

# Scrutiny Homes Sub-Committee Supplementary Agenda



## 5. **Housing Transformation Programme Update** (Pages 3 - 20)

The Homes Sub-Committee is provided with a Cabinet report providing an update on the delivery of the Housing Transformation Programme. The Sub-Committee is recommended to:

- 1 Review the update report and consider whether there are any areas of the programme that feel may benefit from a 'deep dive' to be scheduled on an agenda of the Homes Sub-Committee later in the year.
- 2 Consider whether there are any recommendations on the Housing Transformation Programme the Sub-Committee may wish to submit for the consideration of the Mayor.

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# Agenda Item 5

## LONDON BOROUGH OF CROYDON

<b>REPORT:</b>	<b>Homes Sub-Committee</b>
<b>DATE</b>	<b>24 July 2023</b>
<b>REPORT TITLE:</b>	<b>Housing Transformation Programme Update</b>
<b>LEAD OFFICER:</b>	<b>Lara Ashley – Housing Transformation Lead</b> <b>Susmita Sen – Corporate Director for Housing</b>
<b>PERSON LEADING AT SCRUTINY COMMITTEE MEETING:</b>	<b>Lara Ashley – Housing Transformation Lead</b>
<b>LEAD MEMBER:</b>	<b>Councillor Lynne Hale – Deputy Mayor and Cabinet Member for Homes</b>
<b>ORIGIN OF ITEM:</b>	This report has been included on the agenda for to update the Homes Sub-Committee on the progress made with the Housing Transformation Programme.
<b>PUBLIC/EXEMPT:</b>	Public

### 1 HOUSING TRANSFORMATION PROGRAMME UPDATE

- 1.1. Appended to this cover report is the latest Housing Transformation Programme Update report due to be considered by the Mayor at the Cabinet meeting on 26 July 2023. This report has been included on the agenda to update the Sub-Committee on the progress made with the programme and to inform its work programme for the year ahead.

### 2 RECOMMENDATIONS

2.1 The Homes Sub-Committee is recommended to:

- 1 Review the update report and consider whether there are any areas of the programme that feel may benefit from a 'deep dive' to be scheduled on an agenda of the Homes Sub-Committee later in the year.
- 2 Consider whether there are any recommendations on the Housing Transformation Programme the Sub-Committee may wish to submit for the consideration of the Mayor.

### 3 REASONS FOR RECOMMENDATIONS

- 3.1 As one of the key drivers of the improvement journey of the Housing Services, it is essential for the work of the Homes Sub-Committee to have a regular opportunity to scrutinise the delivery of the Housing Transformation Programme.

## **4 APPENDICES**

- 4.1. Appendix A – Cabinet Report (26 July 2023) - Housing Transformation Programme Update

# LONDON BOROUGH OF CROYDON

<b>REPORT:</b>	<b>CABINET</b>
<b>DATE OF DECISION</b>	<b>26 July 2023</b>
<b>REPORT TITLE:</b>	<b>Update on the Housing Transformation Programme</b>
<b>CORPORATE DIRECTOR / DIRECTOR:</b>	<b>Susmita Sen, Corporate Director of Housing</b>
<b>LEAD OFFICER:</b>	<b>Lara Ashley, Housing Transformation Lead</b>
<b>LEAD MEMBER:</b>	<b>Councillor Lynne Hale, Cabinet Member for Homes</b>
<b>Key Decision?</b>	<b>No</b>
<b>CONTAINS EXEMPT INFORMATION?</b>	<b>No</b>
<b>WARDS AFFECTED:</b>	<b>All</b>

## 1 SUMMARY OF REPORT

- 1.1** The current report provides an update on the Housing Transformation Programme following the approval of the Programme by Cabinet in December 2022. The Programme has been informed by the Council’s need to return to compliance with the Regulator of Social Housing’s consumer standards and reflects feedback from the independent Housing Improvement Board. The transformation of the Council’s housing services remains a priority for the Council following the diagnostic report on 1-87 Regina Road commissioned in May 2021. Improvements to the Council’s housing services have been identified as one of three key priorities by the Secretary of State and the government-appointed Improvement & Assurance Panel in March 2023.
- 1.2** The breadth of work within the Housing Transformation Programme has progressed at pace since December 2022, with 32 projects currently live and ten projects closed following completion. Appendix One provides status updates against each of the projects.
- 1.3** This paper details the progress to date on all the live projects, according to each workstream.

