

REPORT TO:	Cabinet 7 December 2022
SUBJECT:	Update on the Housing Transformation Programme
LEAD OFFICER:	Susmita Sen, Corporate Director of Housing
CABINET MEMBER:	Councillor Lynne Hale, Cabinet Member for Homes
WARDS:	All

SUMMARY OF REPORT:

This report provides an update on the revised Housing Transformation Programme (previously referred to as Housing Improvement Plan).

The Housing Improvement Plan, as presented to Cabinet in March 2022, received criticism for not commanding the confidence of the Housing Improvement Board and tenants.

A number of key recommendations were made which the Housing Directorate has sought to address in the new Transformation Programme, having conducted further research into underlying challenges within the directorate.

This paper details the development of the Housing Transformation Programme, including the programme's high-level workstreams, future governance and next steps.

FINANCIAL IMPACT:

The approval of the Housing Transformation Programme and proposed governance model will not have a financial impact on the Housing Directorate.

The delivery of the Housing Transformation Programme will require an upfront investment to ensure we transform the directorate to create services that meet the needs of residents.

Financial costs incurred in year will be funded using HRA reserves to ensure this investment delivers the right plan for the community. The Managing our Housing Needs workstream must be funded through Transformation Funding.

The programme of work is anticipated to be a 3- to 5-year programme of transformation, with clear aims and outcomes. As the programme develops, each of the projects will be more specifically costed, will be evaluated for value-for-money against anticipated outcomes and will come under scrutiny through the *Financial Enablement lens* included within the programme's architecture.

The Housing Revenue Account Business Plan will reflect the HRA funding that the programme will require. The delivery of the *Managing our Housing Needs* workstream will be dependent upon transformation funding.

The approval of the Programme by the Executive Mayor in Cabinet will facilitate the progressions of workstreams and projects which will address the P5 and P6 overspends across both the HRA and General Fund.

KEY DECISION REFERENCE NO.: Not a key decision

The Executive Mayor in Cabinet is recommended to...

RECOMMENDATIONS:

- i. Note and approve the Housing Transformation Programme including the programme's high-level workstreams, future governance and next steps.
- ii. Note the Member-led Transformation Steering Board.

1. BACKGROUND

- 1.1 The Housing Directorate requires a significant transformation programme to address the issues identified in the May 2021 ARK report and subsequent diagnostics.
- 1.2 In July 2022, the Executive Mayor in Cabinet agreed to the review and strengthening of the Housing Transformation Programme (previously the Housing Improvement Plan) recognising the role of the programme in providing assurance to the Council's external partners and a path to compliance with the Regulator for Social Housing's Home Standard and Tenant Involvement & Empowerment Standard.
- 1.3 Since the arrival of the permanent Corporate Director of Housing in May 2022, much time has been spent reviewing the immediate work that can be actioned and longer-term actions which will form a larger programme of transformation.
- 1.4 Alongside the development of the Housing Strategy 2023- 2028, the Housing Transformation Programme will be key to ensuring the Council delivers against the Mayor's priorities to "invest in council homes to drive up standards and develop a responsive and effective housing service" and "Develop our workforce to deliver in a manner that respects the diversity of our communities."
- 1.5 As such, the Housing Transformation Programme remains a corporate priority and proposed oversight from both the chief executive and corporate directors is detailed below. In putting this programme together, we have reviewed the previous plan and have updated it to include:

- New programme structure
- New workstreams
- New enabling lens/focus
- New transformation steering board with broader Council representation
- Linkages with other internal control boards
- Our new ways of working

2. DIAGNOSTICS AND FINDINGS

2.1 We are in the process of completing staff and manager interviews, team self-assessments, SWOT analyses and deep dive sessions into existing team performance. These findings, in addition to those of the other diagnostics (e.g., ARK), and our summer resident engagement sessions, are being used to formulate the programme projects. Findings have identified further challenges that have to be addressed in transforming the service. These include (not exhaustive):

