CROYDON COUNCIL HOUSING

Property Control Manual

Version Control

Revision History

Version	Date	Author	Changes
1	April 2025	Rachel Khan	New document

Approvals

Name	Title	Approved
DMT	Property Control Manual	13 December 2024

Directors

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Document Review Plans

This document is subject to a scheduled review every two years, subject to updates for handbacks and new scheme changes. The business owner is asset management. All changes must be made with the approval of the document owner.

Distribution

The document will be available on the Intranet.

Contents

Part 1: Introduction

1.1   The Property Control Manual

1.1.1   The Property Control Manual sets out the control and governance of a property from the point of onboarding through to management and then onto disposal or repurposing. In essence it covers the lifecycle of a property. Properties sit in the Housing Revenue Account (HRA) or the General Fund (GF). However, the control and the Council's responsibility is to ensure they are safe and well maintained to an appropriate standard. The standard is dependent on:
   o   The regulations covering the property.
   o   The direction the Council aims to take as set out in its Asset Management Strategy.
   o   Relevant terms and conditions in leases and management agreements.
   o   Funding bodies.

1.1.2   The challenge facing the Council is the stock is ageing and the cost of bringing it to an acceptable standard is prohibitive. The costs facing the Council surrounding the homelessness demand requires the provision of good social housing, best use of stock and a source of alternative suitable avenues. For this the Council is actively seeking to enter into arrangements that generate more temporary accommodation thereby reducing the need for nightly paid provisions.

1.1.3   This manual aims to provide the business with a clear script of the control needed in acquiring/developing properties and their management. It contains the following:

   o   A statement which brings together the key aspects of asset management.
   o   A matrix of the Council's responsibilities with respect to asset management and building safety.
   o   A roadmap of the control needed at onboarding, handover to management and disposal.
   o   The Asset Review Process.
   o   The oversight and decision governance arrangements.

1.2   Regulatory Framework

1.2.1   The Regulator of Social Housing (RoSH) requires social landlords to have a complete understanding of their stock, ensuring it complies with the requirements of the Consumer Standard which sets out expectations for social housing providers to ensure tenants and leaseholders have quality accommodation with a cost-effective repairs and maintenance service.

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1.2.2 The Social Housing (Regulation) Act 2023 became law on 25 July 2023. This provided the Regulator of Social Housing with additional powers to deliver enhanced consumer regulation. The Regulator issued the final consumer standards for all social landlords, including councils and housing associations, which came into effect on 1 April 2024.The focus of the changes are to improve the safety and quality of housing and enhance the importance of tenant engagement and influence in RP decision making.

1.2.3 These new standards are:

i. **Safety and Quality Standard** – requires RPs to provide tenants with safe and good quality homes and services. RPs must deliver repairs, maintenance and planned improvements in an effective, efficient and timely manner.

ii. **Transparency, Influence and Accountability Standard** – RPs must be open with tenants and treat them with fairness and respect so they can access services, raise complaints, influence decisions and hold RPs to account.

iii. **Neighbourhood and Community Standard** – requires RPs to engage with other relevant parties in the community so that tenants can live in a safe and well-maintained neighbourhood, embedding tenant voices within decision making structures.

iv. **Tenancy Standard** – sets requirements for the fair allocation and letting of homes and for how those tenancies are managed and ended by RPs. Overall, homes must be allocated and let fairly and transparently.

1.2.4 Whilst each standard has a part to play in the control of assets and their governance, the **Safety and Quality Standard** is the most pertinent to this evolution of the property control manual. The Regulator has been given new powers to enforce the consumer standards. A new inspection regime has been introduced, the Regulator may regularly inspect larger RPs to ensure compliance with the regulations, and they will be graded on their compliance.

1.2.5 The Manual to the Building Regulations sets out a code of practice for use in England that explains the Building Regulations system and how to comply with it. It covers the regulatory framework, the building control process, the technical requirements and the approved documents for common building situations.

1.2.6 The Building (Amendment) (England) Regulations 2024 come into force on 1 October 2024. These regulations apply to buildings and building work in England.

1.2.7 The Building Safety Act 2024 is a significant piece of legislation in England, aimed at giving residents and homeowners more rights, powers, and protections. It focuses on making homes, hospitals, and care homes safer.

The act includes requirements for assessing and managing building safety risks, particularly for higher-risk buildings.

1.3 Data Protection and Confidentiality

Whilst property data is not personal information and therefore not subject to data protection, the residents who inhabit them are. The Council abides by the Data Protection Act 2018 and any other relevant legislation to protect applicants' personal information and will process it for the purposes stated, and in accordance with the applicants' rights. Data collected from applications for housing is processed in line with the Data Protection Act 2018 and the General Data Protection Regulation (GDPR).

1.4 Equality

Croydon is a diverse borough which has a range of different communities who live locally. This Property Control Manual supports the Council's policies and procedures to "Increase fairness and transparency" and to 'empower communities." In devising the manual, we have complied with the Equality Act 2010 and aim to ensure that no section of the community should be excluded from the benefits and opportunities available through this manual.

1.5 Force Majeure

We will not be liable for any delay in performing our obligations under this manual if the delay is caused by a Force Majeure (chance occurrence or unavoidable accident for example), provided that reasonable action and notification to customers is taken by the council. More fully, this means, circumstances beyond our reasonable control, including without limitation, strikes, lock outs, acts of God, cyber-attack, the act or omission of any governmental or other competent authority, war or national emergency

1.6 Review of the Property Control Manual

There is not a fixed period within which the Property Control Manual needs to be reviewed. However, it does need to be consistent with the law, national and local policy objectives and meet the challenges faced by the Council. It is therefore unlikely that the manual would remain in place for more than five years without change. Where we make minor amendments to the manual, we will publicise the change and the date it was made on the relevant intranets. The manual is an internal document and therefore external consultation is deemed unnecessary.