## 2 RECOMMENDATIONS

For the reasons set out in the report and Appendix One, the Executive Mayor in Cabinet is recommended:

- 2.1 To note the progress since December 2022 on the Housing Transformation Programme.

## 3 BACKGROUND AND DETAILS

- 3.1 In response to conditions at 1-87 Regina Road, South Norwood, and the diagnostic report the Council had commissioned in May 2021, it was recognised that a significant transformation programme was required to address the issues and failings that had been highlighted in the report.
- 3.2 The Housing Transformation Programme plays a key role in providing assurance to the Council's external partners and a path to compliance with the Regulator for Social Housing's Home Standard and Tenant Involvement and Empowerment Standard. At Cabinet (July 2022), the Executive Mayor agreed to review and strengthen the Housing Transformation programme, previously the Housing Improvement Plan.
- 3.3 In December 2022, Cabinet noted and approved the Housing Transformation programme which addressed previous criticisms and included the programme's high-level workstreams, future governance and next steps. It is anticipated that this is a three-to-five-year programme, with delivery in phases and evolution in the workstreams as the delivery of the programme progresses.
- 3.4 There are a total of 67 projects across eight workstreams. Progress updates on high impact projects will be presented to Cabinet through the regular channels and will also be scrutinized by the Housing Improvement Board. Since December 2022, workstreams have been finalised with workstream leads and a clear programme plan.
- 3.5 The Transformation Steering Board, which oversees the delivery of the Housing Transformation Programme is held monthly and chaired by the Cabinet Member for Homes. Representatives from directorates across the Council also participate in attend the Steering Board meeting.

### **Key achievements to-date**

- 3.6 There have been a number of key achievements since delivery of the programme began in the summer of 2022.
  - 1.1 Vision & Mission Set: The housing directorate has established a clear vision and mission, providing a guiding direction for their work. This was co-created through visioning workshops held with residents, staff, and HIB members.
  - 1.5: Changes to Leadership Team: The housing directorate has strengthened and improved capacity at the leadership team to ensure suitably experienced leaders can drive through transformational improvements.

- 2.5: HRA Recharge: A review of HRA (Housing Revenue Account) recharges has been conducted and 15 service-level agreements between the Housing directorate and other services have been created. The service-level agreements are linked to standards and outputs to ensure that services funded by tenant and leaseholder service charges, such as grounds maintenance and waste management, are used appropriately to provide a good level of service. The review has resulted in the recovery of circa £9 million.
- 3.1: Residents' Charter Co-Created and Approved: This Charter is a declaration of our commitments to residents and has been embedded in restructuring and operating models.
- 3.15: NEC System: A new customer interface and asset management system went live on 7<sup>th</sup> June 2023. The system replaces outdated manual systems, including ROCC and OHMs, therefore, streamlining operations and improving efficiency. As part of the implementation of the NEC system, a thorough data cleansing exercise has been carried out. This ensures that clean and accurate data is uploaded into the new systems, enhancing data reliability and integrity.
- 3.11: Consultation on 2023/2024 Rent Increases: A thorough consultation process was carried out with residents, including Tenant & Leaseholder Panel, to inform residents about rent increases and the subsequent impact on services, ensuring that residents were well-informed of changes.
- 4.1: Regina Road Consultation Completed: The Regina Road resident's ballot has now been completed, with 88.1% voting 'yes' to the Council's Landlord Offer to demolish and rebuild.
- 4.3 Development of an Asset Management Strategy: A comprehensive stock condition survey has been conducted, sampling 5% of the housing stock. This survey helps to understand the extent of further surveys required and provides valuable insights for future planning and cost estimation.
- 6.1: Repairs Contract Re-Procurement: A successful re-procurement process (with residents as part of the procurement project) has been completed for the repairs contract. Three new contractors have been selected to deliver improved services for repairs, voids, and heating. The borough will now have two suppliers for repairs and voids, a separate contract has been awarded for heating maintenance. Mobilisation and demobilisation activity is currently underway. A Social Value officer has been recruited to ensure that social value commitments made through tendering are delivered appropriately.
- 6.2: Repairs Contact Centre: A new, in-house Housing Repairs Contact Centre will replace our current contractor in August 2023. The in-house Housing Repairs Contact Centre was established in May 2023 and has received four weeks of intensive customer service training to ensure readiness for go-live including training on our system, and the Council's customer service approach and expectations. The customer service training was provided in addition to shadowing existing staff in the corporate contact centre. The Contact Centre staff will also benefit from wider customer service training beginning in September 2023.
- 6.4: Voids Lettable Standard: A clear standard has been drafted for acceptable voids to ensure that residents are provided with fit-for-purpose homes. This standard sets out 56 clear commitments regarding the quality of void properties, including the services and

