

Housing Improvement Sub-Plan

Key

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|---|---|---|
| Completed/in place | | |
| On track | | |
| Not started | | |
| ISDHE Interim Strategic Director for Housing and Environment | CE Chief Executive | EHofF Executive Head of Finance |
| EHofH Executive Head of Housing | EHofOD Exec Head of Organisational Development | EHofCandCC Executive Head of Communications and Customer Service |

Housing Improvement Sub-Plan

Leadership

| Objectives | Actions and status | By when? | SOLACE Rec no | Owner |
|--|---|----------|----------------|-------|
| H1 Develop an improvement plan for Housing with a particular focus on leadership, cultural change, tenant engagement, building and tenant safety, compliance, staff training, procurement and budget monitoring. | This plan | Complete | 1 | ISDHE |
| H2 Introduce performance management culture, including more comprehensive monthly compliance reporting and assurance, and regular review by CMB and Scrutiny. | Draft dashboard created to share with team, | May 24 | 2, 3, 7 and 21 | EHofH |

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| <p>To review KPIs and monitor key decisions, risk logs and improvement plans at directorate management meeting.</p> <p>Ensure regular monitoring reports including the risk register, voids, budget monitoring and contract awards reviewed at least quarterly by directorate management teams, with non-compliance tackled swiftly.</p> | <p>stakeholders and scrutiny committee.</p> <p>2024/5 KPI review completed with team leaders by Housing Insight and Improvement Lead</p> <p>Housing Senior Management Team meetings set fortnightly with set agenda covering key decisions, risk logs and improvement against plans</p> | | | |
| <p>H3 Refresh the Housing Strategy, in partnership with stakeholders and residents to help align housing service plans to wider aspirations for Guildford Borough Council’s people and places, and the Social Housing Regulation Act.</p> <p>Ensure the Corporate Plan feeds into the Housing Strategy and vice versa.</p> | <p>Development of strategy to kick off in May 24. To be complete by December 24.</p> | <p>December 24</p> | <p>4 and 5</p> | <p>EHofH</p> |
| <p>H4 Ensure a permanent Joint Strategic Director of Housing is in place and has adequate time to devote to Housing, amongst their other priorities.</p> | <p>Recruitment process launched</p> | <p>Recruitment to be made by the end of Summer 2024</p> | <p>8 and 9</p> | <p>CE and ISDHE</p> |
| <p>H5 Review the entire Housing staffing structure and ensure that it is fit for purpose, is robust and has the necessary capacity and skills.</p> | <p>Review of staffing structure launched</p> | <p>Phase 1 June 24</p> | <p>10 and 16</p> | <p>EHofH</p> |

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| Ensure all job profiles are up to date and reflect organisational and service needs. | | Phase 2 December 24 | | |
| H6 Agree a Corporate Vision and Values and ensure that this is reflected and fully embedded within Housing. Ensure a 'golden thread' approach exists so that the Corporate Plan feeds into the Housing Strategy, and in turn, feeds into team plans and Appraisal Targets | Corporate strategy will go to Full Council in July 24 Strategy and values to be reflected in team plans by Autumn 24 Housing Strategy will be complete by December 24 | December 24 | 11 and 12 | EHofOD |
| H7 Introduce a performance culture. Ensure all housing staff have regular 121s, annual appraisals, with clear work-based and behavioural targets, with 6 monthly reviews and development plans. | To work with HR on templates and guidance for appraisals, 121s and development plans | September 24 | 13 and 27 | EHofH |
| H8 Undertake a skills and qualifications audit for the housing team and ensure that senior housing managers and housing executives hold professional qualifications and if they do not, support them to obtain these qualifications. | Audit to be undertaken by October 24 | October 24 | 14 and 15 | EHoH |
| H9 Ensure all permanent jobs are reflected within the Establishment and match with the specified staffing budgets. | Completed | Completed | 17 | EHofH |
| H10 HR and Housing Service Recruitment panel members to consider references as part of the recruitment process for permanent, agency and interim candidates. (HR to retain references on file for 2 years) | Is now standard | Completed | 18 | EHofH |

