

# Scrutiny Homes Sub-Committee Agenda



To: Councillors Councillor Leila Ben-Hassel (Chair), Councillor Joseph Lee (Vice-Chair), Kola Agboola, Adele Benson, Claire Bonham, Danielle Denton and Ellily Ponnuthurai

Reserve Members: Sue Bennett, Richard Chatterjee, Amy Foster, Humayun Kabir, Tamar Nwafor and Nikhil Sherine Thampi

A meeting of the **Scrutiny Homes Sub-Committee** which you are hereby summoned to attend, will be held on **Monday, 27 February 2023** at **6.30 pm** in **Council Chamber, Town Hall, Katharine Street, Croydon CR0 1NX**

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

Simon Trevaskis  
Senior Democratic Services & Governance  
Officer – Scrutiny  
[simon.trevaskis@croydon.gov.uk](mailto:simon.trevaskis@croydon.gov.uk)

[www.croydon.gov.uk/meetings](http://www.croydon.gov.uk/meetings)

17 February 2023

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If you require any assistance, please contact Simon Trevaskis 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**

To approve the minutes of the meeting held on 6 February 2023 as an accurate record. (To follow)

**3. Disclosures of Interest**

Members are invited to declare any disclosable pecuniary interests (DPIs) and other registrable and non-registrable interests they may have in relation to any item(s) of business on today's agenda.

**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. Pre-Decision Scrutiny: Re-Procurement of the Repairs/Voids and Heating Contracts**

The Scrutiny and Overview Committee is asked: -

1. To note the report due considered by the Mayor at the Cabinet meeting on 6 March 2022.
2. To consider whether there are any recommendations or observation arising from the Sub-Committee's consideration of the report to the submit for the consideration of the Mayor at the Cabinet meeting.

(Report to follow)

**6. Update on the Housing Transformation Programme (Pages 5 - 38)**

The Sub-Committee is presented with a report and an accompanying presentation for its consideration updating on the progress made in delivering the work streams set out in the Housing Transformation Programme.

**7. Update on Regina Road**

The Sub-Committee is presented with a report for its consideration updating on the process of addressing the current and recurring unsatisfactory situation at the Regina Road estate. (Report to follow)

**8. 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.”

**PART B**

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# Agenda Item 6

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| <b>REPORT:</b>                                       | <b>Homes Sub-Committee</b>  |
| <b>DATE</b>  | <b>27 February 2023</b>   |
| <b>REPORT TITLE:</b>                                 | <b>Update on the Update on the Housing Transformation Programme</b>   |
| <b>LEAD OFFICER:</b>                                 | <b>Susmita Sen – Corporate Director for Housing</b>   |
| <b>PERSON LEADING AT SCRUTINY COMMITTEE MEETING:</b> | <b>Susmita Sen – Corporate Director for Housing</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 delivering the Housing Transformation Programme.  |
| <b>BRIEF FOR THE SUB-COMMITTEE:</b>                  | The Sub-Committee is presented with an update on the delivery of the Housing Transformation Programme including detail on the development of the Housing Strategy and Homelessness & Rough Sleeping Strategy. |
| <b>PUBLIC/EXEMPT:</b>                                | Public  |

## 1. EXECUTIVE SUMMARY

- 1.1. The paper provides an update to the Homes Scrutiny Sub-Committee on the Housing Transformation Programme, and key projects within the programme including the Housing Strategy 2023-2028 and Homelessness & Rough Sleeping Strategy 2024-2027.
- 1.2. The paper details the processes and key timescales for developing the strategies, and the Housing directorate's plans for consulting with Members, residents and partners.

## 2. UPDATE ON THE HOUSING TRANSFORMATION PROGRAMME

- 2.1. The [Housing Transformation Programme](#) was approved by the Executive Mayor in Cabinet in December 2022. The paper outlined the high-level workstreams of the programme, future governance, and next steps for the implementation and delivery of the projects.
- 2.2. The programme consists of eight workstreams:
  - Vision, Direction & Transformation Plan for the Housing Directorate

- Governance & Information Management
- Customer Excellence
- Long-term Homes & Neighbourhood Planning
- Asset Compliance
- Maintaining our Homes
- People & Organisational Development
- Managing our Housing Needs

2.3. Projects core to the transformation of the Council's housing services sit within each workstream. These projects include:

- Development of the Housing Strategy (Project 1.3)
- Financial governance review, i.e., HRA ringfence review and service charge review (Project 2.5)
- Development and Delivery of the Residents' Charter (Project 3.1)
- Review of the Regulator of Social Housing's Consumer Standards (Project 3.10)
- NEC System Migration (Project 3.15)
- Resolution programme for Regina Road (4.1)
- Development of an Asset Management Strategy (Project 4.3)
- Compliance plan for Fire Safety Act 2021 and Building Safety Act 2022 (Projects 5.1 and 5.2)
- Re-procurement of the repairs contract (Project 6.1)
- Voids transformation (Project 6.4)
- Damp and mould (Project 6.8)
- Procurement of Dynamic Purchasing System (Project 8.3)
- Development of Homelessness & Rough Sleeping Strategy (Project 8.4)

2.4. The delivery of the Housing Transformation Programme is overseen by the Transformation Steering Board, chaired by the Cabinet Member for Homes, as part of the directorate's new ways of working which ensure strong governance, an understanding of interdependencies, and creation of sustainable change.