supplies of gas, electricity, and water, and the condition of bathrooms and kitchens. The standard was co-created with social housing residents.

- 6.8: New Damp & Mould Response Team: A dedicated response team has been established to effectively triage and proactively manage cases of damp and mould within the housing stock. The team has currently delivered 791 Stage 1 visits and mould washes as well as 73 Stage 2 jobs, with 27 currently in progress. Learning from complaints and historical data analysis is being undertaken to better understand conditions and patterns.

### **Progress updates against live projects**

**3.7** A total of 32 projects across all eight workstreams are now live. The progress to date for each workstream is detailed below. RAG-ratings have been provided for each of the projects in the left-hand column. Red indicates that the project is not on track and requires an immediate intervention to plan to return to committed deadlines. Amber indicates that the project is not on track but does have a plan to ensure it delivers the agreed outcomes by committed deadlines. Green indicates that the project is on track to deliver the agreed outcomes by committed deadlines. Please note that the projects are constantly progressing and may change in RAG status from the point of report submission to Cabinet meeting.

### **3.8** *Vision, Direction & Transformation Plan for Housing Directorate*

1.3 Housing Strategy	Delivery of the Strategy moving at pace and due to be presented at Cabinet in September 2023. Resident and partner consultation and workshops on the draft priorities and objectives began in June 2023 and will run for seven weeks.
1.5 High-level re-structure and recruitment	This restructure intends to stabilise leadership at a senior level to lead and deliver improvements. The initial scoping of the high-level restructure is underway with recruitment set to commence in July 2023.

### **3.9** *Governance & Information Management*

2.1 Revised Performance Framework and Business Intelligence	This sets out clear measures of performance for services areas and enables appropriate objective setting, with a focus on customer services. A performance dashboard of KPIs has been co-created with the independent Housing Improvement Board to allow the Board to gain assurance of the Council’s progress in improving housing services. Additional performance dashboards are being developed to meet the needs of the housing directorate management team and residents, in line with the Social Housing White Paper.
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### **3.10** *Customer Excellence*

