2025	🟩
		Initial scoping discussions with Housing Strategy Board, Leader and Senior Leadership Team	**17/01/2025**	🟩
		Set up Project Team and agree work plan	14/02/2025	🟩
Housing Strategy - Draft	Senior Policy Advisor	Draft strategy	28/03/2025	🟨
		Draft ESIA (review financial, legal implications, etc)	28/03/2025	🟨
		Feedback from Stakeholders on Draft Strategy	18/04/2025	🟨
		Update Strategy following the review	**02/05/2025**	🟨
Consultation & Comms	Senior Policy Advisor	Draft Consultation questions	02/05/2025	🟨
		Review consultation questionnaire and draft comms	16/05/2025	🟨
		Consultation Period(8 weeks)	**11/07/2025**	🟨
		Analysis & reporting (consultation team)	08/08/2025	🟨
		Consideration of feedback and update draft strategy	**05/09/2025**	🟨
		Create 'Your Voice Matters'	05/09/2025	🟨
Share draft & Consultation feedback	Senior Policy Advisor	Final comments, sign-off of documents and upload to MODGOV	24/10/2025	🟨
Cabinet Approval	Senior Policy Advisor	Cabinet Papers submitted	14/11/2025	🟨
		Cabinet	**23/12/2025**	🟨

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SOUTHAMPTON CITY COUNCIL

Housing Strategy

2024		2025										
Dec	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sept	Oct	Nov	Dec

Transformation

Scoping & Data Analysis

Review existing Strategy and best practices

Initial scoping discussions with Housing Strategy Board, Leader and Senior Leadership Team

Setup Project Team and agree Workplan

Draft Housing Strategy

Draft Strategy & ESIA

Feedback from Stakeholders on Draft Strategy

Update Draft Strategy following review

Consultation, Comms & Engagement

Draft Consultation Questions

Review Consultation questionnaire and draft comms

Consultation Period

Analysis and Reporting

Consideration of Feedback and update Draft Strategy

Create 'Your Voice Matters'

Share & Draft Consultation Feedback

Final comments, Sign-Off of documents and Upload to MODGOV

Cabinet Approval

▲ Cabinet Papers Approved

▲ Cabinet

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Asset Investment Strategy (High Level theme objective)

Housing Stock:

Affordable and viable HRA

HRA Viability:

HRA model developed for investment potential and flexibility to maximise housing stock investment

Potential and secure stock business plan

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

Asset Management Function:

Structure reviewed and client and operational functions established in Housing landlord structure.

Investment Strategy:

Decision making on capital investment to be 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

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.

Assets Strategy

Overall RAG Status	

Area	Project Owner	Milestone	Completion Date	Confidence RAG
Social Housing Asset Delivery Model	Director of Housing	a. Analysis	31/01/2025	
		b. Consultation on design principles	31/03/2025	
		c. Outcomes approved	31/03/2025	
		d. **Implementation**	31/07/2025	
Planned Capital Work Delivery - Secure additional delivery partner	Director of Estates and Assets	Briefing paper seeking approval to reallocate budget lines for further contract.	Complete	
		Publication of Invitation to tender (ITT)	31/01/2025	
		Due date for receipt of tenders	15/03/2025	
		Evaluation of responses	30/03/2025	
		Notification of tender results	15/04/2025	
		Planned contract signing date	03/05/2025	
		Planned contract commencement date	03/06/2025	
Stock investment analysis	Director of Estates and Assets	ARK - Final version of Ark modelling tool	Complete	
		Prepare paper on asset outcomes from the Ark viability tool	31/01/2025	
		Brief members of Ark tool outcomes	31/01/2025	
		Incorporate outcome of the estates regeneration commission	31/01/2025	
		Review options for amber and red assets.	31/01/2025	
		Identify and brief stakeholders of proposed options for red & amber assets	28/02/2025	
		Set timetable for implementation of actions from red and amber assets.	28/03/2025	
HRA- Capital programme	Director of Estates and Assets	Draft investment plan to be shared at tenants' panels agreed.	Complete	
		Resident Services DMT – Asset Investment update paper	Complete	
		Tenant Repairs Panel: To present draft asset plan and capital investment strategy.	Complete	
		Tenant Resources Panel: To present draft asset plan and capital investment strategy.	Complete	
		Housing Strategy Board – Final budget & briefing papers	13/01/2025	
		Housing Cabinet Member Briefing	13/01/2025	
		Investment plan presented at Housing Advisory Board	13/01/2025	
		Budget/MTFS/Capital Programme and HRA reports published	17/02/2025	
HRA- 40 year Business Plan	Director of Housing & Finance	Review of current information and commission of external HRA expertise if required (31 Ten)	31/01/2025	
		Internal Review of existing HRA Model	20/01/2025	
		Diagnostic analysis of existing HRA model	28/03/2025	
		Evaluation and recommendations following diagnostic	28/03/2025	
		Application of agreed recommendations	31/07/2025	