Governance & Culture

| Objectives | Actions and status | By when? | SOLACE Para | Owner |
|--|---|--|-------------|--------|
| H11 Develop a skills requirement audit that identifies the minimum levels of procurement and financial management knowledge required for roles across the organisation, with an associated training programme to help all staff in relevant roles meet the requirements. | Audit scheduled for completion July 24 Officers to attend appropriate training – awareness and/or practice | Training to be complete by December 24 | 20 | EHofOD |
| H12 Engender a ‘no blame’ learning culture within a framework of staff taking personal accountability and responsibility and within a performance culture. | To be reflected as part of corporate values | July 24 | 25 | EHofH |
| H13 Encourage staff to come forward with continuous improvements, innovation and creativity whilst adhering to Good Governance and following due process. | To be reflected as part of corporate values and strategy | July 24 | 26 | EHofH |

Finance, Budget & the Housing Revenue Account (HRA)

| Objectives | Actions and status | By when? | SOLACE Rec no | Owner |
|--|--|---------------------------------|------------------------------|-------|
| H14 Financial Management Ensure the team follow, comply, monitor and report on procurement, contract procedure and financial rules in all work areas. Ensure all reports requesting investment, major procurement and financial expenditure include a robust business case. Ensure the HRA, Capital and General Fund (Housing) revenue budgets have detailed breakdowns. Ensure there are inbuilt financial checks and balances, with Purchase Order and procurement monitoring. | All processes to be in place by the end of June 24 PPM and Procurement training to be complete by the end of December 24. Working with Finance to develop improved financial | June 24 September 24 | 6, 28, 29, 31, 32, 34 and 57 | EHofH |

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| | reporting for housing budgets. | | | |
| H15 Ensure sufficient HRA experienced Accountants support the Housing Service. | Finance team being restructured to support this Savills retained to update HRA Business Plan and train finance colleagues | September 24 | 30 | EHofF |
| H16 Recruit permanent procurement staff. | Recruitment launched | September 24 | 33 | EHofF |

Back-log of Voids (Empty Properties)

| Objectives | Actions and status | By when? | SOLACE Rec no | Owner |
|--|--|-------------|---------------|-------|
| H17 The inspections pre and post-works to be undertaken by Guildford Borough Council surveyors. Appoint permanent surveyors | Recruiting interim surveying capacity. Permanent recruitment to commence once new structure agreed. | December 24 | 37 and 38 | EHofH |
| H18 Undertake a service review of the key to key void process with cost benchmarking and best practice. | Voids team leader appointed May 2024. Will lead review | December 24 | 39 and 40 | EHofH |

Leaseholds and Leaseholders

| Objectives | Actions and status | By when? | SOLACE Rec no | Owner |
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| H19 To review leaseholder regulations and services and prepare for new Leasehold Reform Bill. Process map the work of the leasehold team; so that new members of staff clearly understand what needs to be done, and where files are stored, etc. There were no leaseholder staff, at the time of writing. | Comprehensive leasehold review to be scoped. Including, refresh processes, clear roles and responsibilities and ensure adhered to processes | December 24 | 41, 42, 44, 45 and 46 | EHofH |
| H20 Ensure appropriate accountancy support for Leaseholder Service Charges. An accountant with financial responsibility for Leasehold Service Charges. | Finance team being restructured to support this | September 24 | 43 | EHofF |
| H21 To undertake an audit and review of all HRA leasehold property let to RPs and charities | Audit commenced. Will establish leasehold register, review earlier communication/decisions and confirm next steps | September 24 | 47, 48, 49 | EHofH |

North Downs Housing and other Local Authority Companies

| Objectives | Actions and status | By when? | SOLACE Rec no | Owner |
|--|--|-----------|---------------|-------|
| H22 Undertake a review of North Downs Housing. | Review into the future of NDH commenced – to include membership of local authority shareholder company | July 2024 | 50, 51 | ISDHE |