- Poor escalation of issues within the directorate for staff and residents – this is in relation to repairs, blockages to processes, suggestions for efficiencies. Customer and staff voice are not consistently heard.
- Poor information sharing across the directorate. Systems aren't shared nor fit-for-purpose. No one view of the customer exists.
- Outdated data on stock, neighbourhoods and estates. Data is either missing or unreliable.
- Poor structures across the directorate with teams and staff not necessarily positioned under the appropriate service head and with some staff having poorly defined roles exacerbated by outdated processes and systems. This then has an impact of effective service delivery to our residents
- Challenges with vacant roles across the directorate, putting pressure on staff and leading to poor service delivery. Challenges in recruiting to Croydon given reputation and image.
- Staff and managers in some teams are so consumed with fire-fighting that they are unable to focus on proactive service delivery and good customer service
- Some teams don't understand their role in delivering good customer service
- Some teams have not kept up-to-date with developments in their specialism/function. Investment required in training and development
- Poor processes have developed over time to compensate for lack of useful systems leading to multiple tools with increased risk of compromising data integrity. Processes are also time-consuming and inconsiderate of interfaces.
- Lack of assurance in data collected on customers and properties means we don't have a clear view of some critical KPIs
- No holistic appreciation of neighbourhoods and communities. E.g. not considering the impact of new builds on the infrastructure in communities
- Residents don't trust the Housing directorate to deliver services effectively or with their interests in mind
- Limited learning from complaints and feedback
- Better contractor management is needed to ensure quality of service and VFM. Better partnering required.

The findings from this analysis demonstrate the complexity and scale of change required in transforming the service.

3. ADDRESSING THE CHALLENGES OF PREVIOUS PLANS

3.1 Criticism of previous improvement plans have been made against the following key themes

- Insufficient attention to the root causes of the conditions at Regina Road
- Insufficient governance and oversight of the housing service by political leadership and corporate leaderships (insufficient corporate oversight and engagement)
- Not treating tenants with respect- that their homes and surroundings are not in good condition, staff don't treat tenants with respect in some communication and there are poor involvement structures in place
- Poor data and its use- ensuring the correct and accurate data is used to reflect performance and backlog
- Staffing capability- impacted by lack of stability in leadership and lack of staff involvement
- Quality of planning and lack of resident-focused vision at the heart of the service. Reconciling activities with the business plan and including strong tenant scrutiny

3.2 We have sought to ensure these concerns are addressed in the revised programme and include:

- Separate Regina Road short and long-term action working groups with a Lead Programme Manager
- Update to the governance of the transformation programme to include better oversight and stronger governance within the Council for cross-organisational collaboration. Corporate leadership team oversight throughout Housing Transformation Programme and with the Cabinet Member for Housing chairing the Transformation Steering Board. New Vision & Mission being co-created with residents, staff and independent Housing Improvement Board.
- Strong incorporation of resident engagement in project initiation and implementation with core responsibility sitting in "change enablement" and linkage with Resident Voice Internal Control Board and involvement of our resident partner organisations. This is in addition to developing our focus on co-creating activities including a residents' charter as well as incorporating additional "resident engagement development activities" in the programme.
- New activities around performance KPI data, asset data and monitoring have been incorporated into the "Governance & Information Management" and "Long-term asset planning" workstreams.
- We have a new corporate director in place and are in the process of reviewing our leadership team to provide longer term stability. Staff have

been included in discovery workshops (still ongoing) designed to strengthen the plan and initiate buy-in into transformation.

- Residents have been at the heart of identifying areas to include in the plan and have been instrumental in determining the vision and mission, the residents charter and will be engaged going forward as part of our project and programme planning.

4. THE PROGRAMME STRUCTURE AND WORKSTREAMS

4.1 Appendix One depicts the proposed programme architecture in this draft stage.

4.2 There are eight workstreams which make up the programme:

1. Vision, Direction & Transformation Plan for Housing Directorate- Aim: To establish a direction for the directorate, identify key challenges internally and externally, determine priorities, structure directorate accordingly to deliver improve services.
2. Governance & Information Management- Aim: To develop a robust framework for effective governance of the directorate to ensure accountability, high performance, and effective financial and information management.
3. Customer Excellence- Aim: To deliver a Customer Excellence approach to re-focus the directorate on delivery of excellent customer services that meet and exceed the Tenant Involvement & Empowerment Standard.
4. Long-term Home and Neighbourhood Planning & Investment- Aim: The proactive management of our Homes and Neighbourhoods to create robust investment plans and deliver regeneration ambitions.
5. Asset Compliance- Aim: To develop a compliance service with a robust framework for ensuring compliance with legislative and regulatory standards, ensuring safe and compliant homes.
6. Maintaining our Homes- Aim: The reactive maintenance of our assets to meet and exceed our obligations to the Home Standard, ensuring supply of homes is optimized for customers and income.
7. People & Organisational Development- Aim: To proactively manage our culture, our development as a directorate and enable our workforce to deliver excellence to our customers, partners, and each other.
8. Managing our Housing Needs – Aim: To proactively manage our Housing Needs Statutory Duty