Part 2: Property Control Statement

2.1   Stock Portfolio

2.1.1   The Council has a **complex stock portfolio** with approximately 13,500 general needs and sheltered properties, 400 of which is being used as dispersed Temporary Accommodation. There are 45 high rise blocks and 1143 medium and low-rise blocks. 348 units are caravans and playgrounds. There are around 2,500 leaseholders, and a further 2,800 units used as emergency or temporary accommodation. Stock numbers for emergency accommodation may fluctuate based on demand. Further to this there are hostels, extra care units, garages, traveller sites and parking bays.

2.1.2   The table below gives an indication of the breakdown of the stock and the accounting framework against which it is held.

	Budget Type (equates to use)								
Property Type	Total	CAT	CAH	Croylease	ETA	GEN RENT	LAMPS	LEASEHOLDER	SERVICE TENANCY
Block	1150	0	0	7	5	1135	3	0	0
Bungalow	243	0	3	0	0	240	0	0	0
Flat	9927	71	36	57	56	6999	339	2417	8
Garage	2604	0	0	0	0	2604	0	0	0
Garage Block	105	0	0	0	0	105	0	0	0
House	4909	0	0	0	0	4909	0	0	0
Maisonette	1539	1	9	0	0	1385	0	144	0
No Data	305	78	2	158	67	0	0	0	0
Total	20782	150	50	222	128	17377	342	2561	8

Source: NEC extraction 31 January 2024

2.1.3 There is a need to establish **control mechanisms** for the onboarding, management and disposal of stock, with clear data governance on the Council's liabilities for each unit. It is necessary to ensure that NEC the established housing management system maintained using the necessary operational processes.

2.2 Housing Systems

2.2.1 Croydon went live with NEC in 2023. The previous Housing Management System was OHMS, and this was made redundant a month before NEC went live. There are three NEC phases with Phase 2 due in 2024 to include the asset management module and the migration of Apex data.

2.2.2 The implementation of NEC has spanned 7 years, with a relaunch in November 2022 when the NEC team was strengthened to surmount the number of issues at that time.

- The build was not complete.
- The interfaces were not finalised.
- Testing was incomplete and anomalies outstanding.
- The data required cleansing or reconciling.
- There was a lack of appropriate resourcing / backfilling.
- A long cutover plan.

2.2.3 NEC went live with a number of modules including estates and rents. The table below is an estimate of the status of the modules at the time of drafting this report. Green is complete. Amber is in progress and red is not yet started.

	Engagement	Design	Build	Data	Testing
Estates	Green	Green	Green	Green	Green
Allocations, Lettings, HEAT, CSW	Green	Green	Green	Green	Green
Rents	Green	Green	Green	Green	Green
Service Charges & RTB	Green	Green	Green	Green	Amber
Repairs	Green	Green	Green	Green	Green
Planned Mtc, Asset Mgt	Green	Green	Green	Amber	Amber

Voids						
Homelessness						

2.2.4 Apex is the current asset management system. It was made redundant for a period and reactivated in 2024 in order to continue with the stock condition surveys. During the redundancy, the business resorted to alternative methods of recording asset information in anticipation of NEC. The two system now need to be brought in step, and the migration will need to allow for migration from outside of Apex.

2.2.5 There are a number of interfaces with NEC:

a. My Account: a digital portal for residents to access their accounts and report repairs and make complaints. This work is in development.
b. Contractor portals: for the three main repairs contractors, Wates, Mears and K&T. Full use of this is just beginning to materialize and there are workarounds in place. Contractor payments are reliant on the data fed through these portals.
c. NEC to Oracle: the finance system. Oracle holds the accounts for the HRA and general fund. It relies on the data fed to it from NEC. Oracle upgrades are planned for 2024/25.

2..6 A stock reconciliation exercise has taken place between the 4 main systems: NEC, Oracle, Apex and OHMS. This was to identify all anomalies. They are being resolved as part of the data quality task force. Routine reconciliations between NEC and Oracle will take place henceforth. The approach taken is covered in more detail in appendix 1.

2.2.7 A data quality task force has been established to improve the data in NEC.
   i. Data issues have been identified by the business in the asset and data governance gap analysis.
   ii. The stock reconciliation has raised anomalies.
   iii. Starting with these and identifying any others the task force will seek to resolve, mitigate or dismiss the anomalies based on their impact on the business.
   iv. The task force will disband in March 2025, after which any anomalies raised as part of business as usual will be handled by the newly established Data Quality Officer working closely with the NEC operational support team and the digital team.