Compliance & Decision Making

| Objectives | Actions and status | By when? | SOLACE Rec no | Owner |
|--|--|--------------|---------------|-------|
| H23 Ensure Key Decision reports concerning contracts are presented to the Executive for decision and appear on the Forward Plan. | Housing Managers reviewing and monitoring procurement and contract renewals to ensure correct governance route adhered to. Housing SMT forward plan developed to map report pathways. | May 24 | 52 | EHofH |
| H24 Prepare for the Procurement Act 2024. | New Procurement Strategy in Summer 2024 | September 24 | 54 | EHofF |
| H25 Ensure that Urgency Powers are only used in exceptional circumstances and that the Strategic Director for Housing ensures that the Monitoring Officer agrees that the Urgency Powers are warranted on a case-by-case basis and that there is full constitutional compliance. | Can only be used with agreement of Strategic Director and Monitoring Officer | Complete | 55 | ISDHE |
| H26 Ensure that all Procurement requirements are followed, and that Housing works closely with the Corporate Procurement Team and Legal Services. | Regular joint meetings scheduled and taking place. Procurement dashboard developed. | Complete | 6 and 56 | EHofH |
| H27 Set out Planned Housing Works with associated costs reviewed quarterly for progress on planned works and actual to projected costs. | Asset Management Strategy to be developed. Future planned programmes will follow strategy aims, with quarterly monitoring | Mar 25 | 58 | EHofH |

Housing Software Systems

| Objectives | Actions and status | By when? | SOLACE rec no | Owner |
|---|--|----------|---------------|-------|
| H28 Upgrade the Housing Software System and ensure it interfaces with the Corporate Finance System, Business World and Housing Applications | Review of all housing IT systems and future requirements. Link to emerging corporate IT strategy | 2027 | 61 | ISDHE |

Complaints

| Objectives | Actions and status | By when? | SOLACE rec no | Owner |
|---|--|----------|---------------|-------------|
| H29 Clarify and review the Complaints Process ensuring it is a simple and clear process, which puts customers at its heart. | Review completed to meet Housing Ombudsman Service complaint handling code | Complete | 63 | EHofCand CC |
| H30 Analyse complaints and identify themes; so that service and policy improvements can be made. | In depth analysis commenced | June 24 | 64 | EHofH |

Agency Staff

| Objectives | Actions and status | By when? | SOLACE Rec no | Owner |
|---|---|----------|-------------------|--------|
| <p>H31 Review recruitment, induction and management of all agency staff. To ensure that:</p> <ul style="list-style-type: none"> the relevant software system (Business World) flags when contracts should be reviewed. all agency staff have the references, relevant and necessary qualifications and experience all agency staff disclose if related to or know existing permanent and/or agency staff and councillors, and all staff policies apply to agency and permanent staff. | All actions to be implemented as standard | June 24 | 65, 66, 67 and 68 | EHofOD |

Housing Data, Corporate Property & HRA Land Data

| Objectives | Actions and status | By when? | SOLACE Rec no | Owner |
|--|---|-------------|---------------|-------|
| H32 To ensure all HRA land and assets are documented and listed. | To develop project plan to undertake a data audit of HRA properties and assets. Book valuation commissioned | March 25 | 70 and 71 | EHofH |
| H33 Housing to liaise with Corporate Assets and Property Team to ensure that maintenance & repairs of Housing garages and Housing car parks are undertaken by the most effective and appropriate services. | SLA review to complete by December 24 | December 24 | 72 | EHofH |

Preparation for and Compliance with the Social Housing (Regulation) Act 2024

| Objectives | Actions and status | By when? | SOLACE Rec no | Owner |
|--|--|-------------|-------------------|-------|
| <p>H34 Prepare for and comply with the Social Housing (Regulation) Act 2023.</p> <p>Develop data management, improvement plan and processes to adhere to legislative and regulatory requirements with reference to:</p> <ul style="list-style-type: none"> • RSH consumer standards • H&S compliance, • Tenant Satisfaction Measures, and • Building Safety compliance | <p>Acuity appointed to carry out TSM surveys May 2024. Training on RSH consumer standards carried out.</p> <p>Plan for housing update briefings, away day and monthly all housing meetings to increase communication and raise awareness and engagement.</p> | Spring 2024 | 53, 73, 74 and 76 | EHofH |
| <p>H35 Strengthen and document engagement with tenants and broaden and refresh the representation of TEG (The Tenant Engagement Group).</p> | <p>Work with TEG and Community Services to increase tenant engagement. Away day scheduled with TEG.</p> | July 24 | 75 | EHofH |
| <p>H36 Consider commissioning a Social Housing Management Peer, or independent Review for Consumer Standards.</p> | <p>External independent assessment commissioned</p> | Completed | 77 | EHofH |