### **3. UPDATE ON THE HOUSING STRATEGY (Project 1.3)**

3.1. The Housing Strategy 2023-2028 is scheduled to be presented to the Executive Mayor in Cabinet in July 2023. The Housing Strategy will act as an overarching framework which enables the Council to deliver against regulatory and policy changes include the Social Housing Regulation Bill (including revised tenant satisfaction measures), Fire Safety Act 2021, Building Safety Act 2022, and revised consumer and decent homes standards.

3.2. The Strategy is a non-statutory document, and, as such, there is no code of guidance to local authorities with regards to what it may include and how it could be structured.

3.3. Many local authorities opt to create a light-touch, strategic document, acknowledging that greater detail will be provided through statutory documentation including the Local Plan, Allocations Policy, Tenancy Strategy and Homelessness & Rough Sleeping Strategy.

3.4. The Housing Strategy will enable the delivery of the priorities within the Mayor's Business Plan and will set the strategic vision for other Housing Directorate strategies and policies to align with.

3.5. Formal consultation on the Housing Strategy will begin in mid-March 2023 following engagement with internal stakeholders. All Member briefings on the development of the Strategy will be held from March through to the presentation of the Strategy to Cabinet in July 2023. Members will be encouraged to provide feedback on the draft objectives and priorities at these briefings and contribute to the formal consultation in order to shape the Strategy's development.

3.6. The draft Priorities as follows:

1. Listening to our residents and providing good core housing services
2. Working with our partners, residents, and landlords to ensure homes in the borough are safe, secure, and energy efficient
3. Enabling people to lead healthy and independent lives in their homes and communities

4. Maximising the supply of affordable homes across all tenure types to meet the diverse needs of our residents
  5. Working with our partners and the local community to make best use of limited resources and reduce the demand for housing related services
- 3.7. The draft priorities above have been developed in response to the ARK Consultancy report on 1-87 Regina Road, assessments by the independent Housing Improvement Board and Improvement & Assurance Panel, and resident and staff feedback gathered from in-person engagement sessions.
- 3.8. Engagement will run concurrently alongside the formal consultation and will consist of in-person and online workshops to ensure the co-design of the Strategy by our residents, tenants, leaseholders, and partners.
- 3.9. Consultation will be made as accessible as possible to ensure a broad range of customers and partners are consulted with. The findings of the consultation will be considered when finalising the Strategy and published alongside the finalised Strategy document.

#### **4. UPDATE ON THE HOMELESSNESS & ROUGH SLEEPING STRATEGY (Project 8.4)**

- 4.1. The Homelessness & Rough Sleeping Strategy 2024-2027 (the 'Strategy') is scheduled to be presented to the Executive Mayor in Cabinet in Spring 2024 and will be informed by a comprehensive review of homelessness and rough sleeping in the Borough during 2023.
- 4.2. The Homelessness Act 2002 requires local housing authorities to publish a new homelessness strategy based on the results of a homelessness review at least once every five years.
- 4.3. Although the Council produced a draft Homelessness, Prevention & Rough Sleeping Strategy in 2019, other pressures meant the Strategy was not presented to Full Council for approval.
- 4.4. Following guidance from DLUHC, a draft Action Plan was developed to give strategic delivery to the homelessness and rough sleeping service until 2023/2024. Thereby giving the Council time to plan and complete the comprehensive review and develop the required Strategy.
- 4.5. The development of the Homelessness & Rough Sleeping Strategy aims to make the following contributions to the Council's priorities:
  - Review the procurement of temporary accommodation for homeless people to obtain value for money



- Prevent homelessness by providing advice, guidance, and appropriate support.
- 4.6. The comprehensive Review and development of the Strategy will be completed in four easily identifiable milestones (discover, design, consult and deliver) over a period of 15 months from January 2023 to April 2024. The timescale allows for democratic involvement, scrutiny, and approval at every stage (Appendix One).
- 4.7. A full consultation plan will be published to provide everyone with an interest in homelessness and rough sleeping in the Borough the opportunity to contribute to the development of the Strategy.
- 4.8. Consultation will be accessible and will include a range of accessibility options for engagement. A dedicated page will be identified on the Council's website, the intranet and social media and reasonable adjustments will be offered for people who may find it difficult to access online or face to face engagement without support. The findings of the consultation will be considered when finalising the Strategy, and a Consultation Outcome Report will be published.

