Streets, Environments and Homes Scrutiny Meeting

Housing Improvement Update Board and emerging plan

13/07/2021 – Alison Knight

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Overview

Report to go to Cabinet – 26th July

- Updates Cabinet on progress with Regina Road and the recommendations from the ARK report

- Asks Cabinet to note Terms of Reference of Housing Improvement Board (as per delegation at 17th May Cabinet)

- To give an overview of the shape of the emerging Housing Improvement Plan which will be approved by the Board and consulted upon with residents

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Background – overview of ARK report

ARK report stated that the issues represented *'a failure to deliver even basic 'core' housing services effectively. They are potentially symptomatic of poor performance across the council's housing service and impact on its ability to drive for self-improvement'*.

The five key findings about the housing service were:

- a lack of capacity and competence;

- a poor operating culture with a lack of care and respect for tenants;

- systemic problems in how the council communicates and deals with tenants' concerns and complaints;

- weak performance management, meaning senior managers do not appear to know what is going on; and

- poor use of data and 'intelligence' by the council and its contractors.

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Background – overview of ARK report

ARK's report recommended, as an immediate action, the realignment of resources to establish:

- a team focussed on policy and performance and control of service delivery.

- a team focussed on improving investment planning to ensure homes are sustainable over the longer-term.

- a strategic group with the power to oversee the development and implementation of a recovery plan and to direct the initial work of the investment planning and control teams.

They also made recommendations on: governance and strategic leadership of the housing service; workforce planning and skills development; cultural and behavioural change both of council staff and contractor operatives; tenant involvement; business intelligence; performance management; and complaints handling.

Background - Regulator of Social Housing

The Regulator of Social Housing issued a regulatory notice on 20 May 2021 which stated:

- Croydon Council had breached the Home Standard and the Tenant Involvement and Empowerment Standard and that consequently there was actual and potential serious detriment to council tenants.

- The Home Standard requires registered providers to have a cost-effective repairs and maintenance service and to meet all applicable statutory health and safety requirements.

- The Tenant Involvement and Empowerment Standard requires registered providers to treat tenants with fairness and respect and to have an approach that ensures complaints are resolved promptly, politely and fairly.

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Progress Update

- Action Plan developed and submitted to Cabinet 17th May 2021

- Appendix 1 of report gives further updates on 12 issues under following areas:
    - Compliance and Fire Safety
    - Repair Issues at Regina Road
    - Culture and behaviours
    - Resident Engagement and Accessibility of the housing service
    - Contract Management
    - Asset Management

- Housing Improvement Plan has been started with workstreams

- Structure agreed at Full Council 5th July 2021

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│           Directorates          │
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              │    Chief Executive   │
              │     (HoPS, RO)       │
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Corporate Director Resources (S151 & Deputy CEO)

