

Housing Transformation Programme progress

Susmita Sen

Lara Ashley

May 2024

Vision, Direction & Transformation Plan for the directorate

Workstream Outcome	Live Projects for May 2024	Workstream Lead	Timeframe	Project progress since February 2024
A Vision & Mission is developed which provides strategic direction for the directorate and is informed by an understanding of issues affecting the directorate.	1.3 Housing Strategy	Lara Ashley/Simon James	December Cabinet 2023	Project closed. Preparation underway for the final published edition.
The Transformation of the directorate is governed and resourced appropriately. A Housing Strategy which embeds the transformation of the directorate into BAU is developed and implemented	1.5 High Level restructuring and recruitment	Susmita Sen/Lara Ashley	October 23+	We have appointed an Interim Director of Housing – Development and New Supply. He will be starting week commencing 20 th May.

Governance & Information Management

Workstream Outcome	Live Projects for May 2024	Project Lead	Timescale	Project Progress since February 2024
To develop a robust framework for effective governance of the directorate to ensure accountability, high performance, and effective financial and information management	2.6 Website Update	Fiona Harding and Emerald McLaughlin	April 2024-September 2024	A new project team has been appointed. They are in the diagnostic testing phase. Key stakeholders and residents are being identified for inclusion. This phase will be concluded by the first week of June.
	2.7 Assessment against RSH New Consumer Standards	Paul Davey/Emerald McLaughlin	Aug 2023 –Sept 24	The phase of information gathering is underway as key stakeholders have been identified across the housing directorate to update on the progress of actions agreed in Sept 2023 to ensure compliance with the published regulations from April 2024.

Customer Excellence

Workstream Outcome	Live Projects for May 2024	Project Lead	Timescales	Project Progress since February 2024
To have implemented a new way of operating as a directorate which puts the residents at the heart of service delivery, engages with them effectively and respectfully meeting all expectations of the tenant involvement and empowerment standard.	3.2 Resident Engagement Strategy	Mary Larbie	April 2024	The Resident, influence, Transparency and Accountability Strategy Framework and Delivery Plan will be going to Cabinet in June.
	3.4 Customer Information review	Vicky Boateng	June 2023+	The Occupancy Checks process in NEC is now Live and in use. Missing data including characteristics captured are being updated in NEC. Occupancy Check for in development stage on the Housemark Photobook app which will mean Tenancy Officers can fill in forms digitally. Tenancy information on Website is awaiting final addition – ‘Tenancy Look up’ where a resident will put in their postcode to see their tenancy officer, income officer, (caretaker and estate walkabout date, if applicable).

Customer Excellence

Live Projects for May 2024	Project Lead	Timescales	Project Progress since February 2024
3.5 Customer journey review (online)	Vicky Boateng	June 2023 – June 2024	The Leasehold webpages are under a second review by the SMEs. The Tenancy Lookup function is in Development Test mode, and the user acceptance testing will have been completed by the Tenancy Team by the end of April. The master list of postcodes detailing the Tenancy Officer, Income Officer, Caretaker, and Estate Walkabout dates for each patch has been given to CDS for development.
3.7 Customer Care Training Programme	Lara Ashley	May 2023 +	The launch of training has taken place. Training roll out and managers embedding sessions start at the end of May

Customer Excellence

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3.8 Customer Learning & Review of Process	Lara Ashley/ Samira Rashid	September 2023	Out to recruit for a permanent Customer Insight Manager. New self-assessment underway against the joint complaints code. Backlog project underway to address complaints by the end of May.
3.9 Stop Social Housing Stigma	Mary Larbie	February 2023 - TBC	Croydon have volunteered to become one of a number of housing providers who will support Stop Social Housing Stigma (SSHS) in drafting the pledge and toolkit. SSHS have asked Croydon and interested partners to complete surveys. This will allow them to organise focus groups in late May/June with interested landlords

Customer Excellence

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3.12 Know our Neighbourhoods Programme & Estate Inspections	Mary Larbie	July 2023 – Aug 2024	<p>Estate Walkabouts are continuing. The use of the Photobook app is increasing; however, steps are being taken to ensure that outcomes and actions are more visible. Officers will have on-site training during May and June 2024 to facilitate this.</p> <p>The Tenancy Checks, Succession and Occupancy Checks processes are now live in NEC and have been in use since February 2024. Bitesize training is now taking place to increase usage.</p> <p>The Estate Service Photobook is due to be launched at the end of the month.</p>
3.16 NEC Post Go-Live Product Development	David Mynors	May 2024 – April 2025	<p>The use of NEC in the organisation has progressed in Rents and in Repairs. The tenancy processes are being rolled out to all teams and compliance functions within the system are being reviewed. The new rents HFI for Greater London rents have been deployed onto Housing Live. The development phase of the NEC project has been approved by cabinet and work on this second phase has now commenced. The workstreams receiving initial focus are Asset Management, Choice based lettings, CRM, process automation and workflow. In addition, the Voids key to key processes and the disrepair processes will be reviewed and redesigned. Currently the Homelessness online form is being discussed with stakeholders to simplify the customer journey.</p>