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**CONTACT OFFICER:** Susmita Sen, Corporate Director for Housing

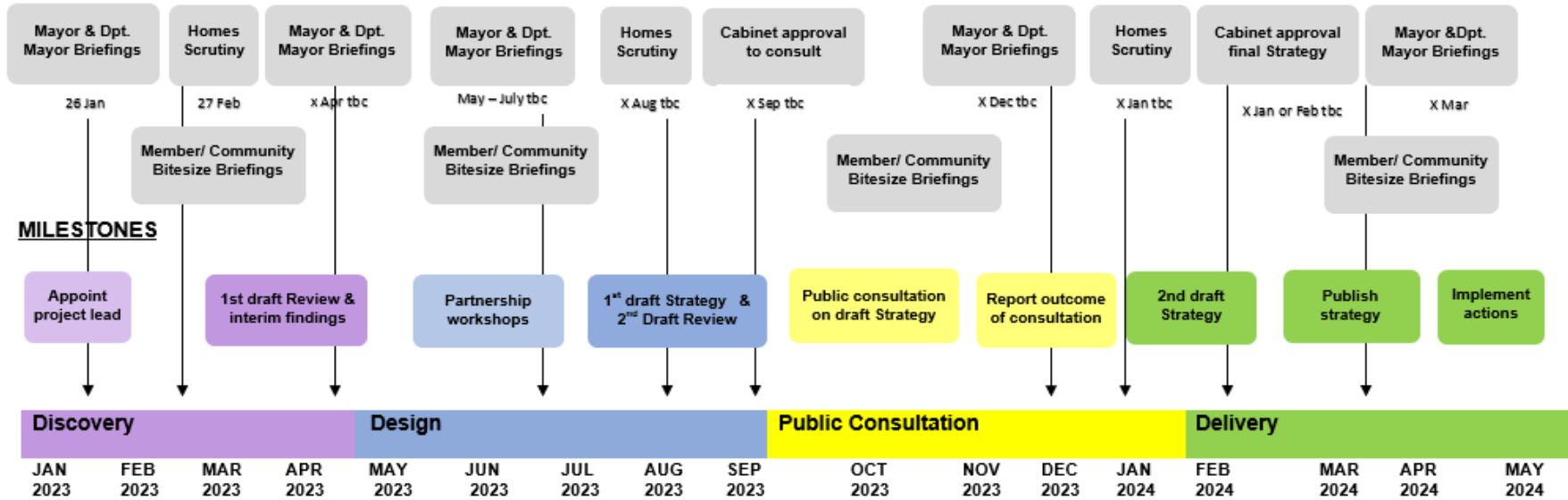
**APPENDICES TO THIS REPORT:** Appendix One- timeline for the Homelessness & Rough Sleeping Strategy

# Homelessness and Rough Sleeping Strategy 2024-2027

## TIMELINE

## Appendix One

### DEMOCRATIC APPROVAL



### STEPS

- Step 1** Start up
- Step 2** Review current service inc. data, customer voice
- Step 3** Engage all partners inc. lived experience local community
- Step 4** Scrutinise proposals, Approve consultation
- Step 5** Consult Public on detailed proposals
- Step 6** Review feedback Scrutinise final proposals
- Step 7** Approve strategy & Yr.1 Action Plan
- Step 8** Implement Close project

### DELIVERABLES

- Project Plan
- Draft Review V1 (Interim As IS position statement)
- Workshops Draft Review V2 Draft Strategy V1 (skeleton TO BE inc. priorities)
- Proposed consultation documents, Cabinet Report
- Accessible consultation material on variety of channels inc digital, paper and in person
- Report on Outcome of Consultation and recommendations
- Review, Strategy, Consultation outcome, EqIA Cabinet Report
- Implementation Plan, Year 1 Action Plan with named partners

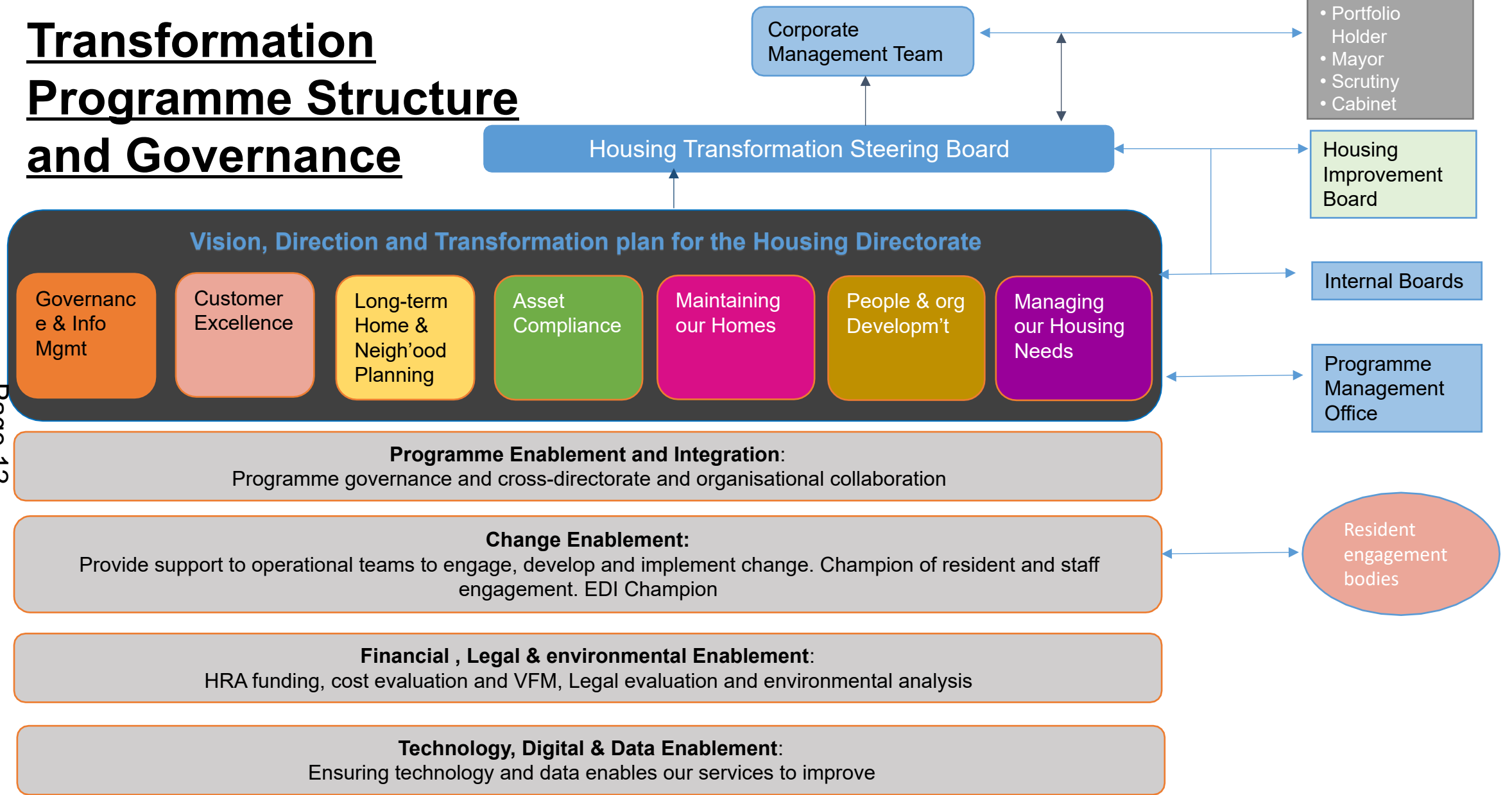
# Update on the Housing Transformation Programme