- RAG Status
  - The overall RAG status for the Landlord Services pillar is Amber as a decision is still outstanding around the British Gas remedial work and the costed plan that sets out how we will move towards a compliant Decent Homes is yet to be finalised.
  - Planned Capital Work Delivery, Secure additional delivery partner – Amber - Awaiting approval, which dependent is on British Gas remedial work decision and resulting funding availability
  - HRA- 40 year Business Plan – Amber – procurement timescales of 31Ten being finalised

Asset Strategy

November	December	January	February	March	April	May	June	July	August	September	October	November

Transformation

Social Housing Asset Delivery Model

Diagnostic analysis and alignment of social landlord asset management functions.

Consultation on design principles

Outcome approved

Publication of Invitation to tender (ITT)

Implementation

Due date for receipt of tenders

Planned contract signing date

Lead in period 4 weeks

Planned contract commencement date (Date of Possession)

Stock investment analysis

ARK - Final version of Ark modelling tool

Brief members of Ark tool outcomes

Set timetable for implementation of actions from red and amber assets.

Asset Strategy

Transformation

HRA – Capital Programme

Draft investment plan shares with tenants' panel

▲ Resident Services DMT – Asset investment update

▲ Tenant Repairs Panel

▲ Tenant Resources Panel

▲ Resident Services DMT – Final budget & briefing papers

▲ Housing Cabinet Member Briefing

▲ Housing Advisory Board

▲ Overview and Scrutiny Management Committee

▲ Budget/MTFS/Capital Programme and HRA reports published

▲ Opposition Leaders briefing

HRA – 40 Year Business Plan

▲ Commission of external HRA expertise

Diagnostic analysis of HRA model

Evaluations and recommendations following diagnostic

Application of agreed recommendations

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.
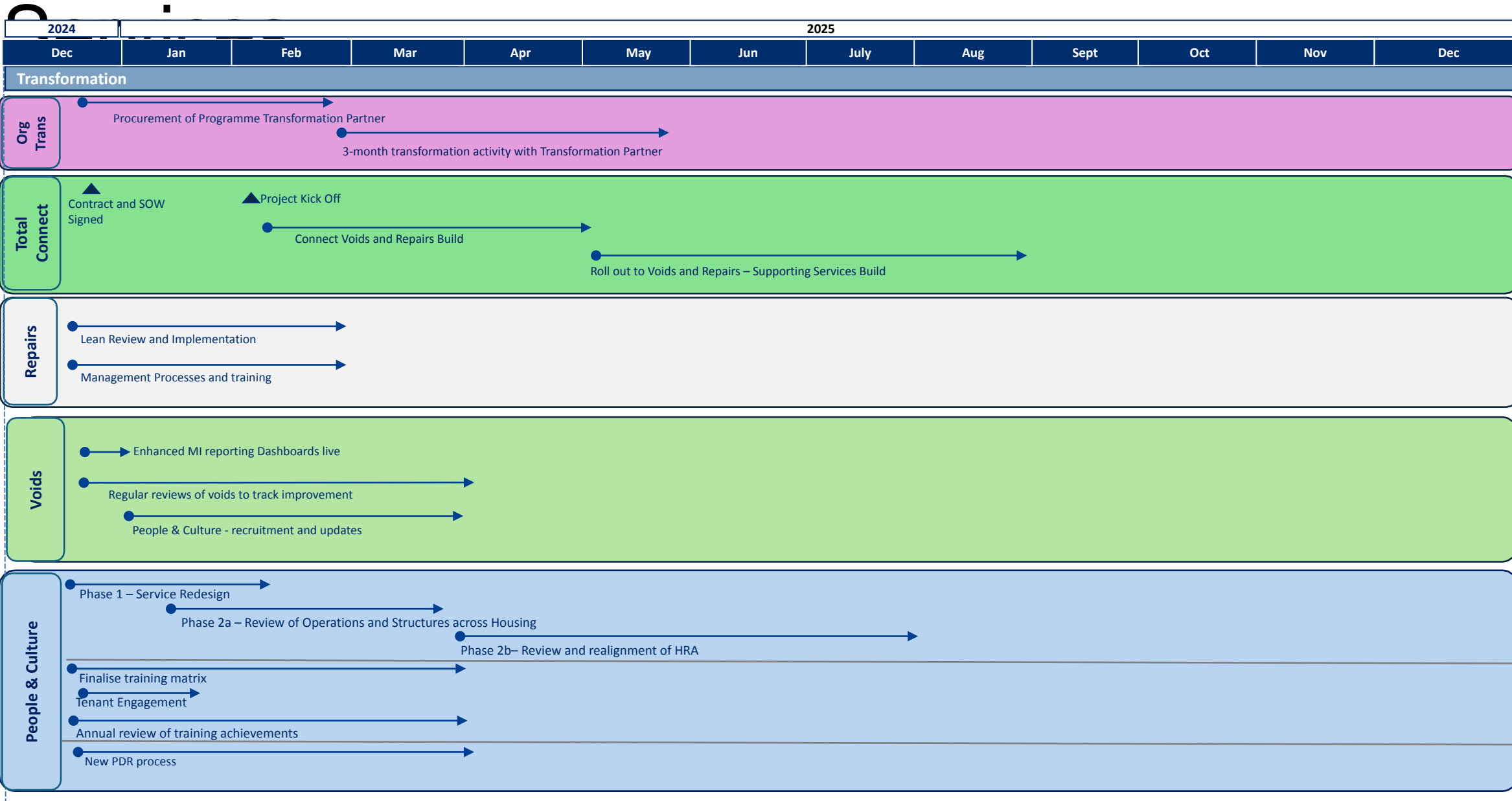
Landlord Services

Area	Project Owner	Milestone	Completion Date	Confidence RAG
Organisational Transformation Partner	Director of Housing	Procurement of Programme Transformation Partner	21/02/2025	
