

# Scrutiny Streets, Environment & Homes Sub- Committee Agenda



To: Councillor Leila Ben-Hassel (Chair)  
Councillor Jeet Bains (Vice-Chair)  
Councillors Kola Agboola, Jade Appleton, Louis Carserides, Luke Clancy,  
Caragh Skipper and Vacancy

Reserve Members: Jan Buttinger, Robert Canning, Pat Clouder,  
Clive Fraser, Karen Jewitt, Michael Neal and Oni Oviri

A meeting of the **Scrutiny Streets, Environment & Homes Sub-Committee** which you are hereby summoned to attend, will be held on **Tuesday, 30 November 2021** at **6.30 pm**. This meeting will be held remotely via Microsoft Teams.

Katherine Kerswell  
Chief Executive and  
Head of Paid Service  
London Borough of Croydon  
Bernard Weatherill House  
8 Mint Walk, Croydon CR0 1EA

Stephanie Davis  
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Monday, 22 November 2021

**PLEASE NOTE:** Members of the public are welcome to view the webcast both live and after the meeting has completed at <http://webcasting.croydon.gov.uk>

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If you require any assistance, please contact Stephanie Davis  
020 8726 6000 x84384 as detailed above.

## AGENDA – PART A

### 1. **Apologies for Absence**

To receive any apologies for absence from any members of the Committee.

### 2. **Minutes of the Previous Meeting** (Pages 5 - 6)

To approve the minutes of the meeting held on 18 May 2021.

### 3. **Disclosure of Interests**

Members and co-opted Members of the Council are reminded that, in accordance with the Council's Code of Conduct and the statutory provisions of the Localism Act, they are required to consider **in advance of each meeting** whether they have a disclosable pecuniary interest (DPI), any other registrable interest (ORI) or a non-registrable interest (NRI) in relation to any matter on the agenda. If advice is needed, Members should contact the Monitoring Officer **in good time before the meeting**.

If any Member or co-opted Member of the Council identifies a DPI or ORI which they have not already registered on the Council's register of interests or which requires updating, they should complete the disclosure form which can be obtained from Democratic Services at any time, copies of which will be available at the meeting for return to the Monitoring Officer.

Members and co-opted Members are required to disclose any DPIs and ORIs at the meeting.

-Where the matter relates to a DPI they may not participate in any discussion or vote on the matter and must not stay in the meeting unless granted a dispensation.

-Where the matter relates to an ORI they may not vote on the matter unless granted a dispensation.

-Where a Member or co-opted Member has an NRI which directly relates to their financial interest or wellbeing, or that of a relative or close associate, they must disclose the interest at the meeting, may not take part in any discussion or vote on the matter and must not stay in the meeting unless granted a dispensation. Where a matter affects the NRI of a Member or co-opted Member, section 9 of Appendix B of the Code of Conduct sets out the test which must be applied by the Member to decide whether disclosure is required.

The Chair will invite Members to make their disclosure orally at the commencement of Agenda item 3, to be recorded in the minutes.

### 4. **Urgent Business (if any)**

To receive notice of any business not on the agenda which in the opinion of the Chair, by reason of special circumstances, be considered

as a matter of urgency.

**5. Update on improvements to the Housing Directorate and progress towards a Housing Strategy and review of the Housing Revenue Account (Pages 7 - 18)**

To receive an update on the improvements to the housing directorate and progress towards a housing strategy and provide comment on the improvement work to date.

**6. Work Programme (Pages 19 - 22)**

The Streets Environment and Homes Sub-Committee is asked to:-

1. Note the current position of its Work Programme for 2021-22,
2. To consider whether there are any other items that should be added to the work programme.

**7. Exclusion of the Press and Public**

The following motion is to be moved and seconded where it is proposed to exclude the press and public from the remainder of a meeting:

“That, under Section 100A(4) of the Local Government Act, 1972, the press and public be excluded from the meeting for the following items of business on the grounds that it involves the likely disclosure of exempt information falling within those paragraphs indicated in Part 1 of Schedule 12A of the Local Government Act 1972, as amended.”

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## Scrutiny Streets, Environment & Homes Sub-Committee

Meeting held on Tuesday, 18 May 2021 at 6.30 pm. This meeting was held remotely via Microsoft Teams

### MINUTES

**Present:** Councillor Leila Ben-Hassel (Chair);  
Councillor Jeet Bains (Vice-Chair);  
Councillors Luke Clancy, Paul Scott and Caragh Skipper

**Also Present:** Councillor Clive Fraser  
Councillor Jade Appleton  
Councillor Patricia Hay Justice, Cabinet Member for Homes  
Sarah Hayward, Interim Executive Director of Place  
Ozay Ali, Interim Director for Homes and Social Investment  
Yvonne Murray, Director of Housing  
Yaw Boateng, Chair of Tenants and Leaseholders Panel  
Leslie Parry, Tenants and Leaseholders Panel

**Apologies:** Councillor Stuart Collins

### PART A

#### 12/21 Minutes of the Previous Meeting

It was agreed that the minutes would be deferred to the next meeting of the sub-committee..

#### 13/21 Disclosure of Interests

There were none.

#### 14/21 Urgent Business (if any)

There were no items of urgent business.

#### 15/21 Investigation into conditions at 1-87 Regina Road, South Norwood and the Housing Service Improvement Plan

The Interim Executive Director of Place introduced the item and outlined details in a [Presentation](#).

Following the presentation Members had the opportunity to ask questions.

#### Points of Clarification

- In response to a question on whether the decision to extend the contract was a key decision or delegated decision. Officers said at paper presented to Cabinet was not a key decision paper.
- Further clarification was sought on funding for services and Members were informed that services were funded through rent collection and is fed into the Housing Revenue Account (HRA), The HRA which was separate to the general Fund was not impacted by the S114 as it was ring fenced. The impact to the HRA fund had been the five year rent cap. HRA could be spent where it could have a wider benefit for resident. Whilst some of the fund could be spent on staff if needed but most posts in the department was funded through the General Fund.