Homes Scrutiny Sub-Committee

Susmita Sen

# Transformation Programme Structure and Governance

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| Workstream   | Aim  |
|--|--|
| Vision, Direction & Transformation                     | To establish direction for the directorate, identify key challenges internally and externally, determine priorities, structure directorate accordingly to deliver improved services    |
| Governance & Info Mgmt                                 | To develop a robust framework for effective governance of the directorate to ensure accountability, high performance and effective financial and information management.               |
| Customer Excellence                                    | To deliver a Customer Excellence approach to re-focus the directorate on delivery of excellent customer services that meet and exceed the tenant involvement and empowerment standard. |
| Long-term Home and Neighbourhood Planning & Investment | The proactive management of our Homes and Neighbourhoods to create robust investment plans and deliver regeneration ambitions  |
| Asset Compliance                                       | To develop a compliance service with a robust framework for ensuring compliance with legislative and regulatory standards  |
| Maintaining our Homes                                  | To establish direction for the directorate, identify key challenges internally and externally, determine priorities, structure directorate accordingly to deliver improved services    |
| People & Organisational Development                    | To change our culture, develop as a directorate and enable our workforce to deliver excellence to our customers, partners and each other   |
| Managing our Housing Need                              | To proactively manage our Housing Needs Statutory Duty   |

# Vision, Direction & Transformation Plan for the directorate

| Workstream Outcome   | Live Projects for January                  | Workstream Lead           | Timeframe               | Workstream Progress Update   |
|--|--|---------------------------|-------------------------|--|
| <p>A Vision &amp; Mission is developed which provides strategic direction for the directorate and is informed by an understanding of issues affecting the directorate.</p>                               | 1.3 Housing Strategy                       | Lara Ashley/Velvet Dibley | Completed by June 2023  | <p>SWOT sessions have been held with Commercial Investment Housing Strategy Lead, Planning Housing Strategy Lead and Private Sector Housing Strategy Lead.</p> <p>Analysis of LBC housing need has begun. Progress update provided to DMT.</p> |
| <p>The Transformation of the directorate is governed and resourced appropriately.</p> <p>A Housing Strategy which embeds the transformation of the directorate into BAU is developed and implemented</p> | 1.5 High-level restructuring & recruitment | Lara Ashley               | Completed by March 2023 | <p>Initial design session completed, initial discussions and desk research has been initiated</p>  |

# Governance & Information Management

| Workstream Outcome   | Live projects  | Project Lead                  | Timescale              | Workstream Progress Update  |
|--|--|-------------------------------|------------------------|---|
| To develop a robust framework for effective governance of the directorate to ensure accountability, high performance, and effective financial and information management | 2.1 Revised Performance Framework and Business Intelligence                  | Velvet Dibley                 | January-September 2023 | <p>Problem statement and project scope based on desktop research signed off.</p> <p>Meeting occurred with the Data &amp; Insight Officer to begin mapping data collection and distribution, including mapping of protected characteristics data across the directorate.</p> |
|  | 2.5 HRA ringfence review & HRA service charges (Financial Governance Review) | Velvet Dibley/Orlagh Guarnori | Completed by June 2023 | <p>A proposal paper has been sent to Cabinet, to recommend the 7% rent and service charges increase to be implemented for 2023-24. A dedicated tenants meeting was convened in December, to inform residents of the proposals contained in the cabinet paper</p>            |

