

Objective	Outcome	Target	Proposed Actions
Commitment one: To become an excellent social landlord, delivering services that meet the needs of our residents.			
Acknowledge that change is required, and complete a transformational review of our Housing and Property Services directorate - known as the Housing Transformation & Improvement Project (HTIP), to get the most from staff, systems and processes.	Efficient and modern service delivery	Year 1	Progress with the Housing transformation and improvement project to deliver an efficient and excellent target operating model for the delivery of the housing service.
Act upon the collective voice of our residents, adopting a 'You said – We did' approach to service improvement, with particular emphasis on responsive repairs and communication.	Tailored services built and developed by the residents voice	Year 1	Effectively collect and listen to the residents' voice, ensuring that feedback is fed into continuous service improvement across the housing landlord function.
			Learn from residents via a range of engagement opportunities including formal meetings, survey responses, particularly Tenant Satisfaction Measures (TSMs), and embed the outcomes into service planning and budget setting.
Better understand our Tenant population through accurate records and data to tailor services, and signpost to support services	Effective use of data to drive service improvement	Year 2	Expand our knowledge of our tenant population to ensure that our records are full and accurate to better tailor services, such as signposting those with complex needs or vulnerabilities to appropriate support.
		Year 1	We will develop tailored service plans that focus on meeting the needs of residents, and improve record-keeping to ensure that tenant records are accurate

			and that we build our knowledge of the people occupying our homes in order to address any vulnerabilities.
Deliver a continuous improvement environment where we strive to learn and improve our service to our residents	Deliver a continuous improvement environment	Year 1	Invest in best practice industry expertise, such as procuring engagement experts Tpas to carry out a 'SMART Review' of our resident engagement offer, leading to a refreshed engagement strategy.
		Year 3	Use the outcomes of the Housing Regulator's new inspection regime to drive further service improvement, with the aim of becoming a top-performing landlord that is always the landlord of choice for home-seekers throughout Dacorum.
Empower our residents to achieve their full potential	Empower our residents	Year 1	Empower residents to achieve their full potential by providing resources such as our free online learning portal, DOT .
Support our residents during the cost of living crisis	Provide support to our residents	Year 1	Act upon our understanding that residents of social housing are more likely to feel the impact of the cost of living crisis and may need additional support to reduce the risk of unmanageable debt. In particular: guidance to maximise household income by accessing all benefits to which they are entitled, help with household budgeting, and a proactive approach by

			our rent and income team to tackle arrears empathetically.
		Year 1	Acting on resident feedback, we will ensure that information and services are readily-available to those unable to access them digitally.
Commitment two: Demonstrate dedication to tackling the climate emergency in Dacorum. Reducing energy consumption of our existing housing stock, and take steps to ensure that all new homes meet excellent thermal efficiency standards.			
Reduce the energy use of properties in Dacorum, by supporting and encouraging the transition to more sustainable energy sources.	Promote and champion the sustainable energy sources	Year 3	Support all landlords and homeowners to move to more sustainable energy sources, offering advice, information and exploring the potential for loans or signposting to grants where needed.
		Year 2	Play a proactive role in exploring available/emerging technologies to reduce reliance on carbon-based fuels.
Measure and take action to reduce the energy use of the service delivery of the housing service and sub-contractors	Reduce service delivery energy use	Year 2	Measure energy use of the delivery of the housing service, and create an action plan to reduce this over a 5-year period.
		Year 2	We will require our supply chain to demonstrate and develop an action plan to reduce its energy use over a 5-year period or before.
		Year 2	We will use our procurement processes to give weighting to more environmentally friendly organisations or suppliers.
	Green and pleasant spaces	Year 1	We will identify and maximise opportunity to create green open spaces

Re-wild estates and create pleasant green spaces which support local wildlife and promote wellbeing by providing outside space for residents.	on estates to promote wellbeing and support local wildlife		and re-wild areas where appropriate to support local wildlife.
		Year 2	Use Tenant Improvement Grant (TIG) funding to roll out sustainable and green facilities on estates, like rainwater harvesting and community gardens.
		Year 4	We will consider wildlife-friendly measures such as fitting Swift/Bat boxes etc.
Deliver new developments which promote safe and climate-regenerative transport options	Enable residents and businesses to reduce carbon by 80%	Year 2	When developing new Council homes, we will include safe and sustainable travel options and local facilities to encourage people to access local services.
Commitment three: Champion the provision of safe, warm and dry homes across the Borough			
Continue to ensure all Council-owned properties meet the DBC Decent Homes standard and other regulatory standards.	Accurate stock condition survey information to inform planned works	Year 2	Use stock condition survey data to inform decisions around the future of stock.
		Year 1	Work with RP partners to ensure that all housing association stock meets the Decent Homes Standard and other regulatory standards.
		Year 1	Ensure that each HRA Business Plan during the life of this strategy takes account of the need to upgrade the energy efficiency of our older housing stock.