A Member questioned how long the issues with disrepair at Regina Road had occurred for as the ARK report provided a useful timeline and The Cabinet Member advised that it was one of the first questions that had been asked in trying to uncover what had led to the failings. A resident had advised that issues started on 2017 but was not to the extent that had been witnessed recently with the worst of the disrepair occurring in a matter of months in the winter of the lockdown period. There had also been report of water leak through the electrics of the properties on February 2021.

In response to a question on current voids which was thought to be approximately 2% of housing stock and how this was related in terms of people in temporary accommodation, officers said that there was 1.8% of current stock that were voids. Only half were ready and available to let and the focus was to get all the properties back in use to alleviate the number of people in temporary accommodation.

A Member asked for clarification on the discrepancies between this paper and the Cabinet papers as the Axis contract average void turnaround days of 24 which was outside the 10 day target. Officers said that the figures presented in the Cabinet papers were the overall figures. The 24 day alluded to was the period the property was with the contractor, the overall period would be longer. Further details on this would be provided following the meeting. Details on the amount of voids would be circulated to members following the meeting

A Further question was asked on what that challenges were with re letting of properties. Officers said that when properties were handed over from the voids team as ready, they properties were placed on the website and advertised for bidding. Following bidding, the person was invited to view the property, they then sign the contract. The whole process adds to the turnaround time and for reporting purposes the total amount of days from beginning of void till contract signed by new tenant were included in reports.

In response to a question on why only a limited conditions survey was carried out in 2017 given the age and nature of the building, officers said

acknowledged that a more detailed survey should have taken place. Reports on conditions of assets were now being undertaken and will inform future asset management plans

Concerns were raised on the level of emails that were sent by Councillors highlighting issues that were not acted on. Officers acknowledged that upon investigation, there had indeed been repeated attempts by residents, MO and third parties to communicate their concerns and some of the responses they received were unprofessional, It was evident that there had been a distinct breakdown of relationship between tenant and staff of Axis as well as the Council and this was being addressed by senior staff.

A Guest highlighted concerns that there was a high number of repairs that were not being logged due to responses received by residents when the highlighted issues and the number of times they has to contact about the same issues before its logged and accepted as a need for repair.

It was asked how performance management of the housing department was being undertaken. The sub-committee was informed that there had been issues in the past but there was now an Executive Director in place who would have oversight on performance.

It was commented that the ARK report highlighted issues in every areas of the service with things wrong at all levels and it was asked what the plan was going forward. Officers acknowledged that it was rare for failings to have occurred in all areas. The priority was to address culture which was one of the key areas that required attention and focus including ensuring line of visibility at senior level.

A Member suggested that in the spirit of being more proactive than reactive that it would be beneficial for Cabinet Members to conduct estate walks in order to connect with residents. The Cabinet member responded that she had been very committed to conducting Estate Walks and did o whilst she was deputy and would continue to be involved in theses visits. Action Plans have been developed through the information gathered from going out and meeting with residents. It was pointed out that despite the Estate Walks, what was occurring would not necessarily have come to light.

In response to a question on what extent the impact of Covid and lockdown would have had on completions of repairs and the situation at Regina Road, officers said that during the first lockdown, less repairs were completed due to lack of staff as well as tenants not confident in allowing people to come into their property. Emergency works were conducted the number of works completed during the summer increased and during the second lockdown in winter only urgent repairs were dealt with which resulted in a serious backlog. The kitchens and bathrooms programme was also suspended during the initial lockdown period due to safety reasons. There was a lot more pressure on the contractor on lifting of lockdown.

The Chair challenged that at the February 2020 sub-committee meeting, it was highlighted that there was already a backlog of repairs and members

were at a time presented with a plan on how this would be cleared, then series of lockdowns as a result of the Pandemic further exacerbated the matter and caused further backlogs. The sub-committee had been presented a serious of data which reflects that contractually the backlogs were being dealt with but in practice this was not the case. This was a major impact and disruption on residents and their families' lives, minor and major repairs not being managed well had a severe impact on the wellbeing of residents

It was highlighted by a Member that there were serious concerns regarding monitoring of calls whilst staff were working from home. Calls were not being recorded and this was listed as an issue in the ARK report and it would appears that some members of staff had been taking advantage of the situation at a time when services should have been at a high standard due to vulnerability of residents. Officers agreed that one of the actions that had to be taken was to ensure recording of all calls, monitoring of calls through spot checks and mystery shopping exercises using residents as well as independent people.

Members challenged that these were practical questions that should have been asked recording call recording as part of Council Silver and Gold meetings and there appeared to have been a disconnect as the crisis management that emerged from the pandemic was managed extremely well but was a lack of pro activeness in other areas.

Officers agreed that there were actions that needed to be taken as highlighted in the ARK report, about the management going forward on this contractor as well as others

A Guest commented that one of the issues discussed on a regular basis as part of the housing complaints panel was the apparent disconnect between Axis, the Council and residents. This appeared to be a general historic issue that should not be linked to the pandemic

In response to a question on whether the considerable amount of funds spent following the Grenfell disaster on installing sprinklers in tower blocks across the borough had impacted on other works, officers said that the planned maintenance works for the Council had remained the same for the past seven years. This was a fundamental issues as there had been limited investments on planned maintenance of older stock for a long period of time. The expenditure on homes had reduced in real terms over the last seven years when it should have increased in line with inflation and taken into consideration that the stock was older. A realignment of investment for the Council should come out of the surveys that were being conducted and that the Councillor would have to spend a lot more money on planned maintenance or regeneration.

It was further commented that the planned maintenance budget had remained the same for seven years and it was asked why this was the case for such a long period of time. The Cabinet member stated that the seven years covered the period that the HRA account was subject to a CPI - 1 which meant that



rents had been capped by government and this impacted the budget and in order to operate within means, the HRA had to factor in some cuts and was the principle that the budget had to be operated on. This cap had now been lifted and rent levels had been increased and it would enable further investment going forward as some works were being done but not to the extent that was needed.

It was highlighted that the Council needed to seriously look at the conditions of some of its stock which had been built was a maximum 50 year life span which had now exceeded that time frame.

A guest stated that from a resident's point of view it was hoped that any regeneration does not lead to gentrification and for plans to bare this in mind as this was occurring too often.

