

Housing Transformation Programme progress

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November 2024

Vision, Direction & Transformation Plan for the directorate

Outcome: A Vision & Mission is developed which provides strategic direction for the directorate and is informed by an understanding of issues affecting the directorate. 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.

Live Projects for November 2024	Workstream Lead	Timeframe	Project progress
1.5 High Level restructuring and recruitment	Susmita Sen/Lara Ashley	October 23+	The senior leadership team has been stabilised. We are currently recruiting for the final position of Director of Housing Regeneration. We have also recruited for all the Head of Service positions across the directorate. The restructure of the directorate is moving forward with plans in the final stages before implementation commences.

Governance & Information Management

To develop a robust framework for effective governance of the directorate to ensure accountability, high performance, and effective financial and information management

Live Projects for November 2024	Project Lead	Timescale	Project Progress
2.6 Website Update	Fiona Harding and Emerald McLaughlin	April 2024- September 2024	All the Housing webpages have been reviewed and are being updated. The updates are being informed and approved by Subject Matter Experts (SMEs) and submitted to Croydon Digital Service for completion. Significant focus is going into ensuring that the information on the site is up to date and useful, and that it is made more accessible by putting information from PDFs onto the main site pages.
2.7 Assessment against RSH New Consumer Standards	Paul Davey/Emerald McLaughlin	Aug 2023 –Sept 24	The original assessment has been completed. As mentioned in our August HIB meeting, we have commissioned two providers to conduct an external assessment against our voluntary undertaking action plan with a view to applying for our regulatory notice to be lifted
2.8 Development of Practice Library	Fiona Harding	Mar 24 – Nov 24	To create practice library for all key documentation, process, policies, performance to be shared across the directorate as part of creating consistency and establishing clear guidelines for decision-making

Customer Excellence

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.

Live Projects for November 2024	Project Lead	Timescales	Project Progress
3.2 Resident Engagement Framework	Mary Larbie	June 2024	The Resident, influence, Transparency and Accountability Strategy Framework and Delivery Plan was approved at Cabinet and Full Council in June 2024. Plans are developing for implementing the structures formally set out.
3.4 Customer Information review	Vicky Boateng/ Alex Asare-Moore	June 2023+	A programme of Tenancy Audits is in place and is central to the gathering and refreshing of our tenancy data. The tenancy audit form has been updated to capture equalities data. Further data is being collected through the Repairs Contact Centre as residents are asked to submit data during interactions with call centre staff who input it into NEC. Data will be compared to the 2021 census to identify the different groups in the borough. There will be an assessment of requirements regarding service delivery adaptations based on the information collected.

Customer Excellence

Live Projects for November 2024	Project Lead	Timescales	Project Progress
3.5 Customer journey review (online)	Vicky Boateng	June 2023 – June 2024	Tenancy Services SMEs have reviewed a range of webpages and Leasehold SMEs have re-reviewed the Leasehold pages. User testing of web live pages began in September 2024 and amendments following feedback are underway.
3.7 Customer Care Training Programme	Lara Ashley	May 2023 +	The training of the directorate is almost complete. Plans for ongoing embedding are in place.
3.8 Customer Learning & Review of Process	Lara Ashley/ Andrea Ware	September 2024 – March 2025	The backlog of complaint responses for the directorate has been addressed. A review of our Housing Complaints process is being undertaken and a separate and clearer complaints webpage is being developed for better signposting. A complaints handling training programme is being developed for housing staff in alignment with the customer first training programme.
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. We are awaiting further involvement

Customer Excellence

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3.10 Review of Consumer Standards	Cathy McCarthy	Sept 24 – Mar 25	Continued work goes into evidential assurance across all of the new standards using the Regulator for Social Housing’s Code of Practice and the published findings of the inspections that have already been undertaken by the RSH. There is a renewed focus on ensuring that the evidence to demonstrate how Croydon meets the new Consumer Standards is readily available.
3.12 Know our Neighbourhoods Programme & Estate Inspections	Mary Larbie	July 2023 – Aug 2024	Estate walkabouts are ongoing – In May 2024 we launched our Cleaning Standards photobook which was co-designed with residents. This articulates the expected standards of cleaning both in writing and pictorial form. There are plans to develop an app to allow residents to assess cleaning standards – this is scheduled for the end of October 2024 and will include user training.
3.16 NEC Post Go-Live Product Development	David Mynors	May 2024 – April 2025	Phase 2 Work has commenced on the Asset Management and Compliance modules. The Compliance module began mobilisation in July 2024 with asbestos management data, and the next area due to be rolled out is gas. We are taking a phased approach to mobilisation of the Compliance module to manage risk. The Asset Management module is being scoped and we expect this to mobilise in Winter 2024. The contact centre is utilising the NEC diagnostic tool. This is positively impacting on appropriate repair issues, and we are receiving improved levels of satisfaction with the service. We are validating the impact on call volumes, complaints and service delivery cancellations. Work has also commenced on the Voids key to key process with a view to simplifying the voids path and enabling improved reporting to better manage the process.