2.3   Asset Management Strategy

The Asset Management Strategy 2024 – 2029 is being bedded in with an action plan to facilitate delivery. It seeks to address areas of weakness within Croydon's stock. Quality information on the stock is critical in order to test and
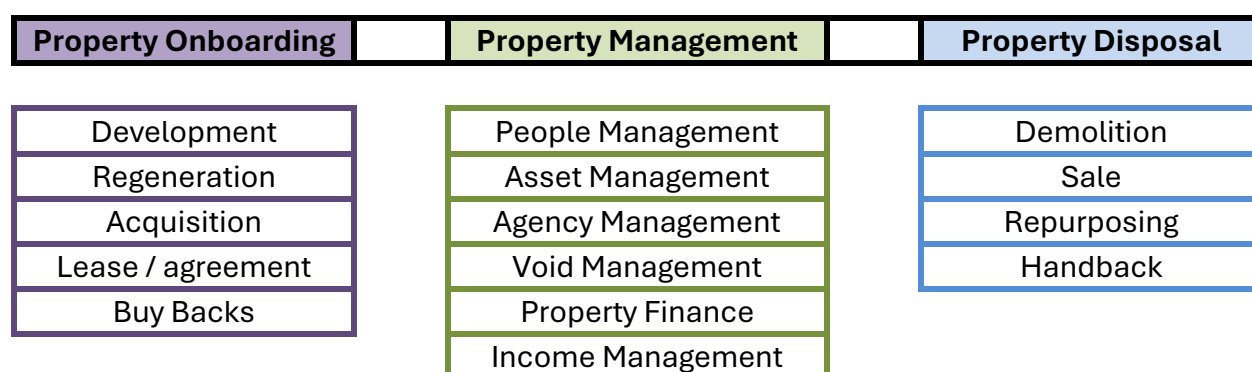
rectify these weaknesses and the work of the task force will be instrumental in addressing this.

2.4 Property Lifecycle

2.4.1 The property lifecycle commences with the onboarding of a property. This may take the form of outright ownership or management of a property that belongs to another landlord. It is then handed over to operational management of the property which may span a number of years or be for a fixed period if it is subject to a leasing or management arrangement. The property lifecycle ceases with the disposal of the property through demolition, sale, repurposing or handing back to the owner. When a property is sold, funds will be credited into the HRA capital receipts reserve. The capital receipt can then be used for either of these capital purposes:

- o Fund the provision of affordable housing
- o Fund regeneration
- o Pay down HRA debt

2.4.2 The diagram below shows the property lifecycle in context.

Property Onboarding		Property Management		Property Disposal
Development		People Management		Demolition
Regeneration		Asset Management		Sale
Acquisition		Agency Management		Repurposing
Lease / agreement		Void Management		Handback
Buy Backs		Property Finance		
		Income Management		

2.4.3 The roadmap in section 4 outlines the control points for each aspect of the property lifecycle as depicted in the table above.

Part 3: Asset Management Responsibility

3.1 Definition

3.1.1 The matrix provides in broad terms the Council's responsibilities.
- o Properties under the HRA are the full responsibility of the Council. For the purpose of the matrix this is a **Yes**.

- o Properties under the General Fund and owned by the Council are the full responsibility of the Council. For the purpose of the matrix this is a **Yes**.

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- o Leaseholders in RTB to properties may retain some responsibility in line with the terms of their lease. For the purpose of the matrix this is a **Partial**.
- o Properties managed by the Council but owned by another landlord will have split responsibilities subject to management agreements and/or leases. In these the legal document should be checked and the key responsibilities entered into the Council's Housing Management System. For the purpose of the matrix this could be a **Yes, Partial or No**.

3.1.2 Communal areas will be either be the full responsibility of the Council, where owned, or subject to the terms of a lease.

3.1.3 The matrix below is based on traditional arrangements, but the legal documents must be checked to confirm the actual arrangements. It is not excusable for the Council to be in a position of ignorance, the safety of occupants for whom the Council has responsibility is dependent on the Council's accountability, especially with respect to building safety.

3.2   Property Responsibility Matrix

	Management Type			
	Council Owned (tenant)	Council Owned (leaseholder)	Managed by another Landlord	Managed by the Council
	Full	RTB Lease	Management Agreement	Landlord Management Agreement
Scheme Appraisal	Yes	Yes	Yes	Yes
Insurance	Yes	Yes	Partial	No
Structure & Foundation	Yes	Yes	Yes	Partial
Gas Check (LGSR)	Yes	No	No	Yes
Fire Risk Assessments (FRA)	Yes	Yes	Yes	No
Asbestos Management Surveys	Yes	Yes	Yes	No
Water (Legionella)	Yes	Yes	Yes	No
Lift (LOLER)	Yes	Yes	Yes	No

Electrical Checks (EICR)	Yes	Partial	Partial	Partial
Stock Condition	Yes	Partial	Yes	Partial
Component Replacement	Yes	Partial	Yes	Partial
Responsive Repairs	Yes	No	No	Yes
Asset Review Report	Yes	Partial	Yes	Partial

Part 4: Property Control Roadmap

4.1 Property Onboarding

4.1.1 Property onboarding covers new build development, acquisition, regeneration and new lease and management arrangements. Regardless of how a property is onboarded there should be a clear business handover process covering the property details, rents, income and M&E arrangements.