It was asked to what extent issues in the housing service was down to fragmented organisational structure which included but was not limited to split responsibilities, silo working and fragmentation of housing roles and why it had taken so long for senior management to acknowledge that the set up was not working in the interest of tenant. Officers pushed back on this point that there had been a proposed restructure by the interim Chief Executive that had been published in December 2020 that proposed to bring all the services under a new director. Following the report a decision was made to appoint an executive director. The consultation finding from the restructure was that a single director was the most favoured outcome.

The point was made that this was only just a new decision, the issues with the structure had been in place for a number of years and it should have been recognised that the set up was not in the best interest of the residents of Croydon.

Officers said that at the time the decision for the original structures was based on informed decisions, but this decision was later not reviewed as per protocol.

The report alluded to high caseloads for housing officers and it was asked how this was being managed as high caseloads would contribute to officer's ability to give attention to quality of care and attention to residents. Officers said that it was a small number of staff that provided poor services and exuded unacceptable behaviours. There had been a number of restructures which led to reduction of tenancy officers, but created tenancy sustainability officers to work with residents and to mitigate some of the work that would have to be carried out by tenancy officers. Other models of work had been considered and would be explored going forward. The Cabinet Member for Homes added that it was important to listen to the staff and the restructures that occurred happened under serious circumstances and staff would have been under immense pressure and this should be recognised in the contexts of how arrived at the situation.

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In response to a question on what immediate actions following the ARK report would be taken to address the culture to improve care, respect and empathy for residents which was highlighted as a fundamental issue, The Cabinet Member for Home said that Councillors, The Leader and Cabinet members had reached out to residents. They led the way as to how it was expected for everyone to operate. An Action Plan had been out in place. Residents will be listened to and their responses would form the basis of the Plan. To Change culture, the Executive Director of Place added that unacceptable behaviour was being challenged, working alongside officers with training provided on expected Responses. The Interim Chief Executive and the Interim Executive of Housing had met with staff to outline their expectations. Cultural change takes time and the Executive Leadership team was committed to changing culture by challenging behaviour and setting expectations.

The Leader made a point on how to involve residents and said this was not mapped out in full and collaboration would need to take place to formulating the best ways to involve them going forward. The Council could not achieve the change it needs to without the residents and their judgement.

It was asked how risks listed in the ARK report had been updated in the corporate risk register, the Executive Director of Place said it had, the risk register was under revision and would be presented at the next General Purpose and Audit Committee meeting.

The Chair thanked officers and guests for their attendance and participation in the meeting.

**16/21 Exclusion of the Press and Public**

This was not required.

The meeting ended at 22.49 pm

**Signed:**

**Date:** .....

# Agenda Item 5

<b>REPORT TO:</b>	<b>Streets, Environment &amp; Homes Scrutiny Sub-Committee</b> <b>30 November 2021</b>
<b>SUBJECT:</b>	<b>UPDATE ON IMPROVEMENTS TO THE HOUSING DIRECTORATE, PROGRESS TOWARDS A HOUSING STRATEGY AND REVIEW OF THE HOUSING REVENUE ACCOUNT</b>
<b>LEAD OFFICER:</b>	<b>David Padfield, Interim Corporate Director, Housing</b>
<b>CABINET MEMBER:</b>	<b>Councillor Patricia Hay-Justice, Cabinet Member for Homes</b>
<b>PERSON LEADING AT SCRUTINY COMMITTEE MEETING:</b>	<b>David Padfield, Interim Corporate Director, Housing</b>
<b>PUBLIC/EXEMPT:</b>	Public

## **COUNCIL PRIORITIES 2020-2024**

*Include here a brief statement on how the recommendations address one or more of the Council's priorities:*

- *We will live within our means, balance the books and provide value for money for our residents.*
- *We will focus on tackling ingrained inequality and poverty in the borough. We will follow the evidence to tackle the underlying causes of inequality and hardship, like structural racism, environmental injustice and economic injustice.*
- *We will focus on providing the best quality core service we can afford. First and foremost, providing social care services that keep our most vulnerable residents safe and healthy. And to keep our streets clean and safe. To ensure we get full benefit from every pound we spend, other services in these areas will only be provided where they can be shown to have a direct benefit in keeping people safe and reducing demand.*

[Council's priorities](#)

<b>ORIGIN OF ITEM:</b>	<b>This item has been identified as a topic for Scrutiny.</b>
<b>BRIEF FOR THE COMMITTEE:</b>	The Streets, Environment & Homes Sub-Committee is asked to:- <ol style="list-style-type: none"> <li>1. Note the update provided on the improvements to the Housing directorate and progress towards a Housing Strategy.</li> <li>2. Consider and comment on the improvement work underway, and whether it will deliver the desired outcomes.</li> </ol>

	<ol style="list-style-type: none"> <li>3. Consider and comment on the review of the Housing Revenue Account.</li> <li>4. Consider whether there are areas of concern the Sub-Committee would like to investigate further at a future meeting.</li> </ol>
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## **1 EXECUTIVE SUMMARY**

1.1. This report seeks to inform and update committee members on improvements to the Housing directorate, progress towards a housing strategy, and the review of the Housing Revenue Account (HRA). The report includes information on the redesign of the Housing directorate, the directorate’s new key performance indicators, the Council’s increased focus on resident engagement, and progress towards a housing strategy. The report also includes an update on the review of the HRA, and improvements to governance.

## **2 BACKGROUND**

2.1. In May 2021, Croydon Council commissioned ARK Consultancy to conduct an independent investigation into conditions at 1-87 Regina Road. The subsequent report highlighted a number of areas for improvement across the Housing directorate. Since the publication of the report, a programme of improvement has begun across the directorate to address the recommendations listed by ARK Consultancy. The improvement work, which includes the development of a Housing Improvement Plan and the establishment of a Housing Improvement Board, will underpin the development of a housing strategy.

2.2. The conditions at 1-87 Regina Road highlighted in the ARK Consultancy independent investigation will be further addressed through improving our council stock condition and business intelligence data. The collection of robust data will inform our review of the HRA revenue budget for financial year 2022/2023 and the revision of the 30-year HRA Business Plan which will be overseen by improved governance arrangements.