# Customer Excellence

| Workstream Outcome   | Live Projects                             | Project Lead | Timescales                  | Workstream Progress Update  |
|--|---|--------------|-----------------------------|---|
| To have implemented a new way of operating as a directorate which puts the residents at the heart of service delivery, engages with them effectively and respectfully meeting all expectations of the tenant involvement and empowerment standard. | 3.10 Consumer Standards review            | Mary Larbie  | August 2022 - January 2023  | The documents required have been confirmed and are to be located and sent to Campbell Tickell. The remaining documents will be sent by 22 <sup>nd</sup> January and leads for each standard will then be confirmed. A briefing session has been agreed. Self assessment briefing was delivered 5th January. |
|  | 3.2 Resident Engagement Strategy          | Mary Larbie  | January 2023 - onwards      | The programme of activity has been scoped. Initial research has been undertaken to collate best practice.   |
|  | 3.3 Customer Services Action Plan         | Mary Larbie  | October 2022 - January 2023 | The estate walkabout programme has been revised and relaunched.   |
|  | 3.8 Customer Learning & Review of Process | Mary Larbie  | January 2023 - March 2023   | Survey is being devised to establish a member of the complaints team/the complaints manager into the project team.  |
|  | 3.14 Customer Satisfaction Standards      | Mary Larbie  | January - April 2023        | The project has been initiated.   |



# Customer Excellence

| Live projects                     | Project lead                             | Timescales                  | Workstream Progress Update  |
|-----------------------------------|--|-----------------------------|---|
| 3.1 Resident Charter              | Mary Larbie/Gavin Rodgers/Katherine Monk | August 2022 - January 2023  | A survey asking for resident feedback on the Charter has been sent to residents. Links to an online survey were distributed to over 1800 residents via the OpenHouse newsletter and promoted via the RI Facebook page and emailed to RI database members. Positive response from residents and feedback has been incorporated. The Charter was formally adopted at December 2022 Cabinet. |
| 3.11 Rent-consultation initiative | Mary Larbie                              | October 2022 - January 2023 | Meeting with Tenants & Leasehold Panel was held on 11th October 2022; follow up meeting on 20th December.   |
| 3.15 NEC                          | Mary Larbie                              | Feb 2022 - December 2023    | A new-go live date has been confirmed: 30/05/2023. A re-planning workshop occurred on the 7th December 2022. A new project plan has been drafted. An agreement with LBC has been researched on the new baseline for Allocations migrating from OHMS. Meetings with heads of service have been arranged to clarify responsibilities.   |
| 3.4 Customer Information Review   | Mary Larbie                              | November 2022 - April 2023  | The project has been initiated  |
| 3.7 Customer Service Training     | Mary Larbie                              | January 2023 - March 2024   | The project has been Initiated  |

# Long-term Homes & Neighbourhood Planning

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| Workstream Outcome   | Live Projects                                   | Project Lead              | Timescales                                     | Workstream Progress Update   |
|--|---|---------------------------|--|--|
| A longer-term plan for the management of Assets including Regina Road, LPS tower blocks and other potential regeneration sites. To have structured the Estates and Improvement division to deliver on the Asset Management strategy and Housing Strategy taking into account the neighbourhood plans that deliver on a holistic view of our communities. | 4.1 Regina Road                                 | Robin Smith               | 2022 - 2032                                    | A statutory consultation with residents commenced via letters, leaflets, information packs. Meetings and design workshops occurred. Commissioning of damp and mould surveys on each tenanted property in the consultation area occurred. |
|  | 4.3 Development of an Asset Management Strategy | Stephen Tate              | 2023 - 2033 (skeleton strategy 1st April 2023) | An analysis of the 5% stock condition validation surveys has been undertaken. Development of 23-24 capital program proposal, and the 5-year program. Updated the HRA 30-year business plan.  |
|  | 4.4 Estates & improvement restructure           | Robin Smith/Stephen Tate) | Nov 2022 - April 2023                          | Progress made in the repairs restructure and behavioural change elements of the project. A requirement for additional support in the restructure has been established. A continued delivery of Bite Sized training occurred.             |

# Asset Compliance

| Workstream Outcome   | Live Projects                                    | Project leads | Timescales          | Workstream Progress Update  |
|--|--|---------------|---------------------|---|
| <p>A robust framework to ensure compliance with legislative and regulatory standards.</p> <p>Full compliance with legislative and regulatory standards to deliver safe and compliant homes</p> | 5.1 Compliance plan for Fire Safety Act 2021     | Sam Pullen    | December 2022 - TBC | Carried out servicing baseline audit to provide data and servicing assurance. Resident information requirements have been drafted. Comms plan and content have been produced. AOV survey exercise occurred. Premises information boxes in 46 high-rise blocks have been audited. Mazars audit is complete.  |
|  | 5.2 Compliance plan for Building Safety Act 2022 | Sam Pullen    | October 2022 - TBC  | The fire safety team have been assisted to audit the content of premises' information boxes and provide suitable building and floor plans. Servicing baseline audit slide deck was prevented to DMT to provide data and servicing assurances. Asset Management tram consultant procurement process was assisted. Document library started on Teams. |
|  | 5.3 Compliance audit                             | Sam Pullen    | March 2023- TBC     | The procurement of external audit continues. Initial review of the existing P&P undertaken. Compliance servicing baseline position determined. Within the restructure, progression towards the go-live date has been made, including benchmarking.  |