4.2 Property Management

4.2.1 The management of a property incorporates a number of areas of activity. They work together to deliver the operational requirements of a landlord. The statement in the property control manual describes the types of properties. However irrespective of property type they have some common areas of activity which are:

  i. **People Management:** For the Council this means homeless applicants, social housing applicants, temporary accommodation and general need tenants, and leaseholders who have purchased through the RTB scheme.

  ii. **Asset Management:** Asset management oversees all servicing, health and safety compliance, stock condition, decent homes standard, repairs, M&E and planned works.

  iii. **Agency Management:** Croydon has two main areas of agency management, one where they have leased a property from another landlord for the purpose of placement of homeless households owed a

relief duty, and the other is the Croylease scheme which works to provide council tenants with the opportunity to move to a property they need. Their home is then used to house an applicant from the Housing Register. This is an area of continuous development, and the portfolio is under constant review to meet the challenges faced by the Council.

iv.   **Void Management:** This is only effective if it is done quickly, with as little cost to the landlord; however, there are times when investment in stock is made opportune when a property becomes void. The balance is to make quick effective decisions. A minimum void standard operates to set the standard for the works undertaken when a property is empty and the level of work needed leads to the classification of a void.

v.   **Housing Finance:** This covers HRA accounting practice for Council owned social housing stock. The general fund accounting practice covers stock used for temporary accommodation, traveller sites and other one-off schemes. The data has to migrate across an interface from NEC to Oracle. The information has to be accurate in NEC otherwise the accounts have to rely on assumptions, manual journals and reconciliations.

vi.   **Income Management**: This is largely related to rents, and in the case of leaseholders, service charges and ground rent. Both tenants and leaseholders may be recharged. Other charges include garages, parking bays and court cases.

4.2.2   The property control manual is concerned with requirements of a landlord to ensure the property is charged correctly, safe, meets regulations and legislation and there is investment in the condition of the stock.

4.2.3   The table below represents a roadmap for the management of units irrespective of whether they are under the HRA or the general fund.

Roadmap:	Property Management	
Stages	**Description**	**Control**
Building Safety	The list identified in the handover roadmap prevails for the entire time a property is in management irrespective of whether the Council owns it or not.	o H&S regulations o Gas Safety Policy o Gas Safety Process o Fire & Building Safety Policy o FRA Process o Asbestos Policy o Asbestos Process o Water Hygiene & Legionella Policy o Legionella Process o Lift Safety Policy o Lift Safety Process

		o Electrical Safety Policy o EICR Process o TSM submission
Responsive Repairs	Works initiated by an inspection or a resident are responsive and given a target turnaround target based on the safety of both the tenant and the property. These should be categorised as emergency and non-emergency.	o Responsive Repairs Policy o Responsive Repairs Process o TSM submission
Planned Works	Reoccurring works (cyclical) and programmed works are likely to happen to a greater or lesser degree depending on the condition of the property. This is usually informed by the component replacement programme and the stock condition dB.	o Major Works Process o Cyclical Programme o Planned Programme o Stock Condition dB o Component lifecycles
Stock Condition dB	Properties for which the Council has responsibility will be subject to regular stock condition surveys. A database is maintained which informs works programmes and void management.	o Stock Condition Survey Process o Planned Programme o Void Management Process
Void Management	Properties that become void will either undergo minimal works, or major works if necessary; or they may be flagged for refurbishment or change of use. They may also be sold or demolished.	o Void Management Process o Stock Condition dB o Asset Review Process o CORE returns
Insurance Renewal	Properties on the Council's insurance policy will be retained at renewal unless removal is requested.	o Insurance Policy
Income Recovery	The recovery will cover a range of charges including rents, service charges, recharges, use and occupation charges, court costs, garage charges and ground rent on some leases. Alongside recovery goes tenancy sustainment and income maximisation.	o Income Recovery Manual
Annual Rent Setting	Annual rent reviews take place, and any changes are subject to a formal notice period, usually 28 days. Adjusted rents will be debited from the 1st Monday in April.	o Rent Setting Policy o Rent Standard o Annual Rent Setting Process
Annual Service Charge Setting	Annual service charge reviews take place, and any changes are subject to a consultation period. Traditionally these take place alongside the annual rent reviews. If the service charges are fixed no actualisation takes place.	o Service Charge Setting Policy o Natfed Guidance o Annual Service Charge Setting Process
Relet Rent Setting	When a property becomes void the rent may be rebased allowing the Council to maximise their revenue. Only the incoming tenant will pay this rebased rent. Service charges are set annually only.	o Rent Setting Policy o Rent Standard o Relet Rent Setting Process
Fair Rent Registration	Tenants on Secure Tenancies granted before 1989 are subject to fair rent protection. This means their rent will be set by the rent officer every 2 years which requires a scheduled registration process.	o Rent Setting Policy o Rent Standard o Fair Rent Registration Process

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People Management	Croydon has a range people to manage. These include homeless applicants who if in temporary accommodation will be on licenses, applicants on the housing register, council tenants and leaseholders on RTB leases.	o Homelessness Legislation (Part 7 Housing Act) o Homeless application process. o Allocation of social housing (Part 6 Housing Act). o Allocation Policy. o Registration process. o Tenancy Management Policy. o Tenancy processes. o Leasehold Management Policy. o Leasehold processes. o RTB legislation. o RTB process.

4.3   Property Disposal

4.3.1   Disposal of properties may happen through demolition, sale, repurposing or management handbacks. The council does not currently have shared ownership, but if it did, sell ons would come under the heading of disposal.

4.3.2   The table below represents a roadmap for the disposal of units. There are some themes are common to all four, but also some differences based on the disposal type.