Long-term Homes & Neighbourhood Planning

A longer-term plan for the management of Assets including Regina Road, LPS tower blocks and other potential regeneration sites. 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.

Live Projects for November 2024	Project Lead	Timescales	Workstream Progress since February 2024
4.1 Regina Road	Kelly Harris/Frank Klepping	2022 - 2032	<p>The Council has appointed architects and a multidisciplinary team (of engineers and subconsultants) to progress Design and preparation toward a build programme.</p> <p>Residents have vacated block 1-87 which provides part of the required space to build the first phase. A number of tenants and leaseholders remain in the adjacent maisonettes (89-123 Regina Road) and officers are actively working with them to secure their next home.</p> <p>Phase 1a & 1b demolition contract is out to tender and likely to be awarded in Oct/Nov 2024 subject to approval.</p> <p>Resident engagement continues with public/community consultation on new build design plus monthly Resident Working Group meetings taking place covering a range of subjects such as transport, access, design, demolition etc.</p> <p>The submission of a high-quality planning application is a crucial part of the Regina Road Project but there remain a number of critical actions such as obtaining vacant possession, providing a fire strategy specification, design specification and Employer's Requirements, all necessary prerequisites to the design and build programme.</p>

Long-term Homes & Neighbourhood Planning

Live Projects for November 2024	Project Lead	Timescales	Workstream Progress since February 2024
4.2 Resolution Programme for LPS Blocks	Paul Coffey	2022-2032	<p>The first phase is finished on the Regina Road site investigations with the first report from the Structural Engineer (Conisbee) received</p> <p>We will evaluate and use information to go into phase 2, which is a desk top evaluation of all the other blocks. This will enable the start of the Structural Building Safety cases which will be carried out by Structural engineering specialist Capital CC on 13 of the LPS blocks that are not in the demolition programme.</p> <p>The report of the public enquiry into the causes of the Grenfell Tower fire, published in September, has been examined for any further lessons learned.</p>
4.3 Development of an Asset Management Strategy	Boe Williams	2023 - 2032	<p>The Asset Management Strategy was approved by Cabinet and full Council in July 2024.</p> <p>The stock condition surveys continue to be rolled out and we have completed over 62% of these as of mid-October.</p> <p>The revised HRA business plan will incorporate all data analysis from stock condition surveys, and we are in the process of acquiring the appropriate modelling tool.</p>
4.4 Estates and Improvement restructure	Sue Hanlon	To April 2024	<p>The purpose of this restructure is to redesign the way in which the Housing Assets are managed, repaired and invested in and to meet all applicable compliance standards. Changes have already taken place with a dedicated Damp and Mould Team and an increased Fire Safety and Building Safety Team. The broader re-structure of this directorate will be reported in project 1.5.</p>

Asset Compliance

A robust framework to ensure compliance with legislative and regulatory standards.

Full compliance with legislative and regulatory standards to deliver safe and compliant homes

Live Projects for November 2024	Project leads	Timescales	Workstream Progress since July 2023
5.1 Compliance plan for Fire Safety Act 2021	Paul Coffey	December 2022 - TBC	<p>Relevant Fire Safety specialist contractors/consultants are being procured with the assistance of the Strategic Procurement Manager for Housing.</p> <p>For the wider requirements, work is being done with other colleagues and existing contractors to provide the required elements, such as mandatory door checks which are underway.</p> <p>Retrospective fire strategies have begun and are being worked on in conjunction with the Asset Management Team.</p> <p>The LBC Building Safety Cases are progressing.</p> <p>Progress is being made on resolving high and medium risk actions.</p> <p>The web page updates reflecting the new fire and building safety requirements are progressing.</p> <p>The first draft of the new Fire and Building Safety Policy is back from Legal Services.</p>
5.2 Compliance plan for Building Safety Act 2022	Paul Coffey	October 2022 - TBC	<p>All High-Risk Buildings were registered, within the deadline, with the Building Safety Regulator in October 2023.</p> <p>We are working hard with the procurement team to finalise requirements for the procurement of a broad range of consultancy support to assist with meeting the requirements of the Building Safety Act. This includes fire & structural engineering, building surveying, safety case and specialist contractors to support these surveys such as asbestos removal and concrete specialist. These surveys will be carried out over several years. This project is going to be reported within 5.1 Compliance Plan for Fire and Building Safety Act 2021 going forward.</p>