3.2 Resident Engagement Strategy	The strategy will set out how residents will be engaged in decision-making, information-sharing and consultation. A draft strategy will be shared with Tenant and Leaseholder Panel and Housing Improvement Board in
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	September with a final strategy due to be presented to Cabinet in December 2023. The housing directorate is working with TPAS, a resident engagement specialist, to develop this strategy. A self-assessment exercise was recently completed as part of the project, with feedback and an action plan to be received shortly.
3.3 Short-term customer services improvement plan	The project aims to create and implement a plan to deliver improvements and additional support to tenancy services in the short-term prior to the new tenancy service model. The Housing Directorate has launched an estate walkabout programme to identify issues and engage residents. The Directorate has met with residents to agree pictorial standards for conditions on estates.
3.4 Customer Information Review	This review will evaluate the information captured for customers, profiling customer information, ensuring characteristics are used to inform communication channels and service delivery. OHMS gap analysis has been completed to identify gaps in existing equalities data. An Action Plan will emerge by the end of June outlining how the gaps will be addressed.
3.5 Customer Journey Review	The aim of the project is to co-review our residents' pathways through housing services to create and inform a new operating model and deliver a fit-for-purpose website.
3.7 Customer Service Training	Discussions with procurement have commenced and a brief is now being finalised to procure customer service training for housing staff to ensure residents are treated in line with the Residents' Charter and transform customer interactions.
3.8 Customer Learning & Review of Process	The project aims to improve and standardise the quality of responses to Housing complaints, and create a culture where complaints are viewed as an opportunity to deliver better services. A Housing Customer Insight Manager has successfully been recruited and starts in July 2023 which will enable project delivery to be accelerated.
3.9 Stop Housing Stigma Campaign	The project aims to encourage a better understanding of the discrimination experienced by social housing tenants and the impact this has on tenants' lives. The project aims to ensure communications, language, engagement and behaviour of both staff and contractors does not perpetuate negative stereotypes regarding social housing. The Council is considering its involvement with the campaign as a pilot organisation and is discussing possible timescales.
3.10 Consumer Standards Review	A draft report setting out recommendations as to how the Housing Directorate can meet the Regulator of Social Housing's Consumer Standards has been completed. The finalised report will include an action plan which sets out prioritised actions to address areas of non-conformance or marginal conformance.
3.12 Know our Neighbourhoods Programme	A cross- Council development of ground maintenance service level agreements has begun, with standards based on the Housemark standard. These SLAs will set out the standard of service that residents should be receiving, including aspects such as litter and fly-tipping.
3.13 Community development	The project aims to develop and deliver a community development and inclusion programme to improve resident satisfaction with their homes and

and inclusion programme	communities. Meetings have been held with key voluntary and community sector partners to determine summer activities for residents.
3.16 NEC Post Go-Live Product Development	The project aims to ensure the successful development and adoption of the NEC system after it the system went live in June 2023.

### 3.11 Long-term Homes & Neighbourhood Planning

4.1 Resolution programme for Regina Road	The ballot for Regina Road residents closed on May 26 <sup>th</sup> , with an 81.7% turnout with 88.1% voting 'Yes' to the Council's Landlord Offer to demolish and rebuild homes at Regina Road.
4.2 Resolution programme for LPS blocks	This programme addresses the future of 16 ageing LPS tower blocks across the Borough where action is needed to ensure modern social housing fit for the 21 <sup>st</sup> century. The first four resident meetings having been held for; Belgrave & Grosvenor Houses, Sevenoaks & Tonbridge Houses and South Norwood cluster.
4.3 Development of an Asset Management Strategy	The Asset Management Strategy will be presented to Cabinet in March 2024. A review of stock data and implications to the HRA business plan to take place in September 2023.
4.4 Estates & Improvement Re-Structure	New structure conversations initiated and will be worked into the Target Operating Model project. New director post will go to advert in the summer.

### 3.12 Asset Compliance

5.1 Compliance with the Fire Safety Act 2021	The aim of the project is to ensure the Housing Directorate is satisfied that the actions relating to the Fire Safety Act 2021 have been completed robustly and information shared with key partners, including the London Fire Brigade. The Housing Directorate has assessed its completion of the actions and is improving internal systems to ensure continued robustness.
5.2 Compliance with the Building Safety Act 2022	The aim of the project is to ensure the Housing Directorate is satisfied that the actions relating to the Building Safety Act 2022 have been completed robustly. A project has been scoped which includes structural surveys and retrospective fire strategies. There is also a continuation of assistance being provided to the Fire Safety team to audit the contents of premises information boxes and provide suitable building and floor plans.