Roadmap:	Property Disposal	
Stages	**Description**	**Control**
Demolition	Units identified for demolition are usually part of a regeneration programme and may be held empty for some time before they are demolished. The key activities associated with this are management of the void, site security, temporary use and site safety. At the point of demolition, the NEC status will change to demolished, the rent debit stops, they are removed from the insurance policy, and they cease to be managed.	o Regeneration Programme o Void Management o Site Security o Income Recovery o Building Safety o Insurance policy o Property Creation Process
Sale	Units identified for sale may be held empty for some time before they are sold. The key activities associated with this are management of the void, site security, temporary use and site safety. At the point of sale, the NEC status will change to sold, the rent debit stops, they are removed from the insurance policy, and they cease to be managed.	o Conveyancing o Void Management o Site Security o Income Recovery o Building Safety o Insurance policy o Property Creation Process

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Repurposing	Units subject to the possibility of repurposing will go through the Asset Review Process. Where a scheme changes property elements, valuation or designation, an adjustment must be made on NEC.	o Asset Review Process o Property Creation Process
Management Handbacks	Units identified for management handback may be held empty for some time before they are handed back or handed back as they become empty (trickle). The key activities associated with held properties is the same as demolition or sale. At the point of handback, the terms of the management agreement or lease end are followed. The NEC status will change to handed back, the rent debit stops, and they cease to be managed.	o Lease o Management Agreement o Void Management o Site Security o Income Recovery o Building Safety o Property Creation Process

Part 5: Property Creation Process

5.1 Property Creation

5.1.1 Where a record of an asset needs to be maintained in NEC, there must be a clear chain of approval. This is set out in the Property Creation Process which covers:

- o **Property Creation**: where a single unit or a scheme has been acquired as a result of purchase or management handover. or a new build, it must be created for the first time in NEC.
- o **Property Adjustment**: where a unit is changed, either through regeneration, redesignation or refurbishment, it must be adjusted in NEC.
- o **Property Disposal**: where a unit is disposed of through demolition, sale or management handback, its active life in NEC must be changed to reflect this and it should cease to continue to be chargeable.

5.2 Process documentation

5.2.1 The process documents are listed in the table below. The documents are not appended to the property control manual as they exist independently.

Title	Description
Property Creation Process Map	This is the first document. It outlines the shape of the process. The detail of the process is covered in the key stage summary.
Property Creation Process – Key Stage Summary	The key stage summary (KSS) contains the detail of the process. Each numbered stage on the process map has a corresponding row in the KSS.
Property Creation Process – List of	The list is a table of forms, letters and other documents which are used in the delivery of the process. The KSS

Standard Documents	will identify the document(s) for each stage. They have a unique document reference shown in the list and in the header or footer of the document itself.

5.2.2   The use of the Property Creation Process is mandatory. Therefore, it should be circulated with the property control manual as a key aspect of control.

6.1 Asset Review

6.1.1 Where an asset (property, scheme, land etc) needs to be considered for regeneration, refurbishment or change of use, it must be given proper consideration and due diligence must be evidenced. This is set out in the Asset Review Process which covers:

- o **Initial Assessment**: where information will be gathered, a site visit will take place and an outline report prepared with recommendations for a full options appraisal or for the scheme to be discarded.
- o **Options Appraisal**: where the financial analysis and the potential options are modelled.
- o **Governance**: which consists of oversight and a decision pathway.
- o **Implementation**: following approval of the sites a forward plan is drafted. This is monitoring at a number of business platforms depending on the nature of the scheme.
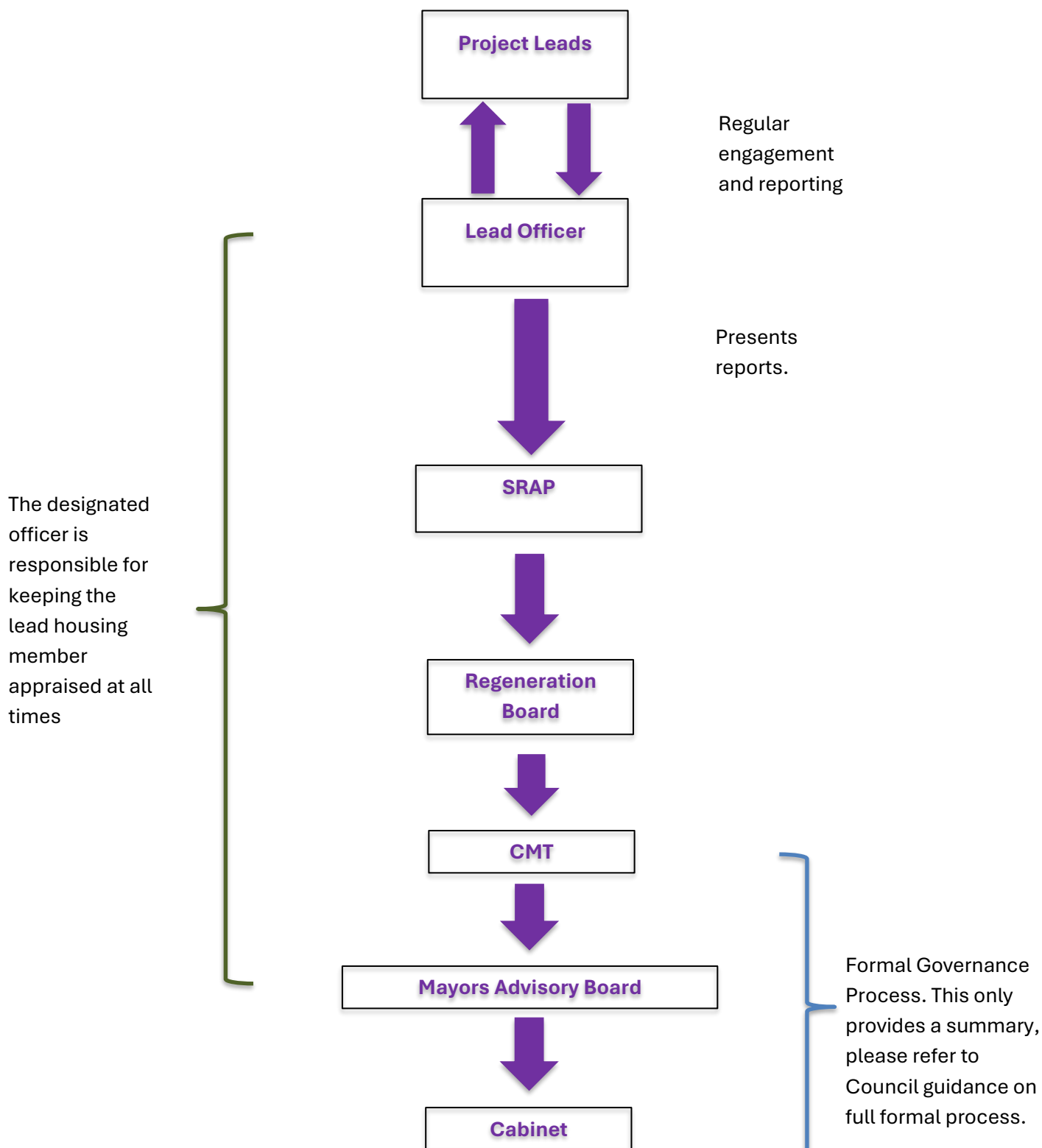
6.2 Process documentation