		3 month Transformation Activity with Programme Transformation Partner	23/05/2025	
Total Mobile Connect	Transformation Lead – Resident Services	Contract and SOW Signed	Complete	
		Project Kick off	03/02/2025	
		Connect VOIDS and Repairs Build	02/05/2025	
		Roll out to VOIDs and Repairs - Supporting services Build	31/07/2025	
Repairs	Housing Operations Manager	Lean Review of Repairs & Materials Hub Processes and new processes live	Complete	
		Management processes and training	31/01/2025	
VOIDs	Housing Operations Manager	Enhanced MI Reporting Dashboards Live	Complete	
		Detailed audit of property condition and BAU Process update	Complete	
		Lean Review of VOIDs & Materials Hub Processes and Go Live (Planning, Pre Vacation & Transfer, VOIDs Management)	03/02/2025	
People and Culture	Director of Housing	Phase 1: Restructure of Senior Management Structure across Housing Division consultation.	Complete	
		Phase 1: Recruitment Underway	Complete	
		Phase 2: Review of operations and structures across Tenancy Management, Supported Housing and Homelessness, Allocations and Welfare	29/01/2025	
		Phase 2: Review and realignment of HRA Services (DFG, Asset management team, Shine)	29/01/2025	
		Phase 2 Consultation	22/03/2025	
		Phase 2: Go Live	16/05/2025	
Debt Recovery and Prevention	Head of Financial Operations	Align with the Financial Management Programme to ensure cohesive financial practices across council operations	25/07/2025	
		Implementation of Prevention Agenda/Plan	31/03/2025	
Tenant Engagement Strategy	Service Manager Q,A and D & Policy & Strategy lead	Complete TPAS Self assessment	28/02/2025	
		Draft and review (Cllr & SCC) of Tenant Engagement Strategy Complete	23/05/2025	
		Public Consultation Complete	01/08/2025	
		Review Consultation Results and update final strategy	26/09/2025	
		Cabinet Signoff	17/12/2025	
Customer Information	Service Manager Q,A and D	Procurement of tenant profile data collection	28/02/2025	
		Review of current data process/data integrity/data cleansing requirements	25/04/2025	
Complaints	Service Manager Q,A and D	Complaints e-learning training roll out	28/02/2025	
		Recruitment Single Point of Contact for Housing complaints	28/03/2025	