## **3 ORGANISATIONAL REDESIGN**

3.1. On 2 November 2021, Croydon Council transitioned to its new line management and reporting structure, as approved at Full Council on 5 July 2021 following a staff consultation. The organisational redesign will enable Croydon Council to address the ARK Consultancy Independent Investigation recommendations through restructuring the directorate to provide a more resident-focused, performance-oriented service.

3.2. In the new structure, the Housing directorate is overseen by a Corporate Director for Housing, and divided into two divisions led by the Director of Estates & Improvement and the Director of Resident Engagement & Allocations respectively. The Director of Estates & Improvement oversees

the following heads of service: Head of Responsive Repairs & Safety, Head of Asset Planning & Capital Delivery, and Head of Policy & Performance. The Director of Resident Engagement & Allocations oversees the following heads of service: Head of Allocations, Lettings & Income Collection, Head of Homelessness & Assessments and Head of Tenancy & Resident Engagement. At present an interim Corporate Director and the two Directors are all in post, and all six head of service posts are vacant. A full structure chart of the directorate, and a description of each division, can be found in Appendix 1.

#### **4 KEY PERFORMANCE INDICATORS FOR HOUSING**

- 4.1. On 12 April 2021 a report was presented to, and approved by Cabinet, detailing a suite of indicators and a range of actions to create a Corporate Performance Framework. The latest suite of key performance indicators (KPIs) for the Housing directorate were presented to and approved by Cabinet on 15 November 2021. A full list of key performance indicators can be found in Appendix 2.
- 4.2. The monitoring and review of these KPIs will be key to addressing Recommendation 5 of the ARK Consultancy Independent Investigation, “[to] develop ‘business intelligence’ systems that allow the Council to collect and share real-time information on asset condition and performance”. The KPIs for Housing will be reviewed by the independently-chaired Housing Improvement Board, and any changes must be ratified by Cabinet.
- 4.3. The key performance indicators taken from the Council Resident Satisfaction Survey reflect resident satisfaction levels prior to the publication of the ARK Consultancy Independent Investigation. The data is therefore likely to be out of date; the Council has commissioned Housemark to conduct a review of resident satisfaction in order to address this. The Housing directorate’s progress against the key performance indicators is outlined in the appendices to the November 2021 Cabinet report.

The precision of this data will be reviewed and improved to inform the development and delivery of the Housing Improvement Plan. The benchmarking of data will be of crucial assistance in this regard. Available data shows that there is a clear need to focus management attention on responsive repairs - which has been well-documented elsewhere - and void turnaround times, which are a significant area of concern. Good performance, however, can be seen in a number of areas. These areas include a reduction in the number of households in temporary accommodation, and most (but not all) compliance metrics.

#### **5 ENGAGEMENT WITH RESIDENTS**

- 5.1. Resident engagement has been placed at the core of the Council’s Housing Improvement Plan. The purpose of the Plan, the delivery of which will be overseen by the Board, is to strengthen resident involvement, improve complaints handling, and ensure cultural and behavioural change

for both Council staff and contractor operatives. The Housing Improvement Board will include two representatives of Croydon's tenants and leaseholders, the chair of the Tenant & Leaseholder Panel, and one representative of Regina Road. At present, three of the four representatives have been recruited. Through the Housing Improvement Board, residents and tenants will monitor and scrutinize the Council's progress against actions outlined in the Housing Improvement Plan, and provide regular reports to Cabinet.

5.2. Officers from the Resident Involvement and Tenancy Teams have undertaken an engagement exercise to understand the experiences of a wide range of tenants and leaseholders across the borough. The officers initially targeted flats on those estates with high rise blocks where there were a higher volume of repair requests. The visits commenced between 13 July and 24 September, and over 2,286 doors have been knocked, and 563 surveys were completed. Where the resident was not at home, a flyer was posted, providing contact details for caretaking services, all other housing services, and their ward councillors. The survey found that 30% of respondents would describe their overall experience as a Croydon tenant or leaseholder as "excellent" or "good", whilst 54% of respondents would describe their experience as "average" or "poor". A full summary of the findings was presented to the Tenant & Leaseholder Panel in October 2021.

5.3. Croydon Council Tenancy Officers and Resident Involvement Officers are present at the Regina Road site every weekday to handle resident queries. All residents across the three Regina Road blocks have received the first edition of a regular Regina Road Newsletter which provides updates on what Croydon Council is doing to improve the homes and housing services.

5.4. Following the publication of the Charter for Social Housing Residents: social housing white paper, the Resident Involvement Team has established a working group with Council tenants to oversee the Council's response to future legislation. An introductory meeting of the group took place in June 2021 and sub-groups have formed to identify actions the Council can take to address specific areas of the Charter. As the legislation is introduced, the sub-groups will ensure the views of residents are prioritised in future service improvements.

## **6 PROGRESS TOWARDS A HOUSING STRATEGY**

6.1. A Head of Policy & Performance role has been created who will oversee a service responsible for performance measures, service re-design and improvement, and housing policy. The HRA is currently funding a Housing Strategy post in the Corporate Policy & Performance Team, and work has begun to deliver the first stage of a housing strategy. The first stage of a housing strategy will consist of a Temporary Accommodation Strategy, and a Homelessness Prevention & Rough Sleeping Strategy. The latter strategy is scheduled to be ratified by Cabinet in June 2022.

6.2. The development of a Temporary Accommodation Strategy will run in parallel with the two temporary accommodation pilot schemes, CroyBond and the Homelessness Prevention Fund. The CroyBond scheme is a rent deposit scheme and the Homelessness Prevention Fund provides discretionary reserves which enable residents to remain in their current home, or supports them in securing a tenancy. Implementation has been delayed pending the recruitment of a team manager, which has become protracted.

6.3. The Temporary Accommodation and Homelessness Prevention & Rough Sleeping strategies will act as central pillars to an overarching housing strategy. Priorities and desired outcomes within the two strategies will accompany our future priorities for the private rented sector, asset management, and planning, in order to address housing need and homelessness in the borough.

