

Tenant & Leaseholder Panel Supplementary Agenda



5. **(NEW) Asset Management Strategy** (Pages 3 - 8)
Presented by Sue Hanlon, Director of Assets and Kevin Hartshorn, Interim Head of Asset Planning & Capital Delivery.
7. **(UPDATED) Introduction Director of Streets & Environment**
(Pages 9 - 26)
Presented by Karen Agbabiaka, Director of Streets & Environment.
8. **(NEW) Update on Transformation** (Pages 27 - 40)
Presented by Lara Ashley, Housing Transformation Lead.
9. **(UPDATED) Housing Regeneration Strategy** (Pages 41 - 44)
Presented by David Baptiste, Housing Regeneration Lead.
10. **(NEW) Report from Resident Representatives** (Pages 45 - 46)
To receive verbal updates from Resident Representatives.
11. **Any Other Business** (Pages 47 - 58)
(NEW) Resident Engagement Strategy

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Tenant & Leaseholder Panel

Management Strategy 2024- 2029



The Asset Management Strategy

Sets out how we maintain, manage & invest in our Council homes

Well managed estates = strong, healthy, safe & thriving communities

Creating clean & green spaces relies on our land being well designed and investment in areas that deliver best outcomes for local residents

Physical & financial performance underpins our strategy for Council Housing

Needs to address wider challenges to the sector

Croydon



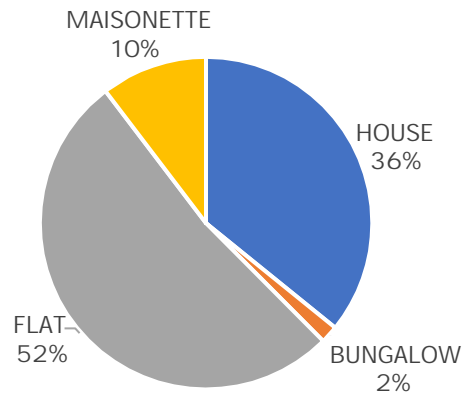
The uniqueness of our stock

Over 19,600 assets which include nearly 14,000 Council homes and over 2,500 leasehold properties

45 HRRB

16 blocks of Large Panel System design

Housing stock profile



Other HRA rented	Number
Total	2767

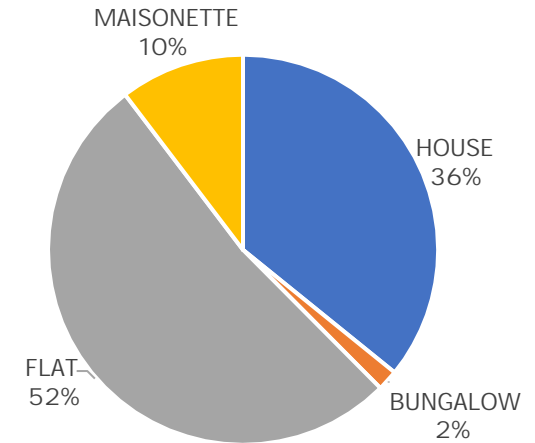
Tenure type	Number
HRA General Rent Tenure	13342
HRA Leased and Managed Properties	339
Croydon Affordable Tenancy	153
Emergency + Temporary Accommodation	124
Croydon Affordable Homes	96
Serviced Tenancies	12
Leaseholder	2545
Total	16858

Delivering the Asset management Strategy



Houses	Bungalows	Flats	Maisonettes	Total
4,820	231	7,007	1,392	13,450

Housing stock profile



1,140 Blocks including 46 HRRB

Next steps

January	February	March	April
<p>Online survey for staff/residents</p> <p>In person resident engagement sessions</p>	<p>Tenant & Leaseholder panel presentation</p> <p>All Members briefing</p> <p>Final draft for approval</p>	<p>Mayor Advisory Board</p> <p>Directorate/Corporate Management Team Approval</p>	<p>Cabinet approval</p> <p>Asset Management Strategy goes Live</p>

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CONTENT

Future Service design - 2025

Waste

6th Feb 2024

Waste Collection - Areas of Accountability

Housing Services	Waste collection service
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Waste
Collection
Performance
(DEC 2024)

Waste
Collection
Communal
Refuse
Collections
(DEC 2023)

Waste
Collection
Communal
Recycling
Collections
(DEC 2023)

Street Cleansing

6 Feb 2024

Street
Cleansing
(DEC 2023)

Street Cleansing (DEC 2023)