- RAG Status
  - The overall RAG status for the Landlord Services pillar is Green with work in flight
  - Organisational Transformation Partner – Amber - Procurement timescales being confirmed
  - Total Mobile Connect – Amber – Detailed planning underway now resource is available to confirm timescales
  - Debt Recovery and Prevention – Amber – Wider SCC Financial management Programme still being finalised

Landlord Services

	2024		2025										
	Dec	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sept	Oct	Nov	Dec

Transformation

Org Trans
- Procurement of Programme Transformation Partner
- 3-month transformation activity with Transformation Partner

Total Connect
- ▲ Contract and SOW Signed
- ▲ Project Kick Off
- Connect Voids and Repairs Build
- Roll out to Voids and Repairs – Supporting Services Build

Repairs
- Lean Review and Implementation
- Management Processes and training

Voids
- Enhanced MI reporting Dashboards live
- Regular reviews of voids to track improvement
- People & Culture - recruitment and updates

People & Culture
- Phase 1 – Service Redesign
- Phase 2a – Review of Operations and Structures across Housing
- Phase 2b– Review and realignment of HRA
- Finalise training matrix
- Tenant Engagement
- Annual review of training achievements
- New PDR process

Landlord Services

2024	2025											
Dec	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sept	Oct	Nov	Dec

Transformation

Debt Recovery & Prevention

- Identify and write off uncollectable debts
- Deploy target arrears reduction strategies
- Align with Financial Management Programme
- Implementation of prevention agenda

Tenants

TENANT ENGAGEMENT
- TPAS Self Assessment
- Draft & review of Tenant Engagement Strategy complete
- ▲ Engagement Strategy ESIA
- Consultation
- Review results & update strategy
- ▲ Cabinet approval

CUSTOMER INFORMATION
- Tenant profile data collection
- ▲ DPIA
- Plan to populate tenant information
- ▲ Complete analysis

COMPLAINTS
- Complaints Review Panel creation
- Recruitment of Housing Complaints Officer
- Comms plan
- Analysis of complains reporting model

SERVICE CENTRE
- Assess and secure additional resource
- Cross skilling between Housing, Repairs, HR and Admin
- Upgrade of system
- Ongoing dynamic review of service resources

Tenants Engagement and Recommendations

Total number of tenants consulted per quarter

Q1: 259, Q2 243, Q3 229, TOTAL, CUMULATIVE 731

Recommendations for the first three quarters

	How many recommendations proposed by residents	How many recommendations were accepted	How many recommendations - Implementation completed	How many recommendations - Implementation pending
Quarter 1	41	33	32	1
Quarter 2	55	44	39	4
Quarter 3	36	30	28	2

This table shows a high percentage of resident recommendations are both accepted and implemented. Examples include:-

- Recommendation by the Building Safety Group to produce information leaflet for tenants
- 12 recommendations (all accepted) by the Scrutiny Panel regarding improvements to the Housing Office's 'sign-up' process and paperwork.

Programme KPI's

Area	KPI	End Q4 23/24	End Q2 24/25	End Q3 24/25	Target Mar-25	Sep-25	Target End 25/26	RAG
Voids	Number of Voids	416	355	395	280	170	60	🟥
	Average Turn Around Time for Routine & Non Routine(days)	205	198	93	90	75	10 Routine/ 65 Non Routine	🟥
Repairs	Jobs Outstanding	No data	3647	3036	2600	1600	1000	🟩
	Right First Time (%)	78.57	80.36	81.46	82	86	90	🟩
	Emergency (%)	94.95	73.7	78.57	85	90	95	🟩
	Routine (%)	61.95	57.13	63.63	75	85	95	🟩
Assets R	Non Decent Homes (%)	47.70	46.81	50.69	< 50.00	-	<42% by 25/26	🟥
Tenants G	Stage 1 Complaints Dealt with in target (%)	-	77.5	88.2	90	95	100	🟩
	Customer Contact Centre - Average Call times (Mins) A	-	25	21.4			15	🟥
Debt Recovery A	Arrears %	11.5	10.11	10.13 (8 after outstanding credits allocated)	8.31	<8.00	7.00	🟧