## **7 HOUSING REVENUE ACCOUNT BUSINESS PLAN AND REVIEW**

7.1. Croydon Council has recognised the need for robust financial governance of the Housing Revenue Account (HRA). Improvements to governance have been addressed through two key deliverables: HRA revenue budget setting for financial year 2022/2023, and a revision of the 30-year HRA Business Plan.

7.2. A review of revenue budget setting for financial year 2022/2023 has identified areas of pressure where a rebalancing of the budget is required to reflect the activity and services provided, including additional budget to implement the Fire Safety Act 2021, with a view to addressing the significant changes as a consequence of the Building Safety Bill 2021. Further existing pressures have also been included in order to right-size the budget; if savings within existing expenditure areas cannot be found, a draw down from reserves will be required.

7.3. Savills Plc has been appointed to support the production of Croydon Council's 30-year HRA Business Plan financial model. The model will be informed by condition data on the Council's housing stock which will be improved over time through the re-commissioning of stock condition survey work, and the implementation of a new database. The revised 30-year HRA Business Plan will be presented to Cabinet for approval in March 2022.

7.4. The review of the revenue budget setting and the revision of the 30-year HRA Business Plan will be overseen by an Assets and Capital Board, and a Strategic Board. Both boards will ensure the Council's commitment to housing tenants and monitor the Council's progress towards key performance indicators. The Assets and Capital Board will set out the three-year programme for stock conditions and performance management, and the Strategic Board will set out key work programmes to address regulatory changes affecting Council stock, and review the Council's existing compliance.

7.5. The Assets and Capital Board, and Strategic Board, will oversee the development and implementation of both an Asset Management Strategy and, potentially, a Housing Regeneration Strategy. The strategies will provide an assessment of the assets requirements within the borough, and a forward plan for regeneration and delivery. Both strategic documents will be informed by the improved stock condition data referenced above.

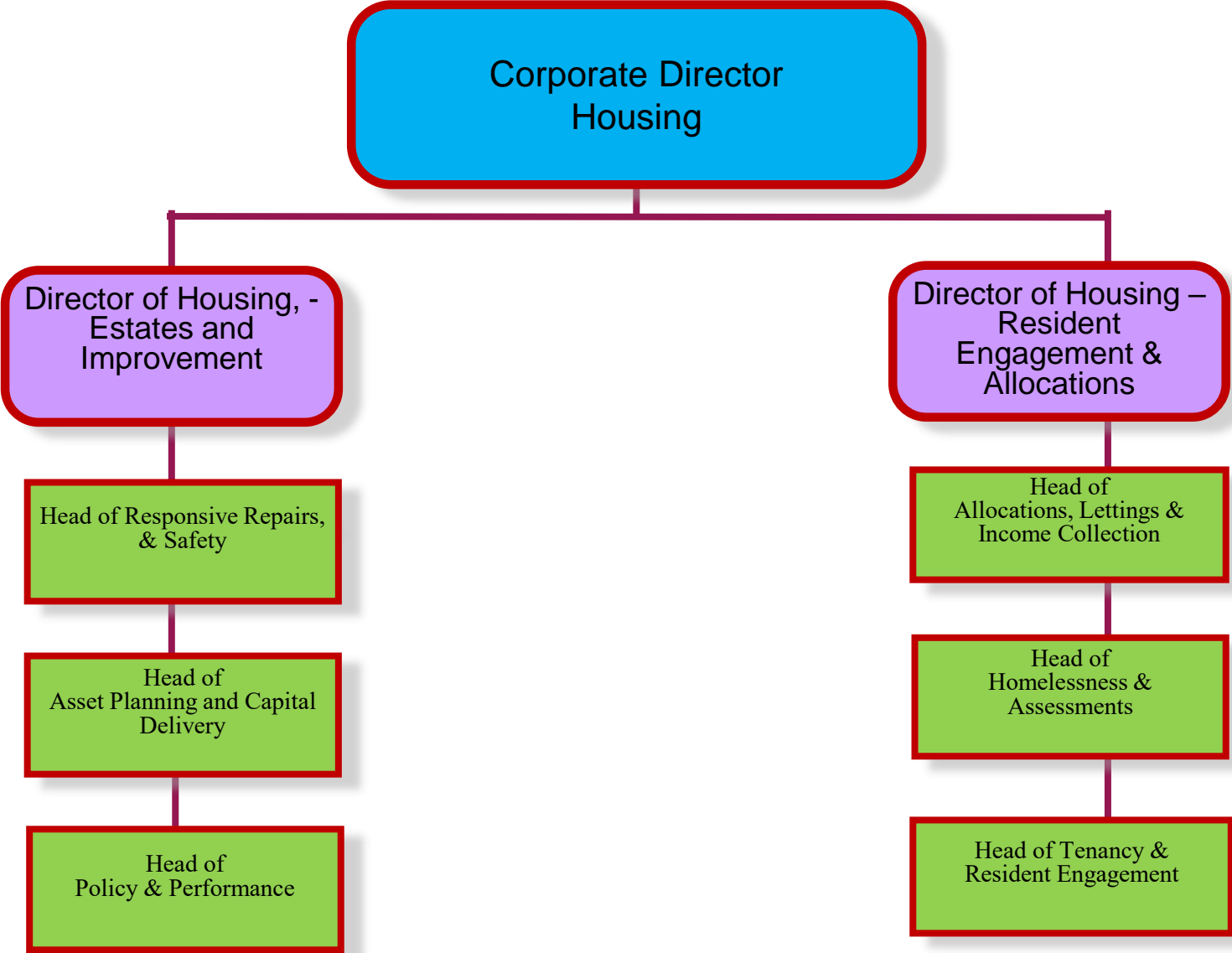
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**CONTACT OFFICER:** Velvet Dibley, Senior Strategy Officer

**BACKGROUND DOCUMENTS:** None

**APPENDICES:** Appendix 1: Organisational Redesign, Housing directorate  
Appendix 2: Corporate Performance Framework, Housing Key Performance Indicators