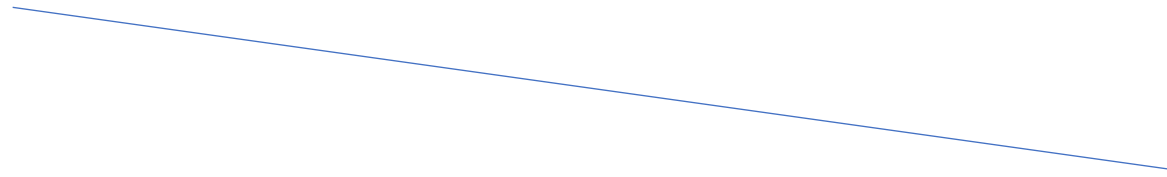
95,417
scheduled
cleansing
activities per
month

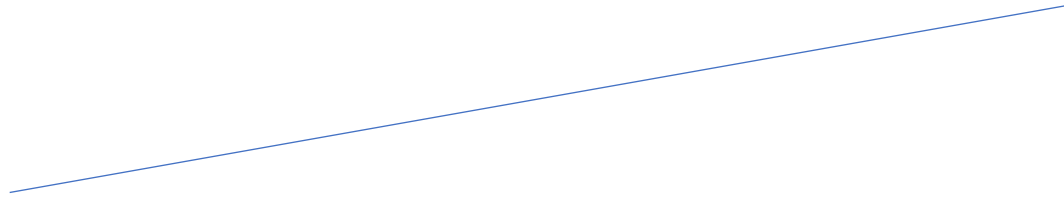
99% of all
scheduled tasks
completed

179 reports of
street below
grade (72%
reduction in the
level of streets
below grade)

3,334 Reported
Fly tips
(increase of 35
compared with
Jan 2023)

Street Cleansing





Contamination

6 Feb 2024

Contamination

Contamination

Future Service design - 2025

6th Feb 2024

New Service provider 2025

Nov. 2022

Cabinet Agreed not to extend current waste collection and street Cleansing Service

May 2023

Cabinet agreed Procurement strategy for new service.