# Maintaining Our Homes

| Workstream Outcome  | Live Projects                | Project Leads | Project status            | Workstream Progress Update   |
|---|------------------------------|---------------|---------------------------|--|
| <p>An effective, value-for-money approach to responsive repairs that delivers good customer service and ensures our assets meet and exceed the Home Standard.</p> <p>Turnaround times for void properties maximise income and relieve pressure on housing register which reduces wait-times for applicants.</p> | 6.1 Repairs re-procurement   | Stephen Tate  | March 20232 - August 2023 | The ISFT was issued on 12/12/22, and the evaluation of ITT contracts is in progress  |
|   | 6.2 Repairs Contact Centre   | Stephen Tate  | March 2022 - August 2023  | TUPE paperwork to in-source the contact centre was presented to DMT, who asked to revisit this in January 2023. A managed service model was completed in readiness for review with the supplier. Dependencies workshop and outcomes conducted. Scope and brief documents are completed to secure resource to assist with customer journey mapping. The NEC project has been supported with BPM (new pricing model) |
|   | 6.4 Voids Transformation     | Stephen Tate  | June 2022 - March 2023    | Resident Satisfaction Survey arrangements developed and agreed with the Residents Voids Representative. Review of the lettable standard has been initiated. Risk register includes mitigating actions. Draft processes created for process review and more detailed mapping.   |
|   | 6.5 Disrepair Transformation | Stephen Tate  | TBC                       | New members of the team are now trained. Continuous monitoring using MI occurring, to ensure that the new process is working correctly.  |

# Maintaining Our Homes

| Live Projects  | Project Lead        | Timescales               | Workstream Progress Update  |
|--|---------------------|--------------------------|---|
| 6.6 Review of policies, procedures, business processes and customer journeys | Stephen Tate        | TBC                      | Project begun, with project leader assigned. Project support (an internal transfer) was instructed. The location of most existing policies and processes have been identified. Good practice review undertaken, and a list of standard P&P expected compiled. A development of customer journey assessment templates has been drafted.                    |
| 6.7 Review of capital delivery contracts                                     | Christabel Acquaaah | Jan 2023 - December 2023 | Contract review talks have commenced with AJS. Project extension has been agreed in principle, based on existing T&C's. The separate review of a commercial proposal has been agreed. Echelon have advised regarding the AJS proposal. AJS extension agreed to last until March 2025; thus, will be incorporated into December 2023 commissioning review. |
| 6.8 Targeted approach to damp and mould                                      | Stephen Tate        | TBC                      | Recruitment of D&M team leader, surveyor, and admin. Interim process started, and new process designed. Assessment form for all teams to use created. Costs agreed with Axis to carry out stage one visits.   |

# People Development

| Workstream Outcome  | Live Projects                             | Project Lead | Timescales                   | Workstream Progress Update  |
|---|---|--------------|------------------------------|---|
| <p>To proactively manage our culture, our development as a directorate and enable our workforce to deliver excellence to our customers, partners and each other.</p> <p>To create an engaged workforce with the right skills, the right leaders and an enabling culture to serve the customer well.</p> | 7.1 Culture & transformation discovery    | Lara Ashley  | October 2022 - December 2023 | Culture and change workshops have been conducted across services and staff teams within the directorate, to identify shortcomings of the current working culture, and envision new ways of working.                     |
|   | 7.10 Intra-directorate Comms & engagement | Lara Ashley  | October 2022 - December 2023 | Events are being scheduled with teams to consider methods in which engagement can occur, and how communication channels amongst the directorate can be utilised effectively. Communications resources are under review. |

# Managing our Housing Needs

| Workstream Outcome  | Live Projects   | Project Lead                       | Timescales                    | Workstream Progress Update   |
|---|---|------------------------------------|-------------------------------|--|
| To proactively manage our Housing Needs statutory duty service requirements and deliver an efficient and effective service. | 8.1 Housing Needs Re-Structure                        | Hamid Khan/Beatrice Cingtho-Taylor | October 2022-September 2023   | First draft of consultation document created. Completion of job descriptions.  |
|   | 8.3 DPS- Procurement of Contracts                     | Beatrice Cingtho-Taylor            | October 2022-March 2024       | Nightly-paid accommodation specification circulated to EA manager for comment. Procurement board draft strategy circulated for comments. Engaged with top 10 providers of existing EA and received positive feedback on proposed approach. |
|   | 8.4 Homelessness Prevention & Rough Sleeping Strategy | Hamid Khan                         | January 2023-March 2024       | One-to-one consultation meetings with 27 managers to-date. Live partnership list identified 108 external contacts. Agreements with Health, London Councils, Homeless Link and DLUHC regarding support to develop strategy.                 |
|   | 8.9 Data Cleanse & Income Collection                  | Beatrice Cingtho-Taylor            | November 2022-March 2024      | Backlog of rent accounts reduced and those related to Sycamore House completed/closed. Backlog of unclosed/open rent accounts reduced. Processing of backdated Housing Benefits payments commenced.  |
|   | 8.10 Supported Exempt Accommodation Review            | Susmita Sen                        | September 2022-September 2023 |  |