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<b>KEY</b>  		<b>CROYDON CORPORATE PERFORMANCE FRAMEWORK</b>						<b>CROYDON</b> www.croydon.gov.uk							
<b>Latest Update:</b> <b>SEPTEMBER 2021</b>		<b>LATEST DATA</b>						<b>PREVIOUS DATA</b>		<b>BENCHMARKING</b>					
<b>REF.</b>	<b>INDICATOR</b>	<b>Frequency</b>	<b>Timeframe</b>	<b>Target</b>	<b>Croydon position</b>	<b>Change from previous</b>	<b>RAG</b>	<b>Timeframe</b>	<b>Croydon position</b>	<b>Timeframe</b>	<b>London position</b>	<b>COMMENTS ON CURRENT PERFORMANCE</b>			

## HOUSING

### HOMELESSNESS

HOU 01	Number of Homeless Applications Made	Monthly	Sep-21	N/A	225		N/A	Aug-21	201		No comparable data available	
HOU 02	Percent of homelessness cases prevented	Monthly	Sep-21	25.0%	42.0%	↔		Aug-21	42.0%		No comparable data available	
HOU 03	Percent of homelessness cases relieved	Monthly	Sep-21	25.0%	28.5%	↑		Aug-21	27.0%		No comparable data available	
HOU 04	Number of homelessness cases assisted by intervention	Monthly	Sep-21	10	13	↓		Aug-21	16		No comparable data available	
HOU 06	Total households in Temporary accommodation	Monthly	Sep-21	2400	2161	↑		Aug-21	2223		No comparable data available	
HOU 13	DHP – no. of residents supports	Monthly	Sep-21	333	526	↑		Aug-21	472		No comparable data available	
HOU 14	Amount of cost avoidance on homeless prevention achieved	Monthly	Sep-21	£1,666,667	£2,578,500	↑		Aug-21	£2,281,500		No comparable data available	
HOU 15	EA/TA – total debt collected	Monthly	Sep-21	£8,976,166	£13,570,640	↑		Aug-21	£11,444,820		No comparable data available	
HOU 16	EA/TA – total debt collection rate	Monthly	Sep-21	95%	92%	↓		Aug-21	93.32%		No comparable data available	
HOU 17	NRPF – total cases supported	Monthly	Sep-21	85	72	↑		Aug-21	76		No comparable data available	
HOU 18	NRPF – total cases supported budget spend to date	Monthly	Sep-21	£873,000	£814,192	↓		Aug-21	£719,160		No comparable data available	

### COUNCIL RESIDENT SATISFACTION SURVEY

HOU 19	% who are very or fairly satisfied with the overall quality of your home	Quarterly	Q3 2020/21	68.94%	66.48%	↓		Q2 2020/21	68.94%	Q3 2020/21	68.94%	Our target at present is to get to London average level. However, the data is pre Ark report so we are currently assessing what our baseline is. Targets will be reset and agreed with tenancy and leaseholder panel and housing improvement board.
HOU 20	% who are very or fairly satisfied with the way Croydon Council deals with repairs and maintenance	Quarterly	Q3 2020/21	60.32%	62.29%	↑		Q2 2020/21	60.32%	Q3 2020/21	60.32%	Our target at present is to get to London average level. However, the data is pre Ark report so we are currently assessing what our baseline is. Targets will be reset and agreed with tenancy and leaseholder panel and housing improvement board.
HOU 21	% who are very or fairly satisfied that Housing services are easy to deal with	Quarterly	Q3 2020/21	65.00%	63.43%	↓		Q2 2020/21	65.00%	Q3 2020/21	65.00%	Our target at present is to get to London average level. However, the data is pre Ark report so we are currently assessing what our baseline is. Targets will be reset and agreed with tenancy and leaseholder panel and housing improvement board.
HOU 22	% who are very or fairly satisfied that Croydon Council listens to your views and acts upon them	Quarterly	Q3 2020/21	52.57%	53.64%	↑		Q2 2020/21	52.57%	Q3 2020/21	52.57%	Our target at present is to get to London average level. However, the data is pre Ark report so we are currently assessing what our baseline is. Targets will be reset and agreed with tenancy and leaseholder panel and housing improvement board.
HOU 23	% who are very or fairly satisfied that Housing services gives you the opportunity to make your views known	Quarterly	Q3 2020/21	48.00%	50.15%	↑		Q2 2020/21	48.00%	Q3 2020/21	48.00%	Our target at present is to get to London average level. However, the data is pre Ark report so we are currently assessing what our baseline is. Targets will be reset and agreed with tenancy and leaseholder panel and housing improvement board.

<b>KEY</b>  		<b>CROYDON CORPORATE PERFORMANCE FRAMEWORK</b>						 <a href="http://www.croydon.gov.uk">www.croydon.gov.uk</a>				
<b>Latest Update:</b> <b>SEPTEMBER</b> <b>2021</b>		<b>LATEST DATA</b>						<b>PREVIOUS DATA</b>		<b>BENCHMARKING</b>		
REF.	INDICATOR	Frequency	Timeframe	Target	Croydon position	Change from previous	RAG	Timeframe	Croydon position	Timeframe	London position	COMMENTS ON CURRENT PERFORMANCE