4.3 This last workstream falls outside of the remit of the Housing Improvement Board but will still fall into the governance of the programme overall.

- 4.4 The workstreams are guided fundamentally by the outcomes of the first workstream: Vision, Direction, and Transformation Plan for the directorate. Part of the outcomes from this overarching workstream are a vision and mission for the directorate which guides Housing Strategy and all the other workstreams. It is out of this workstream that we will produce the structure, programme and project governance toolkits and reporting mechanisms for each of the control points.
- 4.5 Each of the workstreams contains several projects each with their own project lead. We are currently developing a programme plan detailing timeframe, risks, stakeholders, impact on customer, impact on business, interdependencies, outcomes, cost, and measures of success. Workstream terms of reference will be defined, including frequency of meetings, members, remit and responsibilities.
- 4.6 The workstreams report regularly into a new Transformation Steering Board which has reporting lines into Corporate Management Team, the Political governance structure (Cabinet Member for Homes, Mayor, Scrutiny, Cabinet) and the Housing Improvement Board. We anticipate the Board to meet monthly. Further details are set out at Section 6.
- 4.7 We have sought a “portfolio holder” from the Housing Improvement Board to support each workstream if practical.
- 4.8 In addition, we will work with appropriate resident bodies to ensure we have captured accurately the drivers that we are responding to, that our approach is appropriately engaging and that the solutions are designed with residents in mind.
- 4.9 The workstreams are presented in more detail in Appendix Two.

5. ENABLING LENS/FOCUS

- 5.1 In addition to the workstreams, there are four programme enablers which provide a particular “focus” on each of the workstreams. These are:
- Programme Enablement and integration – ensuring appropriate governance is utilized for the size and type of project in each workstream.
 - Finance, Legal & environment – monitoring the financial aspects of project management, the VFM, the necessary legal considerations (if appropriate) and the environmental impact.
 - Change and engagement – Recognising the change management activities which are needed to change processes and behaviour are considered. Looking at the level of stakeholder engagement (staff, residents, other services) and considering the EDI angle.
 - Technology, Digital and Data – Ensuring Technology, digital services and data are used to improve our services.

- 5.2 These enablers support the workstreams and their projects to ensure sufficient attention is drawn to areas that form part of their enabling role. The Finance, Legal & Environment lens will provide the necessary financial governance of the projects within the Housing Transformation Programme as they are developed to ensure the projects are financially viable, deliver value-for-money and are managed to budget.
- 5.3 Members of the Transformation Steering Board and other specialist experts will be drawn into these enabling reviews to review projects at the start, midpoint and towards completion. These enabling meetings can also occur on an ad hoc basis should the need arise.

6. TRANSFORMATION STEERING BOARD MEMBERSHIP

- 6.1 We are seeking broader membership for the Transformation Steering board. The board will seek representation from across the organisation and from across interested partners and key colleagues whose services and input will be impacted by the programme.
- 6.2 The delivery of the Housing Transformation Programme will remain a corporate priority through regular reporting from the Transformation Steering Board to the Corporate Management Team, and the inclusion of senior officers on the Board.
- 6.3 The Housing Transformation Steering Board will include the following members:
- Cabinet Member for Homes
 - Corporate Director of Housing
 - Transformation Lead
 - Programme Manager (PMO)
 - Senior Strategy Officer
 - Director of Estates & Improvement
 - Director of Tenancy Services
 - SCRER representative
 - Adult Social Care & Health representative
 - CYPE representative
 - Head of Resident Contact/ or representative
 - Communications representative
 - Nomination from Digital services
 - Nomination from Finance
 - Resident Engagement Nomination
 - Legal representative
 - EDI representative
- 6.4 Some members will be co-opted onto the Board as appropriate.