### 3.13 Maintaining our Homes

6.1 Re-procurement of the responsive repairs contracts	The repairs re-procurement is well underway and was agreed at Cabinet (March 2023), the report can be found <a href="#">here</a> . Meetings having been put in place to configure the IT necessary for the commencement of mobilisation. Draft contracts have been shared
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	with Wates, Mears and K&T. There are still risks associated with mobilising by the 1 <sup>st</sup> August 2023 but plans are being formulated to mitigate those risks.
6.2 Repairs Contact Centre	Initial IT workstream meetings were held in May around mobilisation of the repairs contact centre. The shadow contact centre personnel have now been recruited to, with the Contact Centre Manager onboarded to support this set up.
6.3 Repairs Re-Structure & Behaviour Change Programme	This project is closely aligned in part with the Repairs mobilisation (6.1) and includes the resourcing of contract management skills to ensure effective repairs contract mobilisation. It will also include a restructure of the Repairs function in the mid to longer term and supporting change management to ensure the operating model is customer focused and delivers a quality service.
6.4 Voids Transformation:	The project aims to clear the backlog of voids, reduce key to key void time and improve the quality of the service. The Council developed a Voids Resident Satisfaction Survey which gathers resident feedback on void properties. A Voids Lettable Standard has also been developed which agrees the condition of a home prior to being offered to a tenant. Significant progress has been made on clearing the backlog of voids which totalled 333 in July 2022, down to 198 in June 2023. From March 2023 to June 2023, 75% of properties were pre-allocated, with the average time taken to let properties at 6 days. 30 capital voids are on target to complete works in December 2023, with 7 already handed back. 12 hard to let voids have now been let having been carpeted and with window coverings and white goods.
6.5 Disrepair Transformation	The aim of the project is to develop a fit-for-purpose approach to dealing with and remedying disrepair cases and improve conditions to reduce the number of cases being made by residents. Two disrepair surveyors and one resident liaison officer have been recruited to progress the project and re-design internal processes.
6.8 Damp & Mould Response Team	The project aims to improve the Council's approach to damp and mould. The revised approach to damp and mould was agreed at Cabinet in May 2023 and can be viewed <a href="#">here</a> . A specialist Damp and Mould team have been created who manage a dedicated mailbox for enquiries from tenants. The team are currently reviewing the success of the new approach and will iterate the process based on these findings.

### 3.14 People & Organisational Development

7.2 Intra-directorate communication and engagement plan	The plan is currently being developed, with a housing communications lead having been onboarded. The fourth newsletter was circulated at to all housing staff using "Sway" and the first all staff webinar was delivered in mid-June 2023.
7.10 Enabling high-performing teams and setting behavioural expectations	A competency model has been drafted which sets out clear behavioural expectations for staff, managers and senior managers and will be linked with succession planning, recruitment and recognition. A plan to engage on the competency model has been devised.

### 3.15 *Managing our Housing Needs*

8.1 Housing Needs Re-Structure	Formal consultation with staff and unions continues to be underway regarding the Housing Needs restructure. The re-structure is due to go-live in the Autumn 2023. The re-structure will ensure that the Housing Needs and Homelessness service is fit-for-purpose with appropriate staff delivering an efficient and effective service. The ambition is to create a service that is understood, fair, accessible and enables residents to be active participants in their journey towards finding a settled home.
8.3 Dynamic Purchasing System for Emergency Accommodation	Work on the implementation of a dynamic purchasing system for the procurement of emergency accommodation contracts is underway and the system is due to go-live in October 2023. Engagement has been undertaken with the top ten suppliers of emergency accommodation to ensure partner buy-in with the procurement process. This project is currently being reviewed against the NEC functionality to ensure VFM and reduce duplication.
8.4 Homelessness Prevention & Rough Sleeping Strategy 2024- 2028	This project aims to produce a Homelessness Prevention & Rough Sleeping Strategy which will enable the Council to meet its statutory obligations and receive essential Government funding, including the Homelessness Prevention Grant. A review of housing need and homelessness in the borough is due to commence which will underpin the strategy's priorities and objectives.
8.9 Data Cleanse and Income Collection	This project includes carrying out occupancy checks of emergency and temporary accommodation and to provide accurate information on the reasons for accommodating households. Further work has found that backdated rent accounts resulted in approximately a further £930k of property charges. In total it is estimated that over £6.5m of property charges have been opened in rent accounts to date.

**3.16** Following the re-structure of the Housing Needs and Homelessness service to create more effective and efficient services, the Council will take a multi-disciplinary approach to ensuring that the homelessness accommodation provision meets both demand and the needs of our vulnerable residents. Housing staff will work together with Adult Social Care & Health and Children, Young People & Education colleagues to ensure that there is appropriate provision for care-experienced young people, and adults with support needs.