Corporate Director Children, Young People & Education (DCS & Calidcott Guardian)
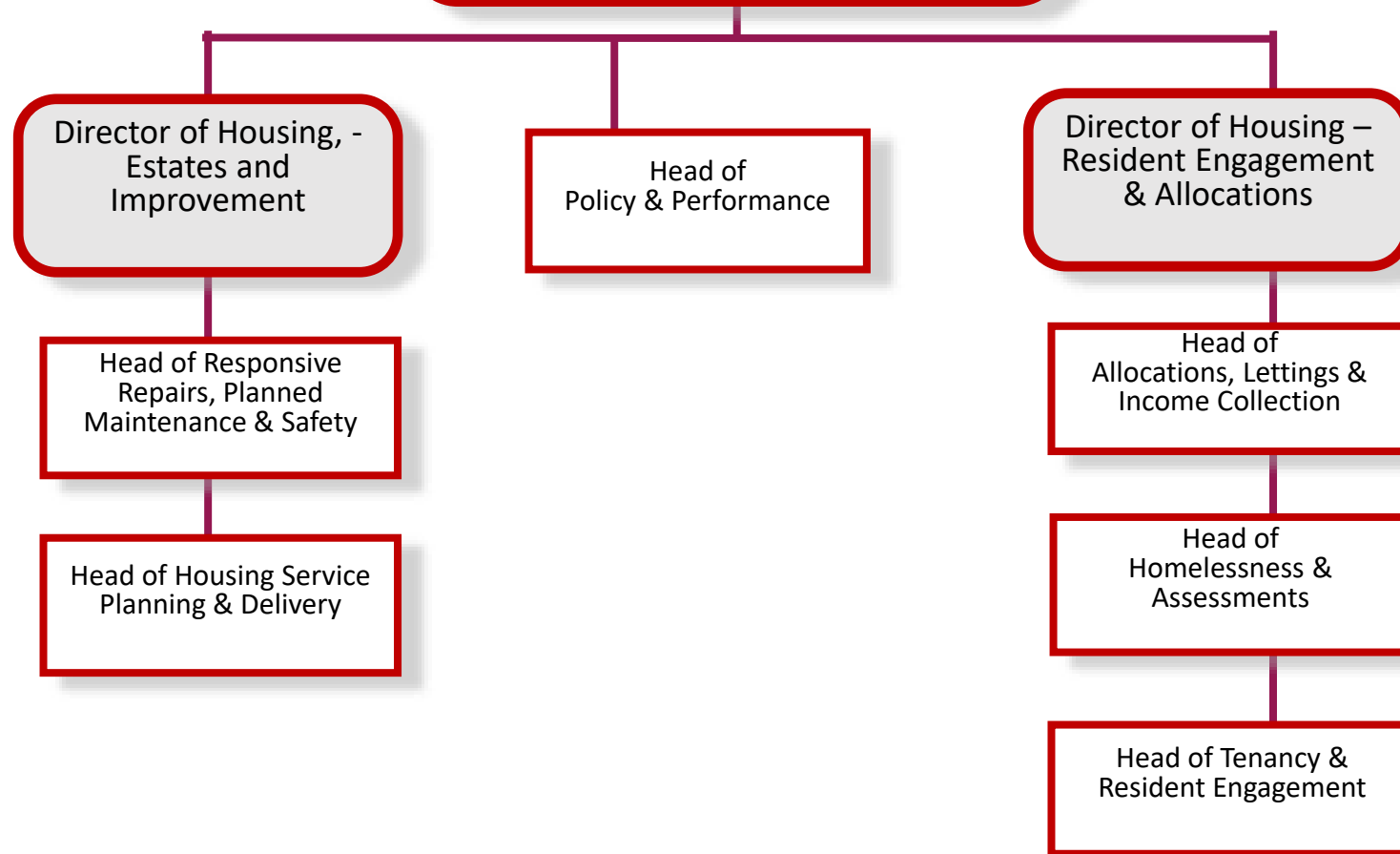
Corporate Director Adult Social Care & Health (DASS & Calidcott Guardian)

Corporate Director Housing

Corporate Director Sustainable Communities, Regeneration & Economic Recovery

Assistant Chief Executive

Housing
Directorate

Corporate Director
Housing

Director of Housing, -
Estates and
Improvement

Head of
Policy & Performance

Director of Housing –
Resident Engagement
& Allocations

Head of Responsive
Repairs, Planned
Maintenance & Safety

Head of
Allocations, Lettings &
Income Collection

Head of Housing Service
Planning & Delivery

Head of
Homelessness &
Assessments

Head of Tenancy &
Resident Engagement

Repairs & Maintenance Current KPI targets

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Overarching KPIS

KPI	DESCRIPTION	MLAP	TARGET
1a	Service Delivery/ Performance related complaints		Not exceeding 0.4%
1b	Service Delivery/ Performance related complaints		Not exceeding 3%
2	Health and Safety		Number of Reportable
3	Percentage of local employees		85% within the local and surrounding area
4	Diversity		LBC Currently 43%
5	Training		10 days per annum

General Repairs KPI's

KPI	DESCRIPTION	MLAP	TARGET
R1b	Customer Satisfaction - Repairs - Text Surveys		94%
R2b	Jobs passing Post Inspections as a % of total Post Inspections		96%
R3	First time fix (Jobs completed on the same day)	TBC	94%
R4a	Repair Completion Times (Jobs completed prior to the Due Date)		
	Priority 0, 00 (Out of hours and Immediate)	99%	100%
	Priority 1 (Emergency)	99%	100%
	Combined 0, 00 & 1	99%	100%
	Priority 2 (Urgent)	98%	99%
	Priority 15 (Routine)	97%	98%
	Priority 16 (Major)	98%	99%
R4b	Non Urgent Repair Completion Times	10?	Not exceeding 8 working days
R6	Appointments made and kept (by trade, GB, elec etc.)	90%	96%
R7	Orders issued and overdue	5%	Not exceeding 3%
C1	Customer contact - calls abandoned	7%	5%

Void KPI's

KPI	DESCRIPTION	MLAP	TARGET
V1a	Cost - Average job cost of void repairs - Gen Rent only		£2,498.86 (excl. VP)- PPV - £2,136.51
V1b	Cost - Average job cost of void repairs - All jobs		
V2a	Under 5k Voids passed back defect free	95%	98%
V2b	Over 5k Voids passed back defect free	95%	98%
V3a	Voids - average number of days to complete (PPV)	13 days	10 working days
V3b	Void New ETA relets - average number of days to complete		11 working days
V3c	Void New CAT & CAH relets - average number of days to complete		8 working days