Susmita Sen

Long-term Homes & Neighbourhood Planning

Workstream Outcome	Live Projects for May 2024	Project Lead	Timescales	Workstream Progress since February 2024
<p>A longer-term plan for the management of Assets including Regina Road, LPS tower blocks and other potential regeneration sites.</p> <p>To have structured the Estates and Improvement division to deliver on the Asset Management strategy and Housing Strategy taking into account the neighbourhood plans that deliver on a holistic view of our communities.</p>	4.1 Regina Road	Robin Smith	2022 - 2032	<p>GLA grant allocation of £54m was confirmed on the 6th March 2024. This will fund almost half of the anticipated build cost. Preparatory work is progressing for the procurement of a demolition contractor to take place in the late-spring 2024. The project is now moving forward with design development pre-application discussions with the Planning Authority. The current strategy looks towards the submission of a planning application in late 2024. The council announced a successful bidder for Quantity Surveyor services and work is underway to formally appoint the Quantity Surveyor. A full resident and public engagement programme is under development with the view to recommence design consultation with residents in April 2024.</p>

Long-term Homes & Neighbourhood Planning

Live Projects for May 2024	Project Lead	Timescales	Workstream Progress since February 2024
4.2 Resolution Programme for LPS Blocks	Paul Coffey	2022-2032	A structural engineer is commencing surveys of the blocks.
4.3 Development of an Asset Management Strategy	Boe Williams	2023 - 2033	We have completed over 40% of our stock condition surveys and continue to aim for a further 20% by the 30 th September 2024. We will update the HRA business plan accordingly as the data is analysed.
4.4 Estates and Improvement restructure	Sue Hanlon	To April 2024	A new interim Head of Compliance, Head of Asset Management and Head of Building Safety are now working with us to review the structure for the division.

Asset Compliance

Workstream Outcome	Live Projects for February 2024	Project leads	Timescales	Workstream Progress since July 2023
A robust framework to ensure compliance with legislative and regulatory standards.	5.1 Compliance plan for Fire Safety Act 2021	Paul Coffey	December 2022 - TBC	Now onboarded a Technical Building safety manager dedicated to producing Building safety cases, gap and data analysis and producing new build on boarding process ensuring that the asset data is correct and aligned to the council's requirements. Implementing regulation 10 which including inspection of communal and flat entrance door is in early stages starting mid-June with inspections. Engagement with customers 80% complete on the building safety resident meetings. Formal information and new process and procedures are in progress.
Full compliance with legislative and regulatory standards to deliver safe and compliant homes	5.2 Compliance plan for Building Safety Act 2022	Paul Coffey	October 2022 - TBC	Key Building Information was provided to the Building Safety Regulator. Looking at risk holistically and with a considered manner especially with regards to the LPS buildings. We have commenced discussions and scoping with a specialist in the field to enable us to accurately achieve what is required at Regina Road and obtain valuable information which will help with understanding across other buildings. We have started to go through our programme of Retrospective Fire Strategies where not in place which will allow for the correct scope and approach on further surveys and assessments.

Maintaining Our Homes

Workstream Outcome	Live Projects for February 2024	Project Leads	Project status	Workstream Progress since July 2023
<p>An effective, value-for-money approach to responsive repairs that delivers good customer service and ensures our assets meet and exceed the Home Standard.</p> <p>Turnaround times for void properties maximise income and relieve pressure on housing register which reduces wait-times for applicants.</p>	6.3 Repairs Restructure and change	Lara Ashley/Jerry Austin	August 2023 +	The Repairs service will be undergoing a restructure as part of the wider divisional restructure. Following which a further recruitment and culture change programme will be implemented in line with project 7.2
	6.4 Voids Transformation	Mary Larbie	June 2022 - TBC	<p>The Voids Policy is now being reviewed by the newly formed Residents Reader's Group. Comments are due back by the end of the May.</p> <p>Following review of the voids process, a meeting is being arranged with the NEC Project Group to agree that it can be built as requested. This will allow milestones to be built into the process, allowing blockages and good practice to be identified, improved reporting and assurance monitoring</p>