6.2.1 The process documents are listed in the table below. The documents are not appended to the property control manual as they exist independently.

Title	Description
Asset Review Process Map	This is the first document. It outlines the shape of the process. The detail of the process is covered in the key stage summary.
Asset Review Process – Key Stage Summary	The key stage summary (KSS) contains the detail of the process. Each numbered stage on the process map has a corresponding row in the KSS.
Asset Review Process – List of Standard Documents	The list is a table of forms, letters and other documents which are used in the delivery of the process. The KSS will identify the document(s) for each stage. They have a unique document reference shown in the list and in the header or footer of the document itself.

6.2.2 The use of the Asset Review Process is mandatory. Therefore, it should be circulated with the property control manual as a key aspect of control.

7.1 The Oversight and Decision Pathway

The designated officer is responsible for keeping the lead housing member appraised at all times

Project Leads

Lead Officer

Regular engagement and reporting

SRAP

Presents reports.

Regeneration Board

CMT

Mayors Advisory Board

Cabinet

Formal Governance Process. This only provides a summary, please refer to Council guidance on full formal process.

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7.2　Scheme Risk Appraisal Panel (SRAP)

The Scheme Risk Appraisal Panel (SRAP) is as an Officer group which oversees the options appraisal process and monitors schemes approved for delivery. The terms of reference are set out in appendix 2.

7.3　Terms of Reference for Housing Regeneration Board

The Board is a cross-discipline team responsible for the overall direction and management of various work streams associated with the delivery of housing supply in Croydon. The group has authority and responsibility as defined in this document. The terms of reference are set out in appendix 3.

Appendix 1: Approach to HRA and GF Stock Data Reconciliation

A stock list will be produced from NEC and compared to general ledger financial data, which sits within Oracle. This includes a comparison between actual rents charged through NEC interface and the financial records in the general ledger system. HRA & GF reconciliation are done at the same time using the same report.

1. Data Extraction and Preparation

- o Identify data sources: Extract HRA and GF data from key systems, such as:
    - a. NEC Housing Management System: Records of property details, tenant accounts, occupancy, and rent changes.
    - b. General Ledger (Oracle): Accounting system where rental income is recorded via an interface mechanism.
- o Ensure data consistency for like with like comparison: Made sure the time period, property details, and tenant information are consistent across both datasets (i.e. wk. 1-22)

2. Data Matching

- o Review NEC Housing Stock Report and compare rent schedules (i.e., expected rent per property or tenant) with actual charges.
- o Link Tenants to Properties: Ensured that each rent charge corresponds to a valid tenant and property (used Property ref number).
- o Review the Interfaced rent charges in the general ledger:
    - a. Validated that rent charged in total between the two files highlighting any material differences in overall financial implications.
    - b. Note: matched data from general ledger is based on lump sum interfaced data.
    - c. Rents are interfaced on a weekly basis as a batch. A single batch comprises of between 700-800 lines, but this is not like for like and as such the data on NEC is not straight forward to reconcile.
    - d. An interfaced rent SQL assists in getting to a more meaningful data match, but there are some minor differences and are for now deemed not material. A full and thorough reconciliation will be completed at year end using control accounts.

3. Reconciliation NEC asset with General Ledger

- o Compare Rent Income with General Ledger: Reconciled rent interfaced from NEC Stock Reconciliation Report with the entries in the general ledger.

a. Ensured that total rent charges generated from NEC for relevant HRA & GF tenants match the general ledger balances.
b. Adjust for timing differences (e.g., end-of-month accruals):

- Identify and investigate any material variances between the expected rent (as per charges on NEC) and actual rent charged through the interface.
- Reconcile were appropriate void periods where properties are unoccupied, ensuring no rent was incorrectly charged during these periods.
- Review the overall number of voids and highlight any issues.

4. Reporting, control and validation

- **Reconciliation Reports:** Summarise discrepancies, adjustments, and any variances that needs highlighting.
- **Regular Monitoring:** Set up ongoing controls to prevent discrepancies, such as comparisons between expected rent and actual rent.
- **Exception Reporting:** Develop exception reports to flag anomalies like large variances or properties where no rent was charged for a period.
- **Control Reports:** have been discussed and it has been agreed that these will form part of phase 2 and included the project plan.