**3.17** Ten projects have been closed following their completion; these include:

- 1.1 Vision & Mission Setting
- 1.2 Root Cause Diagnostic/Delivery
- 1.4 HIP/Transformation Plan
- 1.6 Governance structure for Housing Transformation Programme
- 2.5 Financial governance review
- 3.1 Resident Charter development and delivery

- 3.11 Rent setting consultation initiative
- 3.14 Customer Satisfaction Standards
- 3.15 NEC Migration
- 7.1 Culture and transformation discovery

### **3.18 Risks and challenges**

**3.19** Risks and issues regarding the delivery of the Housing Transformation Programme are captured at a project level within monthly highlight reports. Risks, issues, and mitigations are reviewed at the monthly Housing Transformation Steering Board meetings chaired by Councillor Hale. Risks or issues which impact the Council as a whole are escalated to the Corporate Management Team through inclusion on the corporate risk log, JCAD. Major projects such as the Resolution Programme for Regina Road and Repairs Re-Procurement have their own risk and issues log which are reviewed and assessed at weekly or fortnightly project board meetings.

**3.20** The Council faces several challenges in the delivery of the Housing Transformation Programme. The current Government has introduced the following legislation applicable to social housing, housing needs, and homelessness:

- Fire Safety Act 2021
- Building Safety Act 2022
- Social Housing Regulation Bill
- Renters (Reform) Bill
- Supported Housing (Regulatory Oversight) Bill

**3.21** The Council must balance the need to meet requirements within the new legislation against existing transformation projects to improve our business-as-usual provision. In addition to the new legislation, the Regulator of Social Housing and the Department for Levelling Up, Housing & Local Government are currently revising the consumer standards and Decent Homes Standard. The standards that social homes and our landlord services must meet are therefore due to be revised.

**3.22** The Council's economic context also creates challenges for the delivery of the Housing Transformation Programme. Inflationary costs to building materials and labour have needed to be considered when determining the budgets of certain projects. The cost-of-living crisis has increased pressures on the Council's homelessness services and therefore the need to transform the Housing Needs service must be balanced with the need to continue to deliver front-line services. The Section 114 notice issued by the Council's Section 151 officer for the current financial year limits the Council's spending which has an impact on General Fund funded projects.

## **4. CONTRIBUTION TO COUNCIL PRIORITIES**

- 4.1** This programme, alongside the development of the Housing Strategy 2023-2028 is key to ensuring the Council delivers against the Mayor's priorities to "Invest in council homes to drive up standards and develop a responsive and effective housing service" and "Develop our workforce to deliver in a manner that respects the diversity of our communities."

## **5. IMPLICATIONS**

### **5.1 FINANCIAL IMPLICATIONS**

- 5.1.1** The delivery of the Housing Transformation Programme required an upfront investment to ensure we transform the directorate to create services that meet the needs of residents. The Finance, Legal & Environment enabler is providing the necessary financial governance of the projects within the Housing Transformation Programme as they are developed, including ensuring the projects are financially viable, deliver value-for-money and are managed to budget. Financial costs incurred in year will be funded using HRA reserves to ensure this investment delivers the right plan for the community. The Managing our Housing Needs workstream must be funded through Transformation Funding.
- 5.1.2** The draft HRA budget for financial year 2023-2024 has been updated to reflect known budgetary requirements and the next iteration of the HRA Business Plan and subsequent budgets will reflect the needs.
- 5.1.3** Comments approved by Orlagh Guarnori- Head of Finance (Housing) on behalf of the Director of Finance (20/06/2023)

### **5.2 LEGAL IMPLICATIONS**

- 5.2.1** The Head of Litigation and Corporate Law comments on behalf of the Director of Legal Services that the legal basis for the Housing Transformation Programme is the Council's general power of management of its housing stock in Section 21 of the Housing Act 1985. In addition, the Council has legal obligations in relation to how it maintains and repairs its housing under Sections 9A and 11 of the Landlord and Tenant Act 1985, Section 4 of the Defective Premises Act 1972, under common law nuisance and negligence principles, and under express or implied terms of the tenancies it has granted.
- 5.2.2** The Housing Transformation Programme is assisting the Council in complying with the consumer standards set by the Regulator of Social Housing.
- 5.2.3** There are statutory requirements on the Council to consult with tenants where they are likely to be substantially affected by changes in housing management practice or policy,

and the Council must ensure that it meets these requirements as part of the development and delivery of the Housing Transformation Programme.