Maintaining Our Homes

An effective, value-for-money approach to responsive repairs that delivers good customer service and ensures our assets meet and exceed the Home Standard. Turnaround times for void properties maximise income and relieve pressure on housing register which reduces wait-times for applicants

Live Projects for November 2024	Project Leads	Project status	Workstream Progress
6.3 Repairs Restructure and change	Lara Ashley/Sue Hanlon	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. Team building sessions are due to be run in the assets and repairs team between September and December. The training plan includes modules on team identity, customer identity, collaboration mapping, empowerment and action, and changing and adapting.
6.4 Voids Transformation	Mary Larbie	June 2022 -TBC	Since April, the time taken to turnaround voids has steadily decreased. In July, combined turnaround times were just under 50 days, with the general needs' turnaround sitting under 40 days for the first time. We also achieved our highest level of satisfaction for tenants who commented on feeling that they were treated fairly and with respect, and the usefulness of the sign-up pack (both 91%). The Voids Policy has been reviewed by residents and the legal team and has been submitted to DMT.

Maintaining Our Homes

Live Projects for November 2024	Project Leads	Timescales	Workstream Progress
6.5 Disrepair Transformation	Tristan Hemsley	January 2023 +	<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. The Disrepair Turnaround Programme is progressing well and the average works cost per Claim has been reduced by 50% compared to the previous Financial Year. All of the outstanding claims from the original Regina Road class action have recently been concluded and closed.</p>
6.6 Review of policies, procedures, business processes and customer journeys	Fiona Harding	2023-2025	<p>We have completed the review of five policies: Damp and Mould Policy, Voids Policy, Tenancy Audit Policy, Tenancy Management Policy, and Succession Policy some of which have already been published on our website.</p> <p>The Residents' Reading Group have now fed back on a total of 9 policies with a further 2 in the pipeline.</p> <p>Four policies are currently with Legal for review.</p> <p>Thirteen policies have been reviewed by subject matter experts and are now with the Heads of Service for a final review before they are submitted to Legal.</p> <p>Eight policies are still to be developed. Among these, three are Tier 1 complaint policies: Members and FOI complaints, Managing Complex Cases, and Persistent, Vexatious complaints. Our new Customer Insight Manager is developing these.</p> <p>A number of Tier 2 policies are also still to be developed: Electric Transport policy, Estate Parking policy, Compensation and Refund Policy, and Other Safety Checks.</p>

Maintaining Our Homes

Live Projects for November 2024	Project Lead	Timescales	Workstream Progress since February 2024
6.8 Targeted approach to damp and mould	Tristan Helmsley	Ongoing	<p>Our Damp and Mould policy is close to finalisation and is aligned with the spotlight recommendations. Also included in our work plan is:</p> <ul style="list-style-type: none"> • a data intelligence workstream which looks at how we proactively manage data on properties to identify potential hotspots. • How we will use technology to reduce the risk of damp and mould, and react more quickly • Communications plan to keep residents informed of issues which could lead to damp and mould. <p>A new no-access process has been implemented, involving documentation of calls, visits, and a final hand posted letter before closing cases. Saturday appointments are also being offered to reduce no-access cases.</p> <p>Wates have reviewed their management team and have recruited a dedicated damp and mould manager for Sept 2024 and a resident liaison officer to support customers through the works.</p>
6.10 Asset Register and Management review	Rachel Khan	January 2024 – March 2025	<p>This project is tasked with ensuring we have stronger controls over our asset information and governance so that we can be assured our asset information is valid, charges are allocated appropriately and control points for changes and variations are managed tightly.</p> <p>A property control manual has been produced outlining clear roles and responsibilities throughout the life cycle of asset information.</p> <p>The stock reconciliation exercise is in progress, the asset management control points within the exercise have begun, and a governance model is being produced.</p>

People Development

To proactively manage our culture, our development as a directorate and enable our workforce to deliver excellence to our customers, partners and each other. To create an engaged workforce with the right skills, the right leaders and an enabling culture to serve the customer well

Live Projects for November 2024	Project Lead	Timescales	Workstream Progress since February 2024
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.

Completed Projects

- Vision and Mission
- Housing Strategy
- HRA allocation review
- Resident Engagement Framework
- Performance Framework
- Asset Management Strategy
- Housing Compliance recruitment
- Stabilisation of senior leadership
- Customer Care training commissioned
- Estate Cleaning Standards
- Voids Lettable Standard
- Residents' Charter
- NEC Phase 1 implementation
- Rent Setting consultation
- Stock Condition programme
- Repairs Re-Procurement
- Repairs Contact Centre Mobilisation
- Review of capital delivery contracts
- Regina Road – Ballot
- Voluntary Undertaking approved
- New behaviour standards
- New recruitment approach