7. LINKAGES WITH OTHER INTERNAL CONTROL BOARDS

7.1 There are several other internal governance structures which form part of the programme. Internal control boards linked to the Transformation Programme's governance include those that:

- Oversee digital solutions (Digital Approvals Board and Digital Internal Control Board)
- Support through appropriate programme management (PMO)
- Ensure the inclusion of resident voice in all we do (Resident Voice Internal Control Board) and

Links will be formed with further governance boards as the organisation itself evolves its governance structure thereby ensuring that we have sufficient governance and engagement from across the organisation and can work collaboratively to deliver holistic services.

8. OUR NEW WAYS OF WORKING

8.1 We have devised several working principles for the programme which encompass our approach to all we do. These are:

- Respect our customers and put them at the heart of service delivery
- Continuous learning and agile delivery
- Co-create and engage with residents in all decisions
- Strong governance around the work- aware of the risks, plan
- Be innovative, Be brave, Be honest, Go for it
- Be collaborative and consult key partners throughout the process, integrating EDI in all that we do
- Learn from the success (and failures) of others
- Understand our interdependencies
- Proper consideration and allocation of Resource
- Using the right skill to deliver change
- When we fit it, we fix it in a lasting way- sustain and manage the change

9. RESOURCES AND TIMESCALES

9.1 Projects within the programme will be resourced using appropriately skilled staff. In many instances, we will seek to utilise existing resources but with expert direction. However, there will be some projects which, we anticipate, will be led by external consultants with very specific experience and skills. In these instances, we will ensure appropriate internal staff form a key part of the project team. The projects will be managed closely for VFM delivery, but we would also look for opportunities to transfer skills into the organisation where practical.

9.2 We anticipate this being at least a three- to five-year programme with delivery in phases. We also anticipate that the workstreams will evolve as we progress through the programme delivery.

10. NEXT STEPS

10.1 The workstreams are being finalised with workstream leads and a programme plan is being devised. Housing Improvement Board members have selected the

workstreams they wish to be aligned to and we are now asking for representatives from different directorates to participate in the Transformation Steering Board.

- 10.2 Projects in certain workstreams are already underway (voids transformation, repairs re-procurement, vision and mission setting) and we will shortly be channelling these projects into the architecture as described in the paper.

11. FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

- 11.1 The delivery of the Housing Transformation Programme will require an upfront investment to ensure we transform the directorate to create services that meet the needs of residents. The Finance, Legal & Environment enabler will provide the necessary financial governance of the projects within the Housing Transformation Programme as they are developed, including ensuring the projects are financially viable, deliver value-for-money and are managed to budget. Financial costs incurred in year will be funded using HRA reserves to ensure this investment delivers the right plan for the community. The Managing our Housing Needs workstream must be funded through Transformation Funding.
- 11.2 The recommendations in this report will require investment beyond March 2023. The HRA business plan and capital programme report will be presented to Cabinet in February 2023 at which point the draft HRA budget for financial year 2023-2024 will be updated to reflect any budgetary changes required.
- 11.3 Approved by Nish Popat, Interim Head of Corporate Finance

12. LEGAL CONSIDERATIONS

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

- 12.4 Approved by Sandra Herbert, Head of Litigation & Corporate Law on behalf of the Director of Legal Services & Monitoring Officer

13. HUMAN RESOURCES IMPACT

- 13.1 There are no immediate human resources impacts arising directly from the recommendations in this report. However, there will be impacts associated with the development and delivery of the Housing Transformation Programme. The Housing Transformation Programme constitutes a key part of the Mayor's Plan, and it is inevitable that the Plan will have an impact on the Council's workforce. This will be managed under the Council's policies and procedures as the need arises. And will include but not limited to, the Recruitment Policy as well as the Restructure & Re-organisation Policy, which may include redundancies/redeployment/insourcing/TUPE of staff.
- 13.2 To achieve an enduring culture change in the housing service directorate a set of appropriate and carefully designed organisational development initiatives will need to be created and delivered to enable that change, with contextual relevance and sensitivity. To implement this action input will be required from the Council's Learning and Development Team and may incur extra costs if the Team cannot deliver the required change programme and an external provider will have to be procured.
- 13.3 Approved by: Jennifer Sankar, Head of HR, Housing Directorate, & SCRER Directorate, for and on behalf of Dean Shoemith, *Chief People Officer*