**5.2.4** Comments approved by the Head of Litigation and Corporate Law on behalf of the Director of Legal Services and Monitoring Officer. (Date 29/06/2023)

### **5.3 EQUALITIES IMPLICATIONS**

**5.3.1** The transformation of the housing directorate must champion inclusion through the services it provides to residents, and inclusion of our diverse resident communities will be central to the training and support offered to staff.

**5.3.2** The Council has a statutory duty to comply with the provisions set out in the Equality Act 2010. In summary, the Council must in the exercise of all its functions, “have due regard to” the need to comply with the three aims of the general equality duty. These are to • Eliminate unlawful discrimination, harassment, victimisation and any other conduct prohibited by the Act • Advance equality of opportunity between people who share a protected characteristic and people who do not share it; and • Foster good relations between people who share a protected characteristic and people who do not share it.

**5.3.3** Having due regard means to consider the three aims of the Equality Duty as part of the process of decision-making. This means that decision makers must be able to evidence that they have taken into account any impact of the proposals under consideration on people who share the protected characteristics before decisions are taken.

**5.3.4** Regard for the Council’s public sector equality duty will be central to Housing Transformation Programme. The creation of a revised Housing Transformation Programme will be accompanied by the development of equalities impact assessments at a project level, where necessary, which will be developed in conversation with the Equalities Programme Manager. Work undertaken as part of the Change & Enablement Focus will be key to ensuring the projects address the public sector equality duty. The project managers responsible for the delivery of projects within the workstreams will ensure the EQIAs produced accurately assess the potential impact on vulnerable groups, and groups that share protected characteristics. All EQIAs produced will be treated as living documents and will be updated when data becomes available and new equality objectives identified where appropriate. The Transformation Programme includes a new IT system designed to improve data collection for residents. However the department should ensure that residents data is collected both by the Council and its contractors.

**5.3.5** Improving data collection from service users across the nine protected characteristics will benefit decision making by ensuring that decisions are based on clear evidence. Departments will also evidence customer satisfaction and dissatisfaction using this method across the protected characteristics to ensure that the Council is delivering a fair and equitable service to all protected groups. Satisfaction surveys should include a

question on discrimination to ensure that there is no repetition of allegations of racial discrimination by service users which were considered by the ARK Consultancy report. There should be an onus on both officers and contractors to ensure that their behaviours to residents is both helpful and respectful and that residents should no longer perceive that they have been discriminated against in relation to their race or treated without dignity and respect irrespective of equality characteristic.

- 5.3.6** Poor housing conditions and perceptions of unfair treatment are likely to exasperate existing mental health conditions or create new mental health conditions. In particular, when exasperated by other socio-economic impacts such as poverty, unemployment and the cost-of-living crisis. It is important that residents are treated in a fair, respectful and equitable manner to ensure that existing or new conditions are not triggered by behaviour of staff or suppliers. It is important that staff training reflects this.
- 5.3.7** Residents with disabilities or parents of children with disabilities may be treated more favourably than others in relation to housing improvements. This will not amount to discrimination in relation to the Equality Act 2010.
- 5.3.8** The Council will also encourage its suppliers to adopt the Council's standards for equality in the borough: Croydon's Equalities Pledge and the George Floyd Race Matters Pledge.
- 5.3.9** Comments approved by Denise McCausland Equalities Programme Manager 08/06/23

#### **5.4 CRIME & DISORDER IMPACT**

- 5.4.1** Crime and disorder have a disproportionate impact on our housing tenants, across the whole crime spectrum from anti-social behaviour through to domestic violence, and is one of the highest concerns of residents. The Housing transformation plan and the reconciliation of the HRA budget is strengthening our response to these concerns and is improving how we work as a council and partner to support our residents, reduce crime and disorder, and make Croydon safer.
- 5.4.2** Comments approved by Kristian Aspinall, Director of Culture & Community Safety, 05/07/23