Appendix 2: SRAP Terms of Reference

1.1 Scheme Risk Appraisal Panel (SRAP)

1.1.1 The Scheme Risk Appraisal Panel (SRAP) is constituted as an Officer group to help enable the Housing Leadership team and the Council to actively supervise, monitor, consult and respond to Housing General Fund Initiatives to support Homelessness and other cross Directorate Housing schemes including development and acquisition within the Housing Revenue Account. The reviews will include all financial, legal, building safety and other transactions relevant to each scheme.

1.1.2 SRAP is not a decision-making body and decisions shall continue to be recommended to the Executive Mayor or Executive Mayor in Cabinet by the Chief Executive or decided under specific delegated authority from the Executive Mayor or Executive Mayor in Cabinet where relevant. Prior to taking any proposal or matter to Cabinet or Executive Mayor will follow due Council Governance process. This Panel will provide summary progress updates at the Housing Regeneration Board prior to proceeding with the formal governance process.

1.1.3 SRAP will however provide the necessary assurance and approval to proceed to take a proposal formally through the Council's Governance process and seek the decision to implement.

1.2 Membership

i. SRAP membership is restricted to those fulfilling the specific project roles. On occasions, other individuals may be invited to attend meetings to provide specific information to support the Panel's responsibilities.
- Corporate Director of Housing (Chair)
- Director of Regeneration
- Regeneration Lead
- Director of Housing, Homelessness Prevention & Accommodation
- Director of Housing Management
- Director of Asset Management
- Head of Asset Management
- Housing Transformation Lead
- Head of Finance – Housing
- Corporate Finance representative

- o   Head of Legal – Housing and Commercial

ii.   The following officers, or their deputies where necessary, will attend SRAP in an advisory capacity but are not members:

- o   Corporate Director Resources & S151 Officer
- o   Director of Finance (Deputy S151)
- o   Director of Commercial Investment & Capital
- o   Director of Legal Services & Monitoring Officer or Nominated Legal Representative
- o   Officers and Colleagues from other Directorates as and when required particularly when schemes overlap multiple Directorates
- o   Asset Manager.

iii.   SRAP will also be supported by advisors representing the following disciplines within the Council: Finance, Legal, Housing & Assets.

iv.   SRAP will also call on external expertise as and when required.

v.   All schemes will require the agreed template to be completed by respective project leads and such reports to be provided to this panel as an agreed format of briefing and reporting.

vi.   To enable full and frank discussion and advice between Council Officers, external advisors may be excluded from attendance and taking part in certain discussions. The agenda will indicate where this is likely to be required, and any exclusion will be reflected in the minutes of that meeting.

vii.   SRAP's business is part of the private business of the Council, and it is envisaged that commercially sensitive information will be discussed. However, in the spirit of openness and transparency (but subject to any overriding legislative requirements, confidentiality or commercial sensitivity) the minutes shall be made available in the public domain when requested. Any external advisors are to be reminded of this prior to attendance.

viii.   All papers and relevant advice will be made available to departments and teams within the Council. Regular reporting on progress and delivery SRAP will be disclosed as and when required to Cabinet and/or the Mayor.

ix.   Where a member or other attendee has a conflict of interest in relation to SRAP business, they will make a declaration in advance of a meeting and prior to any business being conducted at the meeting. The

Chair, taking advice from the Director of Legal Services & Monitoring Officer where necessary, will decide whether the conflict is prejudicial (so as to preclude that individual from taking part in the meeting or discussion of the relevant item). This does not override the obligation on members to have full regard to the Council's Code of Conduct and exercise their own judgement as to whether they have a disclosable pecuniary interest or other interest that should prevent them from taking part in discussions. Details of conflicts, related advice and considerations shall be recorded within the minutes of the relevant meeting.

x. In the event that the Chair is unable to take part in a discussion or meeting due to a conflict of interest, the meeting will be chaired by one of the attending directors.

1.3 Purpose and Responsibilities

a. SRAP is responsible for the overall direction and management of relevant proposals. It has responsibility and authority for the project and the approach is outlined below.

b. At the start of a project, SRAP will:
- Gives approval for the project to proceed via approval of the project brief

- Specify quality assurance and any other constraints

- Scrutinise and approve the business case which includes:
  - ✓ Operational needs being achieved.
  - ✓ Financial assessment
  - ✓ Building safety including Fire Risk Assessments
  - ✓ Legal implications
  - ✓ Council strategic objectives

- Scrutinise and approve project initiation document(s) including benefits management plan

- Appoint project assurance role

- Commit resources required for the project

- Ensure appropriate communication relating to the project takes place with relevant stakeholders

o Ensure all housing processes particularly related to onboarding properties into NEC and other business systems is carried out in a timely manner.

c. During the project SRAP will:

o Provide guidance and direction to the project, keeping it within agreed constraints

o Review each stage and approve progression to next

o Approve, where appropriate, any requests for change

o Ensure compliance with programme management directives

o Align and consult with the responsible officer managing the asset review process

o Ensure appropriate communication about the project takes place with relevant stakeholders.

d. At the end of a project SRAP will:

o Assures that all products have been delivered to required standards (Acceptance Criteria).

o Approves Project Closure and Lessons Learned Report

o Notifies Programme/Portfolio Governance of project closure

o Approves Post-Project Review Plan

o Ensures appropriate communication about the project takes place with relevant stakeholders.

e. Members agree to prioritise their attendance at meetings. Members recognise that they may delegate tasks, but the responsibilities remain with them, therefore no substitutions can be made with regard to attendance.

f. SRAP shall seek to uphold the principles of good governance when conducting meetings and assisting with recommendations towards the Executive Mayor.

g. SRAP, upon agreement with the Chair and the Corporate Director of Housing, to provide regular briefing to Scrutiny and Cabinet as appropriate.