14. EQUALITIES IMPACT

- 14.1 The transformation of the housing directorate must champion inclusion through the services it provides to residents, and inclusion of our diverse resident communities will be central to the training and support offered to staff.
- 14.2 The Council has a statutory duty to comply with the provisions set out in the Equality Act 2010. In summary, the Council must in the exercise of all its functions, "have due regard to" the need to comply with the three aims of the general equality duty. These are to
- Eliminate unlawful discrimination, harassment, victimisation and any other conduct prohibited by the Act
 - Advance equality of opportunity between people who share a protected characteristic and people who do not share it; and
 - Foster good relations between people who share a protected characteristic and people who do not share it
- 14.3 Having due regard means to consider the three aims of the Equality Duty as part of the process of decision-making. This means that decision makers must be able to evidence that they have taken into account any impact of the proposals under consideration on people who share the protected characteristics before decisions are taken.

- 14.4 Regard for the Council's public sector equality duty will be central to Housing Transformation Programme. The creation of a revised Housing Transformation Programme will be accompanied by the development of equalities impact assessments at a project level, where necessary, which will be developed in conversation with the Equalities Programme Manager. Work undertaken as part of the Change & Enablement Focus will be key to ensuring the projects address the public sector equality duty. The project managers responsible for the delivery of projects within the workstreams will ensure the EQIAs produced accurately assess the potential impact on vulnerable groups, and groups that share protected characteristics. All EQIAs produced will be treated as living documents and will be updated when data becomes available and new equality objectives identified where appropriate. The Transformation Programme includes a new IT system designed to improve data collection for residents. However the department should ensure that residents data is collected both by the Council and its contractors.
- 14.5 Improving data collection from service users across the nine protected characteristics will benefit decision making by ensuring that decisions are based on clear evidence. Departments will also evidence customer satisfaction and dissatisfaction using this method across the protected characteristics to ensure that the Council is delivering a fair and equitable service to all protected groups. Satisfaction surveys should include a question on discrimination to ensure that there is no repetition of allegations of racial discrimination by service users which were considered by the ARK Consultancy report. There should be an onus on both officers and contractors to ensure that their behaviours to residents is both helpful and respectful and that residents should no longer perceive that they have been discriminated against in relation to their race or treated without dignity and respect irrespective of equality characteristic.
- 14.6 Poor housing conditions and perceptions of unfair treatment are likely to exasperate existing mental health conditions or create new mental health conditions. In particular, when exasperated by other socio-economic impacts such as poverty, unemployment and the cost-of-living crisis. It is important that residents are treated in a fair, respectful and equitable manner to ensure that existing or new conditions are not triggered by behaviour of staff or suppliers. It is important that staff training reflects this.
- 14.7 Residents with disabilities or parents of children with disabilities may be treated more favourably than others in relation to housing improvements. This will not amount to discrimination in relation to the Equality Act 2010.
- 14.8 The Council will also encourage its suppliers to adopt the Council's standards for equality in the borough: Croydon's Equalities Pledge and the George Floyd Race Matters Pledge.
- 14.9 Approved by Denise McCausland, Equalities Programme Manager

15. ENVIRONMENTAL IMPACT

15.1 The Housing Transformation Programme has no direct environmental impacts. However, through the co-production of services on estates with residents, the Housing Transformation Programme will deliver better services for our housing stock and improved outcomes for the environment. The strategic objectives of the Housing Transformation Programme must align with the actions within the [Croydon Carbon Neutral Action Plan](#) regarding the decarbonisation of social housing.