**REPAIRS**

HOU 24	Number of lift entrapments	Monthly	Sep-21	0	1	↓		Aug-21	2		No comparable data available	Allington Court;18/09 No passenger in lift on arrival. lift at ground floor again not opening doors. intermittent door fault. left lift off for further investigation to prevent any further trapping. 20/09: follow up night service operator found door operator bracket stop cracked intermittently operating both open and close limits causing lift to shut down. New part ordered 23/09: Follow up fitted new OTIS door.
HOU 25	Lifts - compliancy rate (statutory insurance inspections)	Monthly	Sep-21	100%	100%	↔		Aug-21	100%		No comparable data available	All Annual inspections in date
HOU 26	Lifts - compliancy with statutory inspection regime (category A)	Monthly	Sep-21	100%	100%	↔		Aug-21	100%		No comparable data available	All Monthly inspections completed on time
HOU 50	Number of domestic properties	Monthly	Sep-21	N/A	13,347		N/A	Aug-21	13,347		No comparable data available	No change in current stock numbers
HOU 27	Number of domestic properties without valid LGSR (1-4 amber)	Monthly	Sep-21	N/A	52		N/A	Aug-21	36		No comparable data available	Void overdue - 52, Voids with Appointments - 30, Warrants Req during 2020/2021 - 7, Forced Entries booked in - 15, Appointments to be booked - 2
HOU 28	% Domestic properties with valid Landlords Gas Safety Certificate (LGSR)	Monthly	Sep-21	100%	99.6	↓		Aug-21	99.7%		No comparable data available	Void overdue - 52, Voids with Appointments - 30, Warrants Req during 2020/2021 - 7, Forced Entries booked in - 15, Appointments to be booked - 2
HOU 29	Number of communal properties without valid LGSR	Monthly	Sep-21	N/A	0		N/A	Aug-21	101		No comparable data available	Work currently ongoing to confirm list of communal gas facilities. This may move in next month as new assets added to list
HOU 30	% Communal properties with valid Landlords Gas Safety Certificate (LGSR)	Monthly	Sep-21	100%	100%	↔		Aug-21	100%		No comparable data available	All Communal facilities have LGSR forms
HOU 31	Water Hygiene inspections completed	Monthly	Sep-21	N/A	27		N/A	Aug-21	48		No comparable data available	All inspections booked in this month have been completed
HOU 32	Water Hygiene inspection, % completed in target	Monthly	Sep-21	100%	100%	↔		Aug-21	100%		No comparable data available	All inspections booked in this month have been completed
HOU 36	Fire Risk Assessment (FRA) required	Monthly	Sep-21	N/A	753		N/A	Aug-21	753		No comparable data available	No new properties in the portfolio
HOU 37	Number of FRA completed	Monthly	Sep-21	N/A	751		N/A	Aug-21	752		No comparable data available	2 outstanding FRAS both booked for next 7 days
HOU 38	% FRA completed in target	Monthly	Sep-21	100%	99.73%	↓		Aug-21	99.87%		No comparable data available	2 outstanding FRAS both booked for next 7 days
HOU 39	Responsive repairs logged in month	Monthly	Aug-21	N/A	4,845		N/A	Jul-21	7,232		No comparable data available	
HOU 40	Responsive repairs completed in month	Monthly	Aug-21	N/A	3,802		N/A	Jul-21	6,385		No comparable data available	
HOU 41a	% of Responsive Repairs on time (GB) Combined Immediate & Out of hours - P0 & P00 (2 hours)	Monthly	Aug-21	100%	100%	↔		Jul-21	100%		No comparable data available	
HOU 41b	% of Responsive Repairs on time (GB) Emergency-P1 (1 day)	Monthly	Aug-21	100%	99.7%	↓		Jul-21	100%		No comparable data available	

Latest Update: SEPTEMBER 2021		KEY		CROYDON CORPORATE PERFORMANCE FRAMEWORK					CROYDON www.croydon.gov.uk								
		Red	Amber	Green	Data but no target	No data	↑ Getting better	↓ Getting worse	↔ Same	LATEST DATA			PREVIOUS DATA		BENCHMARKING		COMMENTS ON CURRENT PERFORMANCE
REF.	INDICATOR	Frequency	Timeframe	Target	Croydon position	Change from previous	RAG	Timeframe	Croydon position	Timeframe	London position						
HOU 41c	% of Responsive Repairs on time (GB) Urgent- P2 (3 Days)	Monthly	Aug-21	99%	57.5%	↑	Red	Jul-21	39%		No comparable data available	Performance is being address actively through reset contract management and improvement planning.					
HOU 41d	% of Responsive Repairs on time (GB) Routine- P15 (15 days)	Monthly	Aug-21	98%	65.6%	↓	Red	Jul-21	61%		No comparable data available	Performance is being address actively through reset contract management and improvement planning.					
HOU 41e	% of Responsive Repairs on time (GB) Major- P16 (60 days)	Monthly	Aug-21	99%	81.5%	↑	Red	Jul-21	79%		No comparable data available	Performance is being address actively through reset contract management and improvement planning.					
HOU 41f	% repairs (GB) completed on First visit	Monthly	Aug-21	94%	95.2%	↑	Green	Jul-21	95%		No comparable data available						
HOU 42a	% of Responsive Repairs on time (GAS) Combined Immediate & Out of hours - P0 & P00 (2 hours)	Monthly	Aug-21	100%	100%	↔	Green	Jul-21	100%		No comparable data available						
HOU 42b	% of Responsive Repairs on time (GAS) Emergency-P1 (1 day)	Monthly	Aug-21	100%	100%	↔	Green	Jul-21	100%		No comparable data available						
HOU 42c	% of Responsive Repairs on time (GAS) Urgent- P2 (3 Days)	Monthly	Aug-21	100%	98.9%	↓	Amber	Jul-21	100%		No comparable data available	Current performance is below target. Axis providing action plan to recover performance.					
HOU 42d	% of Responsive Repairs on time (GAS) Routine- P15 (15 days)	Monthly	Aug-21	100%	100%	↔	Green	Jul-21	100%		No comparable data available						
HOU 42e	% of Responsive Repairs on time (GAS) Major- P16 (60 days)	Monthly	Aug-21	100%	N/A		N/A	Jul-21	N/A		No comparable data available						
HOU 42f	% repairs (GAS) completed on First visit	Monthly	Aug-21	96%	90.7%	↓	Amber	Jul-21	95%		No comparable data available	Current performance is below target. Axis providing action plan to recover performance.					
HOU 45	Number of incoming calls received to Customer Contact Centre	Monthly	Aug-21	N/A	9,128		N/A	Jul-21	9,812		No comparable data available						
HOU 46	% calls answered by Axis Contact Centre	Monthly	Aug-21	95%	93.4%	↑	Amber	Jul-21	93%		No comparable data available	Current performance is below target. Axis providing action plan to recover performance.					
HOU 47	Number of Voids Repiars completed in month	Monthly	Aug-21	N/A	38		N/A	Jul-21	49		No comparable data available						
HOU 48	Average Time taken (Days) to complete Void Repairs (FROM handed over to Axis TO PI pass date for qualifying voids)	Monthly	Aug-21	10	25	↓	Red	Jul-21	21		No comparable data available	Void performance is being reviewed as part of the Axis improvement plan.					
HOU 49	Volume of leaks	Monthly	Sep-21		615			Jul-21	675		No comparable data available						