July 2023

Procurement commenced

Dialogue with Bidders

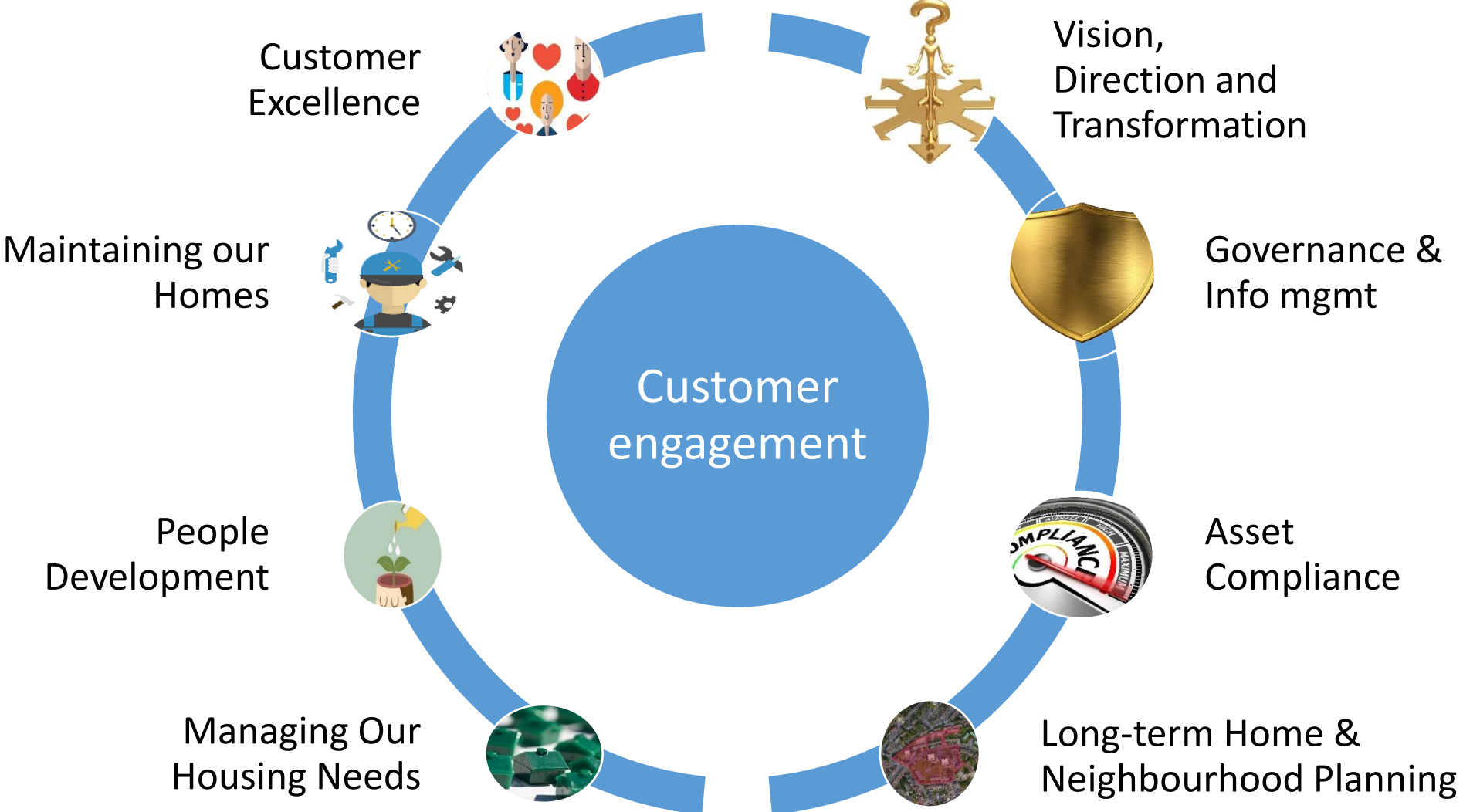
Apr 2025

Contract Commencement

Questions

Transformation Update Feb 2024

The Programme 3- 5 years







- Customer Care programme
- NEC & data cleansing
- Lettable standard
- Customer Information review
- Resident engagement framework
- New delivery model
- Cleaning standards/Photobook



- New contractors
- New Contact Centre
- Awaab's law – Damp and Mould task force
- Disrepair review



- Setting behavioural standards
- Stabilising the workforce
- TNA & professionalisation of workforce



- New housing needs operating model – live Sept 2023
- Homelessness and Rough Sleeping strategy
- Occupancy Checks
- DPS
- HA Partnership
- Partnership – Childrens & Adults, RSL



Lessons learnt so far

- New Regulatory Framework means the programme will need to adapt
- Customers are at the heart of key changes (statutory requirement) – engagement extends timeframes if done properly
- The scale of change is significant: behaviour, process, attitude, skills
- Return to Statutory Services (General Fund) yet shift to Customer at the heart – difficult to balance but engagement is key
- Restructures impact on people – takes time to settle and overcome barriers to change
- Communicate, Communicate, Communicate – Change is very much feared
- Processes will change – we want to get colleagues involved
- Get involved so we all deliver better services
- Scale of change requires monitoring, commitment, engagement and training

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6 FEBRUARY 2024

VOID NUMBERS

166- Lowest
since Pre
Covid

Historical
voids continue
to reduce

Extra Care
Voids below
10

IMPACT OF IMPROVING PERFORMANCE

646 Properties let since April 2023

Increasing number of homeless families rehoused

8 properties converted from three to four bedroom properties

Contract Management

Monthly meetings with Wates, Mears and K&T

Heating

Addressing problems proactively

Improve partnership working

Increase tenant satisfaction

LETTABLE STANDARD

Revised following consultation with tenants

Meeting held with service areas to communicate standard

Monthly review of feedback

Fed learning into service improvement

USING LEARNING- ENERGY MANAGEMENT

Agreement signed with energy supplier

Maintenance works can begin immediately, power restored in empty properties.

Will help to reduce void periods

Smart meters installed within 5-8 days of start of void

ON THE HORIZON

Void Policy soon to go to Readers Group

NEC Void Management Key to Key process build

Tackling cost of items left in void properties

Improved reporting

Thank you, any questions

Regeneration and New Build Strategy

Recognising housing pressures in LBC particularly around homelessness and lack of supply

Guided by LBC Housing Strategy

Guided by review of HRA

Regeneration and New Build Strategy

Provide a framework and process for the effective, viable delivery of Business Plan and Housing Strategy objectives.

Link assessment of building safety

Link understanding housing condition and investment

Set out a process to assess site opportunities that support a development pipeline support the growth of social housing

Explore opportunities to deliver appropriate supported housing such as extra care for older adults and care experienced young people

Regeneration and New Build Strategy

Particular focus on resident engagement and participation to understand neighbourhood priorities

Consultation in spring/summer 2024

ARCH (Association of Retained Council Housing) Tenants Report

- ARCH has been busy deciphering the various bits of legislation that's come to the fore - Consumer regulation - And AWAAB's Law to name but a few.
- Surprise, surprise, yet another Housing Minister to get use to, Lee Rowley MP, the 7th housing minister in just two years! No sooner have relationships been established then the whole process starts again
- ARCH Tenants Conference 2024 will be In Rotherham – more details about dates(likely to be in September) will be confirm. Each landlord member is assigned 5 free spaces(preferance is for mor tenants than officers). An expression of interest in attending will be requested once conference details are finalised.
- Concern's been raised on the impact of Section 114's on rents. *"A section 114 notice is issued by a council's chief finance officer (or equivalent) if a local authority has no prospect of setting a balanced or lawful budget"*.
- Attention has also been drawn to the Housing Ombudsman's latest report: Spotlight on attitudes, respect and rights – relationship of equals <https://www.housing-ombudsman.org.uk/reports/spotlight-on-attitudes-respect-and-rights-relationship-of-equals/>

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Re-engineering Resident Engagement

Introduction and Recap

strongly embedded across the business. To do this, we have used our innovative and well-~~tried-and-tested~~ Resilient Engineering Engagement methodology.