15.2 Approved by Susmita Sen, Corporate Director of Housing

16. CRIME AND DISORDER REDUCTION IMPACT

16.1 There are no crime prevention and reduction implications as a result of the recommendations in this report.

17. DATA PROTECTION IMPLICATIONS

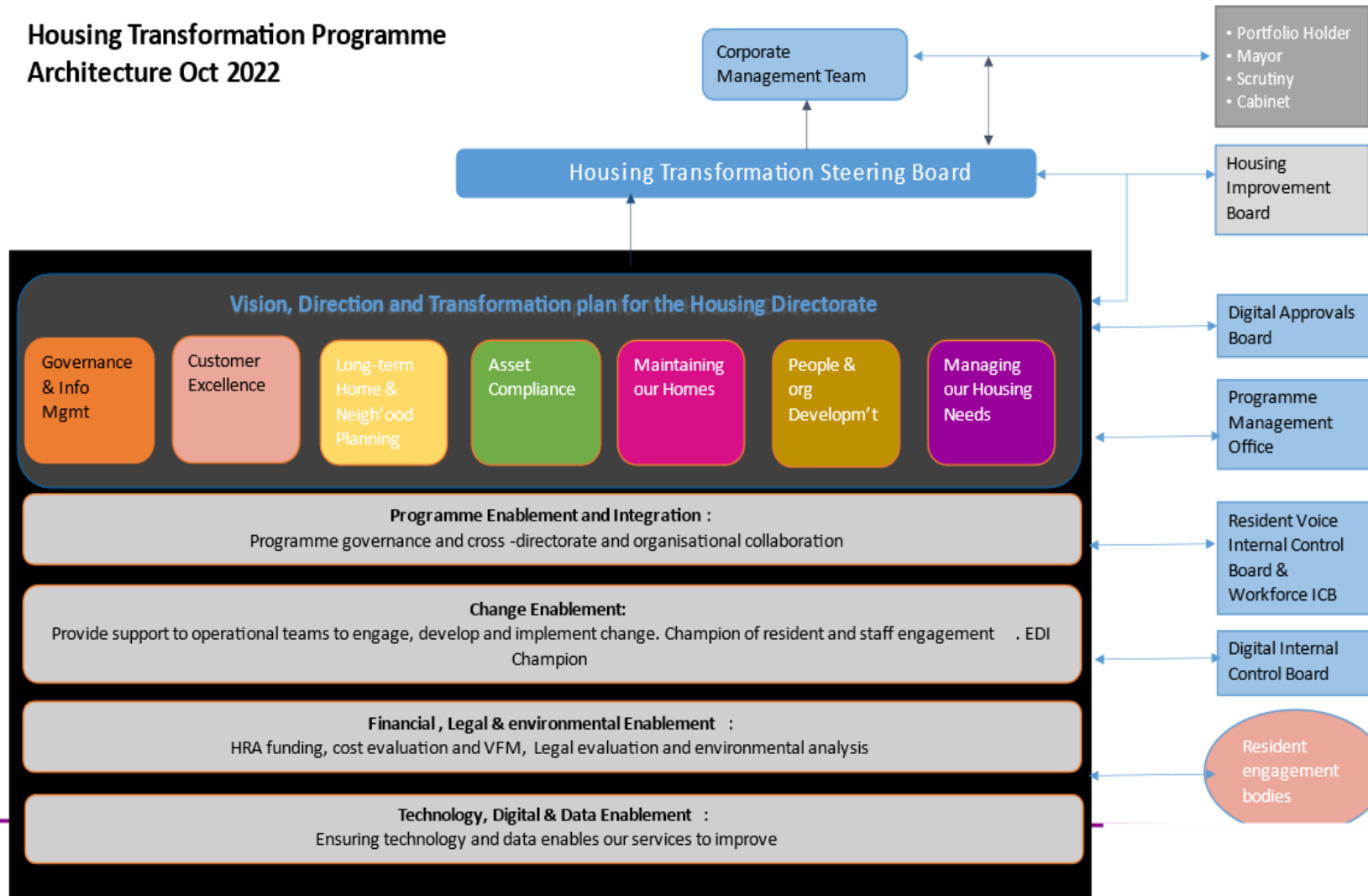
17.1 **WILL THE SUBJECT OF THE REPORT INVOLVE THE PROCESSING OF 'PERSONAL DATA'?**