Maintaining Our Homes

Live Projects for May 2024	Project Leads	Timescales	Workstream Progress since July 2023
6.5 Disrepair Transformation	Tristan Hemsley	January 2023 +	<p>The Disrepair Team has been doubled in size and there is an agreed 12-month Programme in place with the Contractors to clear the significant backlog of Disrepair Cases by March 2025, which commenced in April 2024 and is being monitored closely with appropriate KPIs.</p> <p>A proposal for a new ADR (Alternative Dispute Resolution) Scheme, called the Croydon Council Disrepair Resolution Scheme, has been developed with support from the Legal Team and Complaints Team to reduce legal costs and is due to be submitted for approval soon following which it will be piloted.</p> <p>A new Disrepair payments process was implemented in February 2024 through a special project group to improve efficiency and minimise enforcement action for non-compliance.</p>

Maintaining Our Homes

Live Projects for May 2024	Project Leads	Timescales	Workstream Progress since July 2023
6.6 Review of policies, procedures, business processes and customer journeys	Fiona Harding	2023-2025	<p>An audit of policies has been carried out with the Director of Assets and Repairs.</p> <p>Out of the 50 policies under review, 9 Health and Safety policies have now been identified to merge with existing policies.</p> <ul style="list-style-type: none"> • Compliance Policy will be re-named Other Safety Check Policy, and the following will be included within it: <ul style="list-style-type: none"> • Net Zero Carbon • Play areas Safety • Radon Gas Safety • Leaks from above and complex leaks will go into the Damp and Mould Policy. • Viability modelling and options appraisal will be included in the Asset Strategy. • Fire Safety will be included in the Building Safety Policy. • Contact Centre Standard is a standard, not a policy. • Element replacement is not required as this will be included in the Asset Strategy, and be more of a process. <p>The Resident Reading Group have provided feedback on 4 key policies.</p> <p>The Complaints Handling Policy has undergone review by the Complaints Panel and is now live.</p>

Maintaining Our Homes

Live Projects for May 2024	Project Lead	Timescales	Workstream Progress since February 2024
6.7 Review of capital delivery contracts	Sandra Lewis	Jan 2023 - December 2023	The final report from 4i Solutions was presented to the project team in March 2024. A briefing paper has been reviewed by the Director of Housing – Assets and Repairs and will be presented at DMT by Boe Williams, Head of Assets and Capital Planning in May.
6.8 Targeted approach to damp and mould	Tristan Helmsley	Ongoing	<p>Due to the planned increase in capacity over the last few weeks, the Contractors are now completing a higher volume of Stage 1 mould treatments and generally within target. Access continues to be a challenge and there is a delay in Stage 2 works being completed - the Damp and Mould Team is also being re-sized to support improved delivery.</p> <p>The new feedback template has been implemented and the data is being collated for analysis.</p> <p>The revised Void Lettable Standard specification, to ensure any damp and mould issues are identified and addressed at the earliest opportunity, is now in place and its success will be monitored.</p>

Maintaining Our Homes

Live Projects for May 2024	Project Lead	Timescales	Workstream Progress since February 2024
6.9 Repairs Contact Centre Stabilisation	Sue Hanlon/Lara Ashley	December 2023 – June 2024	A new contact centre manager has joined the service along with 23 permanent members of staff following a significant induction process.
6.10 Asset Register and Management review	Rachel Khan	January 2024 – September 2024	A gap analysis has been conducted and an action plan is in place.

People Development

Workstream Outcome	Live Projects for May 2024	Project Lead	Timescales	Workstream Progress since February 2024
<p>To proactively manage our culture, our development as a directorate and enable our workforce to deliver excellence to our customers, partners and each other.</p> <p>To create an engaged workforce with the right skills, the right leaders and an enabling culture to serve the customer well.</p>	7.2 Enabling high-performing teams and setting behavioural expectations	Lara Ashley	October 2022 – April 2024 and beyond	Change management sessions are being designed to support the changes within the directorate and establish standards in the way we work. This plan will include team building sessions, standard setting sessions; engagement activities; training needs analysis, housing induction and creating “Housing Manager” guides
	7.6 Talent Acquisition	Lara Ashley	Ongoing	Talent acquisition is ongoing with a view to increasing permanent recruitment by 10% by Sept 2024. We are part of the apprentice programme and Graduate scheme. We are also collaborating with Croydon Works on engaging local residents with routes back to employment.