Gas/Heating

KPI	DESCRIPTION	MLAP	TARGET
	GAS REPAIRS BREAKDOWN KPIs		
G1b	Customer Satisfaction - Gas - Text Surveys		94%
G2	Defective work - recalls		1%
	Jobs passing Post Inspection		95%
G4	Gas service completions	99.9%	100%
G5a	LGSR (Servicing)	90%	100%
G5b	Repairs (Breakdowns)	90%	100%
G6	Completion timescales (breakdowns) (Jobs completed prior to the Due Date)	96%	
	Priority 0, 00 (Out of Hours and Immediate)		100%
	Priority 1 (Emergency)		100%
	Priority 2 (Urgent)		98%
	Priority 15 (Routine)		98%
	Priority 16 (Major)		99%
	% of total breakdowns completed in target	96%	98.0%
G7	First time fix (Jobs completed on the same day)		96%
G8	Orders issued and overdue		

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Repairs & Maintenance Performance

- Full suite of KPI's managed and monitored monthly at performance meetings and quarterly at Strategic Core Group meetings

- KPI performance through previous term has been good, benchmarked favourable against peers

- COVID and post Regina Road have had a significant impact of KPI performance in some areas.

- Areas of concern currently around Increased levels of complaints & Councillor/MP enquiries, performance against Priority 3 (3 days) and Priority 15 (15 working days) due to increased volumes of repairs being raised as emergencies. Void turnaround times also a concern and being monitored closely. Significant improvement in Gas service completions moving from 88% (Q4 20/21) to 99.11% (Q2 21/22)

- Action plan for improvement is being developed through joint workshops

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Housing Improvement Board

The Housing Improvement Board will be an independently chaired body reporting and making recommendations to Cabinet. It will influence development of and approve the Croydon Housing Improvement Plan (CHIP), and recommend it to Cabinet for adoption. It will hold the Council to account for its delivery.

It will provide support, challenge, oversight and governance that ensures council officers deliver the outcomes of the CHIP, which reflect the aims of the Social Housing White Paper – "The Charter for Social Housing Residents" – (with particular emphasis on 1- 6 below):

1. To be safe in your home.
2. To know how your landlord is performing.
3. To have your complaints dealt with promptly and fairly.
4. To be treated with respect.
5. To have your voice heard by your landlord.
6. To have a good quality home to live in.
7. To be supported to take your first steps to ownership.

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Housing Improvement Board

Board Representation:

- Independent Chair
- Two/three representatives of Croydon tenants and residents' associations (including Regina Road)
- Tenants & Leaseholder Panel (T&LP) member
- Croydon Improvement and Assurance Panel representative
- Local Government Association representative
- Housing Association/London Council - housing representative
- Representative(s) of the voluntary and community sector in the area(s) of family support &/or, housing experience &/or equality and diversity.

Elected members, including the Leader and Cabinet member for Housing, and officers, will be in attendance in an advisory capacity. Others will be invited as required, including the Chairs of the General Purposes and Audit Committee (GPAC) and the Scrutiny and Overview Committee (S&OC).

The Regulator of Social Housing has asked to be an attendee rather than formal member.