#### **5.5 HUMAN RESOURCES IMPACT**

- 5.5.1** There are no immediate human resources impacts arising directly from the recommendations in this report. However, there will be impacts associated with the development and delivery of the Housing Transformation Programme. The Housing Transformation Programme constitutes a key part of the Mayor's Plan, and it is inevitable that the Plan will have an impact on the Council's workforce. This will be managed under the Council's policies and procedures as the need arises. And will include but not limited to, the Recruitment Policy as well as the Restructure & Re-



organisation Policy, which may include redundancies/redeployment/insourcing/TUPE of staff.

5.4.2 To achieve an enduring culture change in the housing service directorate a set of appropriate and carefully designed organisational development initiatives will need to be created and delivered to enable that change, with contextual relevance and sensitivity. To implement this action input will be required from the Council's Learning and Development Team and may incur extra costs if the Team cannot deliver the required change programme and an external provider will have to be procured.

5.4.3 Any HR issues arising will be managed under the Council's Corporate Policies and Procedures.

5.4.4 Approved by Jennifer Sankar, Head of HR Housing Directorate & Head of HR SCRER for and on behalf of Dean Shoesmith, Chief People Officer June 2023

## **6 APPENDICES**

*Appendix A- live Housing Transformation Projects (July 2023)*

*Appendix B- projects due to commence (July 2023)*

## **7. BACKGROUND DOCUMENTS**

N/A

## **8. URGENCY**

N/A

## **Appendix A- live Housing Transformation Projects (July 2023)**

A total of 32 projects across the eight workstreams are now live:

- 1.3 Housing Strategy
- 1.5 High-level restructuring & recruitment
- 2.1 Revised Performance Framework and Business Intelligence
- 3.2 Resident Engagement Strategy
- 3.4 Customer Information review
- 3.5 Customer journey review
- 3.7 Customer Service Training
- 3.8 Customer Learning & review of process
- 3.9 “Stop Social Housing Stigma” Campaign
- 3.10 Review of Consumer standards
- 3.12 Know our Neighbourhoods programme & Estate Inspections
- 3.14 Customer Satisfaction standards
- 3.15 NEC Migration
- 4.1 Resolution programme for Regina Road.
- 4.2 Resolution programme for LPS blocks
- 4.3 Development of Asset Management Strategy
- 4.4 Estates and Improvement restructure
- 5.1 Compliance plan for Fire Safety Act 2021
- 5.2 Compliance plan for Building Safety Act
- 6.1 Repairs re-procurement
- 6.2 Repairs Contact Centre
- 6.3 Repairs restructure and behaviour change programme
- 6.4 Voids transformation
- 6.5 Disrepair transformation
- 6.8 Targeted Approach to Damp and Mould
- 7.2 Enabling high performing teams and setting behavioural expectations
- 7.10 Intra-directorate communication and engagement
- 8.1 Housing Needs restructuring
- 8.3 DPS – Procurement of contracts
- 8.4 Homelessness Prevention and Rough Sleeping Strategy
- 8.9 Data Cleanse & Income Collection
- 8.10 Supported Exempt Accommodation Review

## **Appendix B- projects due to commence (July 2023)**

A total of 25 projects have not yet begun but are programmed in. The key next steps over the upcoming 12 months are detailed below:

September 2023	4.1 Commencement of delivery of Regina Road rebuilding Programme
October 2023	7.4 Professionalisation of the workforce underway
December 2023	1.5 Finalise the new Housing Directorate structure and complete recruitment to posts
	4.2 Resolution programme for the remaining LPS blocks begins
	6.7 Review of capital delivery contracts commences
January 2024	7.3 Conduct a training audit following completion of the re-structures
February 2024	6.4 Voids transformation target of 40 days is met
	7.5 Leadership development programme finalised
	7.11 New operating model launches
March 2024	8.4 Homelessness Prevention & Rough Sleeping Strategy 2024- 2028 presented to Cabinet
	4.3 HRA Business Plan and Asset Management Strategy presented to Cabinet
	Financial Inclusion Strategy presented to Cabinet

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