1.4 Operation of the Panel

i.   SRAP shall meet monthly or as otherwise required (to align with Cabinet meetings and the Housing Regeneration Board). Meetings shall be chaired by the Corporate Director of Housing.

ii. The quorum of the meeting shall be a minimum of two Panel members and one of whom must be the Chair or in the Chair's absence a deputy as indicated within these terms.

iii. SRAP will consider any of the matters under its purview as set out elsewhere in this paper and recommendations shall be made to the Chief Executive and subsequently to Executive Mayor. Where SRAP is unable to reach consensus on a proposed recommendation, the Chair shall have the right to veto final recommendations, or the proposal does not progress to next stage.

iv. SRAP will invite a report from respective project leads, prepared in consultation with relevant Council officers, which shall typically cover each of the following subjects:

   o **Finance:** The sources of funding, revenue and capital implications and financial operation modelling.

   o **Asset Management:** Property details, size, units, location, values and any relevant qualitative information.

   o **Housing:** Progress with regards to cost effective or improved housing accommodation that meets homelessness needs.

   o **Law & Governance:** Highlighting any legal issues with particular regard to any decision making & general compliance issues including completion of any necessary legal documentation arising from respective projects.

Appendix 3: Regeneration Board Terms of Reference

MEETING TYPE:	☐ Constitutional Member Body ☐ Member & Officer Board ☐ Internal Control Board ☒ CMT and Officer Meeting ☐ Partnership ☐ Cabinet Advisory Board
PURPOSE:	1. The Board is a cross discipline team responsible for the overall direction and management of various work streams associated with the delivery of housing supply in Croydon. The group has authority and responsibility as defined in this document. 2. To co-ordinate Croydon's approach to the delivery of new homes both directly and working in partnership with key stakeholders including Housing Associations Developers and funders such as the GLA. The board will encourage and oversee joint commissioning, guide and co-ordinate actions across directorates that lead to the delivery of new housing supply and housing regeneration schemes. 3. The board will take into account evidence of resident involvement, housing stock condition, housing need and plan to meet those future and current needs. This includes general needs housing, Temporary accommodation, homes for Older Adults and homes for care leavers which are particular Council priorities. 4. The board will consider the resources necessary to increase housing supply and housing regeneration which include, staff, professional consultant support and funding.
ACCOUNTABLE OFFICER:	
CHAIR	Corporate Director of Housing
REPORTING TO:	CMT
UPDATES TO:	• Executive Mayor (via Programme Highlight Reports) • Cabinet & Council (via appropriate Papers where/if required)
FREQUENCY OF MEETINGS:	Quarterly
LENGTH OF MEETINGS:	90 minutes, with the option to review if required. Meetings to include general update with focus on a limited number of key priorities per meeting.
RESPONSIBLE FOR:	• Taking an overview of demand and supply of housing in Croydon. • Driving up standards in housing delivery whilst ensuring value for money • Ensuring that internal departments and services, engage cooperate and deliver on the Council's housing objectives. • Offer guidance on external partnerships and engagement with key stakeholders • Advise on procurement strategy, funding, budgets, opportunities and risk in housing delivery.
DECISIONS:	By consensus wherever possible, with Chair's final decision when necessary.
ROLE:	1. Ensure the delivery of suitable, high quality homes working meet Croydon's current and future needs Council's Planning Team and developers including Registered Providers

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	2. To encourage and support partnerships with developers, housing associations and routes to funding
	3. Ensure that the Councils newbuild and housing regeneration is responsive to resident's needs, views and aspirations and supports housing asset management plans.
	4. Ensure that the Council is innovative and meets the needs of other non-general needs housing including care leavers, older adults and temporary accommodation.
	5. Hold Senior Accountable Officers, commissioners, partners and project managers to account for the delivery of individual projects and actions within the Boards remit.
	6. Provide assurance to Corporate Management Team, through minutes and regular reporting, on the delivery of outputs/ actions identified by the Board.
	7. Ensure that Equalities, Diversity and Inclusion are fully considered as part of the process.
	8. Coordinate updates to the relevant Cabinet Member(s) and Member Boards/Bodies and Officer bodies
MEMBER RESPONSIBILITIES:	• Read documents ahead of time and show up to meetings. • Be willing to contribute and not be defensive. • Lead on actions/projects of the Board • Report back to impacted services.
MEMBERS:	• Corporate Director of Housing (Chair) • Corporate Director Sustainable Communities, • Regeneration & Economic Recovery • Corporate Director of Resources S151 (SRO) • Director of Commercial Investment and Capital • Regeneration Lead • Head of Property Services • Head of FM • Head of Commercial & Property Law • Housing Team Rep • PMO Rep • Finance Rep • Risk Rep
INVITED TO ATTEND AS APPROPRIATE:	Service Leads for services impacted in line with specific agenda items
STANDARD AGENDA ITEMS	Welcome & declarations of interest. Chair's update Review of Housing Supply Matters for escalation to CMT Forward Plan and AOB Programme level Risk Log
ADMINISTRATION:	Meetings to be arranged and minutes produced by the Executive Officer to the Chair or PMO support

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