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Figure 1: Governance Arrangements for delivery of the CHIP
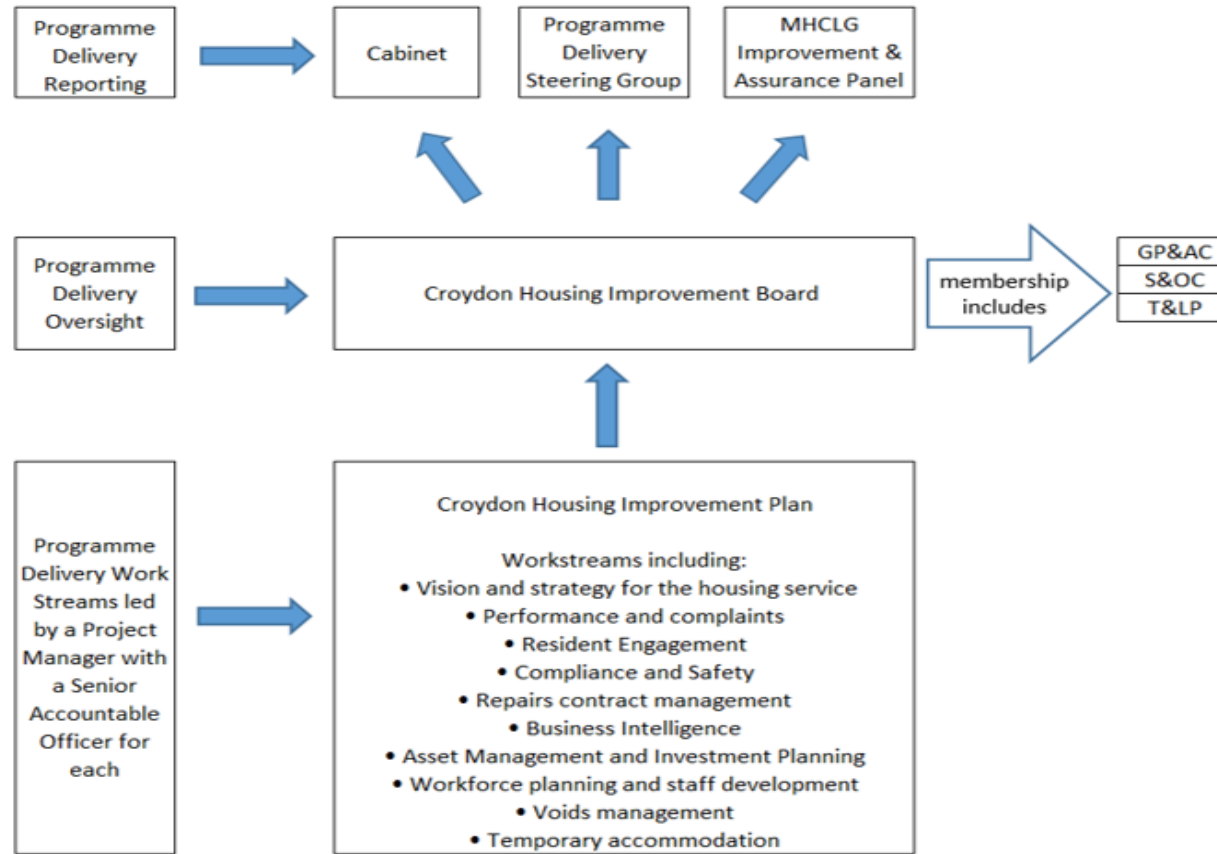
Key:
- GP&AC – General Purposes and Audit Committee
- S&OC – Scrutiny and Overview Committee
- T&LP – Tenants and Leaseholders Panel

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Housing Improvement Plan

- The Housing Improvement Plan will incorporate the work required by the Regulator of Social Housing including the voluntary undertaking (VU) about improvements to the housing service that the Council will make to the Regulator.

- The Council's commitment to equality, diversity and inclusion will be integral to each of the work streams.

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- Development of the Plan will be overseen by the Housing Improvement Board, with input from Board members, including resident representatives. It will also be informed by resident feedback from a 'roadshow' door-knocking exercise between July and September 2021.

- The Board will recommend the completed Housing Improvement Plan to a future meeting of Cabinet for consideration and adoption.

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Housing Improvement Plan – proposed workstreams

1. **Vision and strategy for the housing service**
   - Develop a common vision and strategy for the housing service, with clear governance arrangements and a set of policies and service standards to ensure high quality, joined-up delivery.

2. **Performance and complaints**
   - Develop and embed a performance management framework across the housing service, with robust assurance arrangements covering data quality and outcomes delivered, improve complaints handling and analysis, and use results to drive and maintain service improvement.

3. **Resident Engagement**
   - Strengthen the council's capacity, competence and commitment to tenant involvement through staff training and developing, reviewing existing structures to ensure they are 'fit-for-purpose' and ensure that residents are fully engaged with and help to shape the improvement of the housing service.

4. **Compliance and Safety**
   - Ensure that council stock is fully compliant with all relevant safety regulations and is safe for all residents whatever their individual need.

5. **Management of the Repairs Contract**
   - Improve quality, value for money and resident satisfaction with the repairs service through effective use of performance data management of the contract.

6. **Business Intelligence**
   - Develop business intelligence systems that enable collection and sharing of real-time information on asset condition and performance, in order to improve management of repairs and drive better investment decisions

7. **Asset Management and Investment Planning**
   - Utilising all available data develop a cost effective plan for improving the housing stock to ensure homes are decent, warm and safe.

8. **Workforce Planning and Staff Development**
   - Develop and implement a plan to equip staff with the necessary skills to support the Council's values and deliver a resident-focussed service with a safety first culture.

9. **Voids management**
   - Streamline the voids management process and review utilisation of sheltered housing in order to make better use of housing stock

10. **Temporary Accommodation.**
    - Review the procurement and use of temporary accommodation and develop a strategy to reduce homelessness demand, use temporary accommodation more efficiently, and improve the quality and reduce the cost of units procured.

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Thank you for listening – please can I have views on:

- The Draft Terms of Reference

- The emerging workstreams in the housing improvement plan:
  - Have we included everything?
  - Is there anything we seem to have missed?
  - Any areas you would like us to emphasise more?

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