HOUSING INCOME												
HOU 49	Total rent due (inc arrears brought forward)	Monthly	Apr-Sept 21	N/A	41,453,489		N/A					
HOU 51	Total rent collected (inc arrears brought forward)	Monthly	Apr-Sept 21	N/A	38,456,780		N/A					

Latest Update: SEPTEMBER 2021		KEY		CROYDON CORPORATE PERFORMANCE FRAMEWORK					CROYDON www.croydon.gov.uk								
		Red	Amber	Green	Data but no target	No data	↑ Getting better	↓ Getting worse	↔ Same	LATEST DATA			PREVIOUS DATA		BENCHMARKING		
REF.	INDICATOR	Frequency	Timeframe	Target	Croydon position	Change from previous	RAG	Timeframe	Croydon position	Timeframe	London position	COMMENTS ON CURRENT PERFORMANCE					
HOU 52	Rent collected as a % rent due (inc arrears brought forward)	Monthly	Apr-Sept 21	97%	92.8%												
HOU 53	Gross Current Tenant Arrears (£)	Monthly	Sep-21	4,881,625	4,889,378												
HOU 54	Number of Households reviewing Universal Credit (Active Only)	Monthly	Sep-21	N/A	13,164		N/A										
HOU 55	Number of tenancies	Monthly	Sep-21	N/A	1,587		N/A										
HOU 56	Number of tenancies with arrears of more than 7 weeks rent	Monthly	Sep-21		12%												
HOU 57	% of tenancies with arrears of more than 7 weeks rent	Monthly	Sep-21	N/A	3,988		N/A										
HOU 58	Number of tenancies with arrears of more than 10 weeks rent (UC households only)	Monthly	Sep-21	N/A	694		N/A										
HOU 59	% of tenancies with arrears of more than 10 weeks rent (UC households only)	Monthly	Sep-21		17.4%												
HOU 60	Number of households paying direct debit	Monthly	Sep-21	N/A	1,589		N/A										
HOU 61	% of households paying direct debit	Monthly	Sep-21		12%												

# Agenda Item 6

<b>REPORT TO:</b>	<b>SCRUTINY STREETS ENVIRONMENT AND HOMES SUB- COMMITTEE</b> <b>30 November 2021</b>
<b>SUBJECT:</b>	<b>WORK PROGRAMME 2021-22</b>
<b>LEAD OFFICER:</b>	<b>Simon Trevaskis, Senior Democratic Service and Governance Officer- Scrutiny</b>
<b>CABINET MEMBER:</b>	<b>Not applicable</b>

<b>ORIGIN OF ITEM:</b>	The Work Programme is scheduled for consideration at every ordinary meeting of the Streets Environment and Homes Scrutiny Sub - Committee.
<b>BRIEF FOR THE COMMITTEE:</b>	To consider any additions, amendments or changes to the agreed work programme for the Committee in 2021/22.

## 1. EXECUTIVE SUMMARY

- 1.1 This agenda item details the Committee's work programme for the 2021/22 municipal year.
- 1.2 The Sub-Committee has the opportunity to discuss any amendments or additions that it wishes to make to the work programme.

## 2. WORK PROGRAMME

### 2.1 The work programme

The proposed work programme is attached at **Appendix 1**.

Members are asked to note that the lines of enquiry for some items have yet to be confirmed and that there are opportunities to add further items to the work programme.

### 2.2 Additional Scrutiny Topics

Members of the Sub-Committee are invited to suggest any other items that they consider appropriate for the Work Programme. However, due to the time limitations at Committee meetings, it is suggested that no proposed agenda contain more than two items of substantive business in order to allow effective scrutiny of items already listed.

### 2.3 Participation in Scrutiny

Members of the Sub-Committee are also requested to give consideration to any persons that it wishes to attend future meetings to assist in the

consideration of agenda items. This may include Cabinet Members, Council or other public agency officers or representatives of relevant communities.

### **3 RECOMMENDATIONS**

- 3.1 The Sub-Committee is recommended to agree the Scrutiny Work Programme 2021/22 with any agreed amendments.
- 3.2 The Sub-Committee is recommended to agree that topic reports be produced for relevant substantive agenda items in the future.

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**BACKGROUND DOCUMENTS:** None

#### **APPENDIX 1**

Work Programme 2021/22 for the Scrutiny Streets Environment and Homes Sub-Committee.



**Streets, Environment & Homes Committee****Chair:** Leila Ben-Hassel**Committee Members:** Jeet Bains (Vice-Chair), Jade Appleton, Luke Clancy, Stuart Collins, Paul Scott, Caragh Skipper

Workstream Priority

W 5: Supporting local people and keeping them safe. To focus on sustainable economic recovery post-pandemic (especially the Growth Zone) and on the expansion in social housing stock.

Meeting Date	Agenda Items	Report Lead
<b>13 July 2021</b>	<ul style="list-style-type: none"> <li>Housing Improvement Plan and Board</li> <li>Review of Temporary Accommodation</li> </ul>	<b>Alison Knight</b> <b>John Montes</b>
<b>28 September 2020</b>	<ul style="list-style-type: none"> <li>Waste Management - Contract Review</li> <li>Place Dept Service delivery and Finance Update - Impact of savings on operations and quality of service</li> </ul>	<b>James Perkins</b> <b>Sara Hayward</b>
<b>30 November 2021</b>	<ul style="list-style-type: none"> <li>Update on Housing Strategy</li> </ul>	<b>David Padfield/</b> <b>Velvet Dibley</b>
<b>1 February 2022</b>	Update on Selective Licensing	
<b>15 March 2022</b>	It is anticipated that this meeting will focus on the priority areas in workstream 5, however the agenda will be confirmed as soon as	

	possible before the date to ensure that there is capacity for the Committee to consider any other emerging urgent issues.	
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