	New build specification	Year 1	Continue to build more new homes than are sold under Right to Buy, and to use renewable technologies to ensure that these homes are affordable to heat.
		Year 5	Tackle fuel poverty and the climate emergency by ensuring all Council-owned housing meets at least Energy-efficiency rating 'C' by 2030.
Tackle damp, mould and condensation by improving thermal properties of our own less well-insulated older homes, as well as informing and supporting other landlords to maintain high standards.	Improved thermal efficiency across DBC stock, RP's and private sector	Year 1	Delivery of grant funded scheme – Herts consortium.
		Year 2	Ensure that Landlords including RPs have robust process in place to tackle damp and mould, and ensure works are carried out efficiently to resolve.
		Year 1	Continue to work with private landlords to ensure all privately rented properties meet all relevant legislative standards, offering advice and information as needed and using enforcement activity when appropriate.
		Year 1	Continue to license HMOs to ensure they are of a good standard, safe and well-managed.
		Year 2	Empowering tenants through education to support them to live well in their homes.
Commitment four: Challenge ourselves and partners to work collaboratively to maximise the delivery of truly affordable new homes			
Maximising the supply and diversity of affordable housing options to ensure the right type of housing is available in the	Affordable housing	Year 1	Work with developers, landowners and Housing Associations to ensure that

right places. Exploring all opportunities for new homes including empty homes, unused sites and conversion of commercial properties.	negotiated through the planning system, acquisitions, grant funding, 141 receipts, RCGF etc.		affordable housing is delivered by the planning system. Cross referencing the local plan and SPD to ensure appropriate policies are included to meet this Commitment.
		Year 1	Continue to attract significant funding into the borough from Homes England.
		Year 3	Strengthen relationships with our Housing Association partners, ensuring that opportunities for truly affordable housing delivery are maximised. This will include introducing a Registered Provider panel to explore joint working and create greater housing opportunities across the housing sector.
		Year 1	Monitor the delivery and affordability of new affordable homes achieved through the planning process, acquisitions, grant funding, 141 receipts, RCGF etc.
	Diversifying the range of affordable housing options to provide greater affordable choice for local people	Year 2	Investigate the feasibility of different housing tenure options and promote as appropriate.
		Year 3	Work to meet rural housing need; explore potential for Community Land Trusts in rural areas.
		Year 1	Continue to promote affordable low-cost home ownership including 'Rent to Buy'.
		Year 5	Work proactively to bring forward affordable housing projects on appropriate brownfield sites.

Deliver Social rented new build properties	Deliver 400 new Council homes	Year 3	Review existing neighbourhood plans to explore opportunities for new affordable housing.
		Year 2	Deliver energy efficient new homes which will create savings for our residents in the future.
		Year 1	Continue to use Modern Methods of Construction where appropriate, and feed innovation and continuous improvements into future developments.
Commitment five: Meet the diverse housing needs of everyone living in Dacorum			
Deliver housing across Dacorum working with partners to meet the diverse needs of everyone living in Dacorum.	Enabling appropriate accommodation in Dacorum to meet diverse needs	Year 1	Work with partners, including Hertfordshire County Council, to make sure appropriate supported and specialist accommodation is available to those who need it.
		Year 5	Maximise the delivery of new affordable housing for families; aim to include outside space and sufficient storage in all new family homes.
		Year 1	Continue to provide an efficient and effective aids and adaptations service, working effectively in partnership with housing needs/adult care services.
		Year 2	Work in partnership with Hertfordshire County Council to make sure an effective and efficient aids and adaptations service, and efficient use of the better care funding.

		Year 3	Maximise the delivery of new affordable housing for the diverse needs of residents in Dacorum including families, young people, single households and residents with long-term health conditions that impact on their ability to carry out everyday tasks. Putting the needs of residents at the centre of new build design.
		Year 2	Continue to include fully wheelchair-accessible homes in all new housing developments, tailored to level of need both via the Housing Register and those awaiting a direct offer of adapted housing.
Deliver sustainable communities in Dacorum	Deliver thriving and sustainable communities	Year 5	Ensure infrastructure (schools, GPs etc) is delivered ahead of or alongside new housing development.
Support all Dacorum residents to tackle the cost of living crisis	Signpost and support residents to manage the increased cost of living	Year 1	Ensure all new Tenants are equipped with knowledge and skills to manage a tenancy, including awareness of availability and cost, and skills in managing finances.
		Year 2	Deliver a multi-agency action plan to support those impacted by the increased cost of living. Signposting to cost of living support, using multi-channel communication methods. Ensure all households know of the information, advice and other services available to all

			including those who are just about managing. Working with partners to ensure accessible toolkits and other online resources.
		Year 3	We will champion a move towards increased digital awareness and accessibility, including free Wi-Fi provision in our own buildings.
		Year 4	Explore potential for area/district heating schemes where this will deliver lower cost energy for individual households.