No, as the report contains no sensitive or personal data

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

Appendix One: Architecture of the programme

Housing Transformation Programme Architecture Oct 2022



Appendix Two

Workstreams:	Draft Projects:
<p>Vision, Direction & Transformation Plan for Housing Directorate Aim: To establish a direction for the directorate, identify key challenges internally and externally, determine priorities, structure directorate accordingly to deliver improve services.</p>	<ul style="list-style-type: none"> 1.1 Vision & Mission Setting 1.2 Root Cause Diagnostic/Discovery 1.3 Housing Strategy 1.4 HIP/Transformation Plan 1.5 High-level restructuring & recruitment 1.6 Governance structure for Housing Transformation Programme
<p>Governance & Information Management- Aim: To develop a robust framework for effective governance of the directorate to ensure accountability, high performance, and effective financial and information management.</p>	<ul style="list-style-type: none"> 2.1 Revised Performance Framework 2.2 Internal governance review and re-set 2.3 Member & Stakeholder engagement review 2.4 Review of Tenant Involvement Structures 2.5 Financial governance review 2.6 Essential Data cleansing 2.7 Website updating and cleaning 2.8 Service Charge review
<p>Customer Excellence- Aim: To deliver a Customer Excellence approach to re-focus the directorate on delivery of excellent customer services that meet and exceed the Tenant Involvement & Empowerment Standard.</p>	<ul style="list-style-type: none"> 3.1 Resident Charter development & delivery 3.2 Resident Engagement Strategy 3.3 Short-term Customer services Improvement plan 3.4 Customer Information review 3.5 Customer journey review 3.6 New Tenancy Service Model 3.7 Customer Service Training 3.8 Customer Learning & review of process 3.9 “Stop Social Housing Stigma” Campaign 3.10 Review of Consumer standards 3.11 Rent-setting consultation initiative 3.12 Know our Neighbourhoods programme & Estate Inspections 3.13 Community development & inclusion programme 3.14 Customer Satisfaction standards 3.15 NEC Migration
<p>Long-term Home and Neighbourhood Planning & Investment- Aim: The proactive management of our Homes and Neighbourhoods to create robust investment plans and deliver regeneration ambitions.</p>	<ul style="list-style-type: none"> 4.1 Resolution programme for Regina Road. 4.2 Resolution programme for LPS blocks 4.3 Development of Asset Management Strategy 4.4 Estates and Assets restructure 4.5 Regeneration and New home programme 4.6 Creation of neighbourhood plans

<p>Asset Compliance- Aim: To develop a compliance service with a robust framework for ensuring compliance with legislative and regulatory standards, ensuring safe and compliant homes</p>	<p>5.1 Compliance plan for Fire Safety Act 2021 5.2 Compliance plan for Building Safety Act 5.3 Compliance audit. Review and update compliance policies & subsequent procedures 5.4 Compliance review against revised Decent Homes Standard</p>
<p>Maintaining our Homes- Aim: The reactive maintenance of our assets to meet and exceed our obligations to the Home Standard, ensuring supply of homes is optimized for customers and income.</p>	<p>6.1 Repairs re-procurement 6.2 Repairs Contact Centre 6.3 Repairs restructure and behaviour change programme 6.4 Voids transformation 6.5 Disrepair transformation 6.6 Asset policy and procedure review 6.7 Review of Capital Delivery contracts 6.8 Damp/Mould/Leak targeting project</p>
<p>People & Organisational Development- Aim: 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>7.1 Culture & transformation discovery 7.2 Enabling high performing teams and setting behavioural expectations 7.3 Developing Staff capability 7.4 Professionalising the service 7.5 Housing Leaders programme 7.6 Talent acquisition: Apprenticeship/Graduate Programme/EVP 7.7 Talent Management 7.8 Elevating the employee experience programme 7.9 Employee Engagement, inclusion and community development 7.10 Intra-directorate communication and engagement 7.11 Changing Behaviour initiatives - New Operating model 7.12 Recruitment campaigns to stabilise workforce following re-structures 7.13 Developing early leaders programme</p>
<p>Managing our Housing Needs Aim: To proactively manage our Housing Needs Statutory Duty</p>	<p>8.1 Housing Needs restructuring 8.2 Supported Needs review 8.3 DPS – Procurement of contracts 8.4 Homelessness Prevention and Rough Sleeping Strategy 8.5 Rough Sleeping transformation plan 8.6 Allocations policy review 8.7 Placements policy 8.8 RSL Partnership 8.9 Occupancy check and data cleanse 8.10 Supported Exempt Accommodation Review</p>