



Championing better homes and communities

The Better Social Housing Review

NFA Action Plan and Update

13 December 2023

Introduction

This action plan accompanies the [NFA response](#) to the National Housing Federation (NHF) and Chartered Institute of Housing Better Social Housing Review (BSHR). It provides a summary of the NFA actions against the seven BSHR recommendations.

Recommendation 1: Every housing association, and the sector as a whole, should refocus on their core purpose and deliver against it

NFA Target/ Objective	Update (December 2023)
The NFA recommends all ALMOs review whether they remain focused on their core purpose and have sufficient resources to deliver against it.	The NFA has shared this recommendation with members and it continues to be discussed at Chief Officer meetings, in officer groups and webinars. The NFA annual conference in Spring 2024 will be focused on the strengths of the ALMO model and ensuring that ALMOs continue to have the tools and resources to deliver against their core purpose.
To raise any concerns about the future financial sustainability of either ALMO or HRA services with the relevant national bodies	The NFA continues to discuss financial sustainability with members, and raise issues with relevant national bodies at every opportunity. Future financial sustainability of the HRA is one of our Election Manifesto asks.

That the NFA reviews its own business plan and service annually to support ALMOs' core purpose	The NFA business plan for 2024 is designed around the core purpose of ALMOs to provide tenant centred, excellent housing management and maintenance services; and NFA activity in 2024 will be focused on supporting ALMOs to achieve this.
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Recommendation 2: Housing associations should work together to conduct and publish a thorough audit of all social housing in England.

NFA Target/ Objective	Update (December 2023)
To support improved data collection and reliability about the homes under ALMO management across England and the tenants that live in them	The NFA has joined the NHF led steering group for the "Knowing our Homes" project. We have undertaken a survey on behalf of the local authority sector to understand what data local authorities and ALMOs collect on their homes and tenants living in them. We continue to work with our members to promote good practice through best practice officer groups which have met regularly this year.
To support best practice in asset management strategies for council owned stock.	The NFA has supported the ALMO Asset Management group which has met throughout 2023. Members share good practice through this group and have contributed to ongoing conversations on the Decent Homes Standard.
To support best practice in data management strategies and good performance data for consumer regulation	The NFA has supported the ALMO data managers network group to ensure the sharing of good practice in and outside the sector.

Recommendation 3: Housing associations should partner with tenants, contractors and frontline staff to develop and apply new standards defining what an excellent maintenance and repairs process looks like.

NFA Target/ Objective	Update (December 2023)
That the NFA and its members influence the CIH led piece of work on best practice in repairs and maintenance	The NFA has joined the CIH led best practice group on repairs and maintenance, and is feeding in ALMO voices to the project. The CIH held a roundtable with ALMO repairs staff on 4 December 2023. As the work develops we will monitor opportunities to include tenant voices in the work.
To provide ALMOs with the knowledge and support to deliver excellent standards for maintenance and repairs for tenants	The NFA will review what further work needs to be undertaken on this in 2024 once the CIH project is completed.
To share best practice and concerns to help develop learning and improvements in this area	The NFA has continued to support the Asset Managers Group and the Complaints Officers Groups so they can network, discuss challenges and share good practice. The NFA facilitated a roundtable with ALMO repairs staff on 4 December 2023 to help share their learning with the CIH.

Recommendation 4: The Chartered Institute of Housing should promote the traditional ‘housing officer’ role as a supported and valued employment opportunity with a Chartered Institute of Housing recognised programme of training and continuing development.

NFA Target/ Objective	Update (December 2023)
That the CIH offer on the housing officer/ housing management training and development meets the needs of NFA members	The NFA is keeping a watching brief on this area of work. We are waiting for DLUHC to publish more information on Conduct and Capability Standards. We will work with CIH as work develops in this area.
That all ALMOs continue to support housing management staff and meet the requirements of the Social Housing (Regulation) Act on conduct and competency, and professionalisation	The NFA is keeping a watching brief on this area of work. We are waiting for DLUHC to publish more information on Conduct and Capacity Standards. The NFA has continued to support the housing management officers group and the asset managers group to share best practice and understand what their requirements are in relation to professionalisation, conduct and capability.

Recommendation 5: Housing Associations should work with all tenants to ensure that they have a voice and influence at every level of decision making across the organisation, through both voluntary and paid roles.

NFA Target/ Objective	Update (December 2023)
To promote ALMO models of tenant engagement including a variety of good practice in different contexts.	The NFA has continued to promote our Tenant Voice and Critical Friends publications with stakeholders and members. For example, a briefing on Critical Friends was shared at the Tpas scrutiny conference; and we presented the findings with tenants to one of TAROE Trust's regular monthly webinars. The tenant voice is a core part of the messages that we share with government and other stakeholders, and we regularly talk about the good practice in the sector as well as reminding stakeholders of the value of proper consultation with tenants.
To support all members to continually review and improve methods of tenant engagement to ensure all voices are heard.	The NFA continues to support a Tenant Engagement officers group which meets regularly. This group shares good practice and staff support each other to continually improve. The NFA continues to support our Tenant Advisory Panel, which advises the NFA on policy issues from a tenants' perspective, and ensure that the tenant voice is considered in all our projects.

Recommendation 6: Housing Associations should develop a proactive local community presence through community hubs which foster greater multi-agency working

NFA Target/ Objective	Update (December 2023)
The NFA plans some good practice work in 2024 to help ALMOs review their work in this area and promote good practice.	For completion in 2024

Recommendation 7: Housing Associations should support tenants and frontline staff to undertake an annual review of the progress each organisation is making in implementing this review's recommendations.

NFA Target/ Objective	Update (December 2023)
The NFA will use our Annual survey to ask whether ALMOs have reviewed this report and recommendations, and share their action plans if relevant	For completion in the 2023 Annual Survey (to be published in the New Year)
The NFA to support those ALMOs who wish to share their actions and progress against these recommendations annually.	For completion after the 2023 Annual Survey (to be published in the New Year)
The NFA to review its own action plan against its progress and to inform discussions on the business plan for the following year	The action plan has been used to help shape the NFA Business Plan for 2024. We will review progress against the action plan from October 2024 to shape the business plan for 2025.