In using the Tpas methodology it is important to note that key components were to:

Build a team of staff and residents who, together with Tpas, would work up a new framework.

!

Housing Ombudsman).

Deliver a series of recommendations for improvement without judging current and past approaches, using techniques drawn from strengths-based methods, including Appreciative Inquiry.

The outcomes from the project have been presented and agreed by the Design Team, staff and residents who have volunteered to start the next steps.

Executive Summary

To recap, the " # \$ influence services. The project used co-creation approaches to draw on experiences of residents and staff. This report reflects their \$

Working together, residents and staff sought to discover key themes that, if in place effectively, would deliver opportunities for resident influence service design and delivery as well as to hold Croydon to account.

The project revealed the importance of **leadership** (effective leadership that drives a culture that requires and values resident influence, and ensures resources are available), **communication** (timely and respectful 2-way communication, with residents having evidence that their voice is heard and acted upon), **trust and accountability** (residents can trust staff, and staff are held accountable), and **structure and process** (effective, transparent structures and processes in place both for delivering core services and delivering engagement and influencing opportunities).

The methodology used by Tpas does not focus on the past but makes suggestions for the future. It is not designed to be prescriptive, it enables Croydon (staff and residents) to work together to deliver positive outcomes. The Strategy also incorporates key recommendations following the Tenant & Leaseholder Panel report

Executive Summary Cont.

Meeting Business Plan outcomes including allocating limited resources appropriate to deliver positive outcomes, as far as is practicable at a time when the organisation is under significant financial pressure. The first and most

& ' ()

The Council balances its books, listens to residents, and delivers good, sustainable services.

Fulfilment of this main outcome is essential to enable us to achieve the subsequent four outcomes of the Business Plan:

Croydon is a place of opportunity for business, earning and learning.

Children and Young People in Croydon have the chance to thrive, learn and fulfil their potential.

\$

\$

%

People can lead healthier and independent lives for longer.

Executive Summary Cont.

Responds to requirements of:

Social Housing (Regulation) Act 2023

Tenant Satisfaction measures

Satisfaction that the landlords listens to tenant views and acts upon them (TP06)

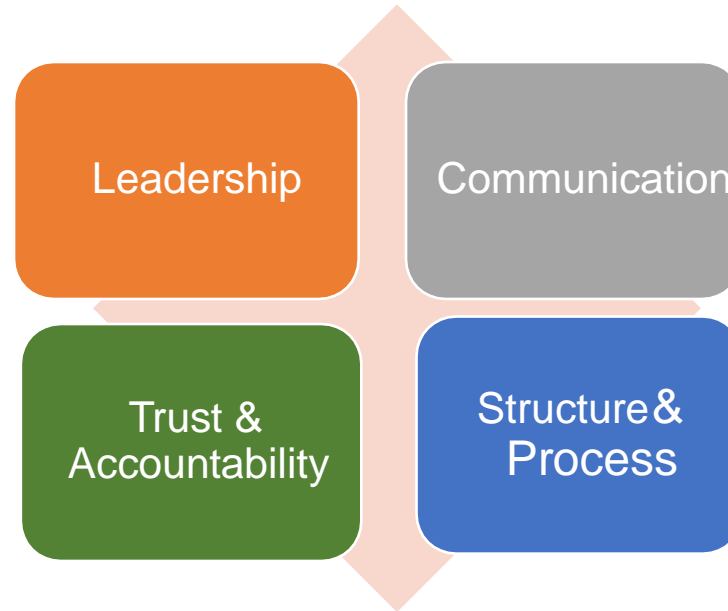
Regulatory Consumer Standards

Housing Ombudsman Code of Practice


Building Safety Act

Enabling Resident Influence

In the Discovery sessions we identified the factors that enable successful resident influence. We learned that these four themes kept recurring:



Re engineering,
from framework to
strategy



Themes to Strategic objectives and outcomes

Themes to Strategic objectives and outcomes - Communication

Themes to Strategic objectives and outcomes Trust and Accountability

Themes to Strategic objectives and outcomes Structures and Process

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Delivery Plan designed and agreed

Approval process

Implementation by Croydon

Embedding new approach