# Update on the Housing Strategy 2023-2028



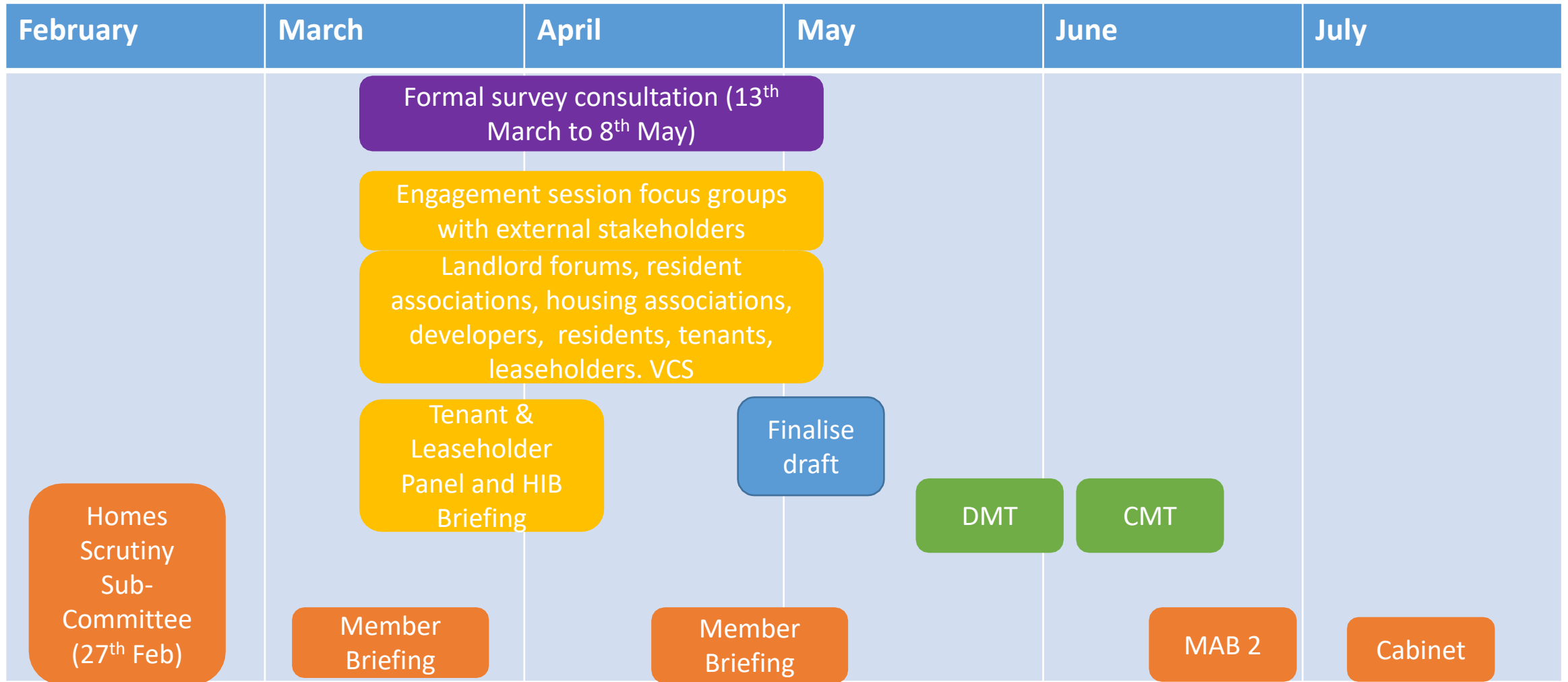
# **Summary : The 5 proposed priorities**

- 1. Listening to our residents and providing good core housing services**
- 2. Working with our partners, residents, and landlords to ensure homes in the borough are safe, secure, and energy efficient**
- 3. Enabling people to lead healthy and independent lives in their homes and communities**

# **Summary : The 5 proposed priorities**

- 4. Maximising the supply of affordable homes of all tenure types that meet the diverse needs of our residents**
- 5. Working with our partners and the local community to make best use of limited resources and reduce the demand for housing related services**

# Housing Strategy 2023-2028 Timeline



# **Updating the Homelessness and Rough Sleeping Strategy**

**Scrutiny Homes Sub-Committee**

**Janice Nuth**

**27 February 2023**

## Updating the Strategy – Agreed Scope

- A comprehensive review of homelessness & rough sleeping in the Borough
- A Homelessness & Rough Sleeping Strategy & Action Plan for 2024 – 2027
- Include all 12 duties from Homelessness Reduction Act 2017
- Golden thread from the Mayor's Plan & the draft Housing Strategy & to inform the strategic direction for the service

## Purpose

*Fulfil our core statutory duties*

*Secure essential Government funding*

*Understand, prevent & tackle homelessness & rough sleeping in the Borough*

*Restore public confidence*

*Achieve effective services through successful partnerships*

## Guiding Principles

- **Evidence based** research, qualitative & quantitative data sources
- **Co-produced** with partners, customers and local residents
- **Democratically agreed** Members & public fully consulted
- **Coherent** 12 statutory homeless duties & interdependencies
- **Effective** strengthen funding, reputation, efficiency, partnerships

## Updating the Strategy - Out of Scope

- **The Local (Development) Plan**
- **The Allocations Scheme**
- **The Tenancy Strategy**



## Approach: 4 Stages

- 1. Discover..** Research the current position & anticipated demand
- 2. Design.** Workshops to identify priorities & proposed actions
- 3. Consult** ...Public community & industry feedback on proposals
- 4. Deliver...** Publish a partnership Strategy & Action Plan

# Timeline: Milestones January 2023 – May 2024

## MILESTONES

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# Interdependencies

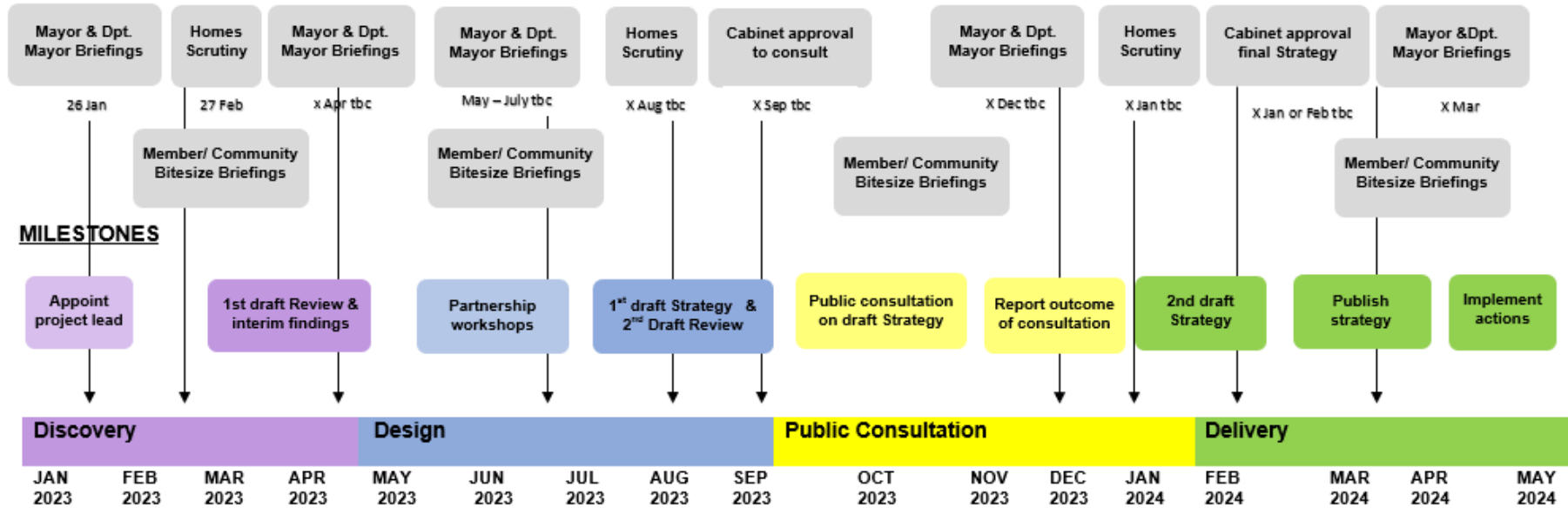


# Deliverables

1. Project Plan
2. Draft interim findings of the Review
3. Partnership & local community workshops & discussions
4. Consultation documents inc. draft Strategy & draft Review
5. Consultation Outcome Report
6. Homelessness & Rough Sleeping Croydon Review 2023
7. Homelessness & Rough Sleeping Strategy 2024-27
8. Equalities Impact Assessment
9. Implementation Plan & Year 1 Partnership Action Plan

# Timeline: Detail

## DEMOCRATIC APPROVAL



## MILESTONES

## STEPS

|                           |   |  |   |  |   |   |   |
|---------------------------|---|--|---|--|---|---|---|
| <b>Step 1</b><br>Start up | <b>Step 2</b><br>Review current service inc. data, customer voice | <b>Step 3</b><br>Engage all partners inc. lived experience local community   | <b>Step 4</b><br>Scrutinise proposals, Approve consultation | <b>Step 5</b><br>Consult Public on detailed proposals                                    | <b>Step 6</b><br>Review feedback Scrutinise final proposals | <b>Step 7</b><br>Approve strategy & Yr.1 Action Plan        | <b>Step 8</b><br>Implement Close project                    |
| Project Plan              | Draft Review V1 (Interim As IS position statement)                | Workshops Draft Review V2 Draft Strategy V1 (skeleton TO BE inc. priorities) | Proposed consultation documents, Cabinet Report             | Accessible consultation material on variety of channels inc digital, paper and in person | Report on Outcome of Consultation and recommendations       | Review, Strategy, Consultation outcome, EqIA Cabinet Report | Implementation Plan, Year 1 Action Plan with named partners |

## DELIVERABLES

Janice Nuth

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# Thank you

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