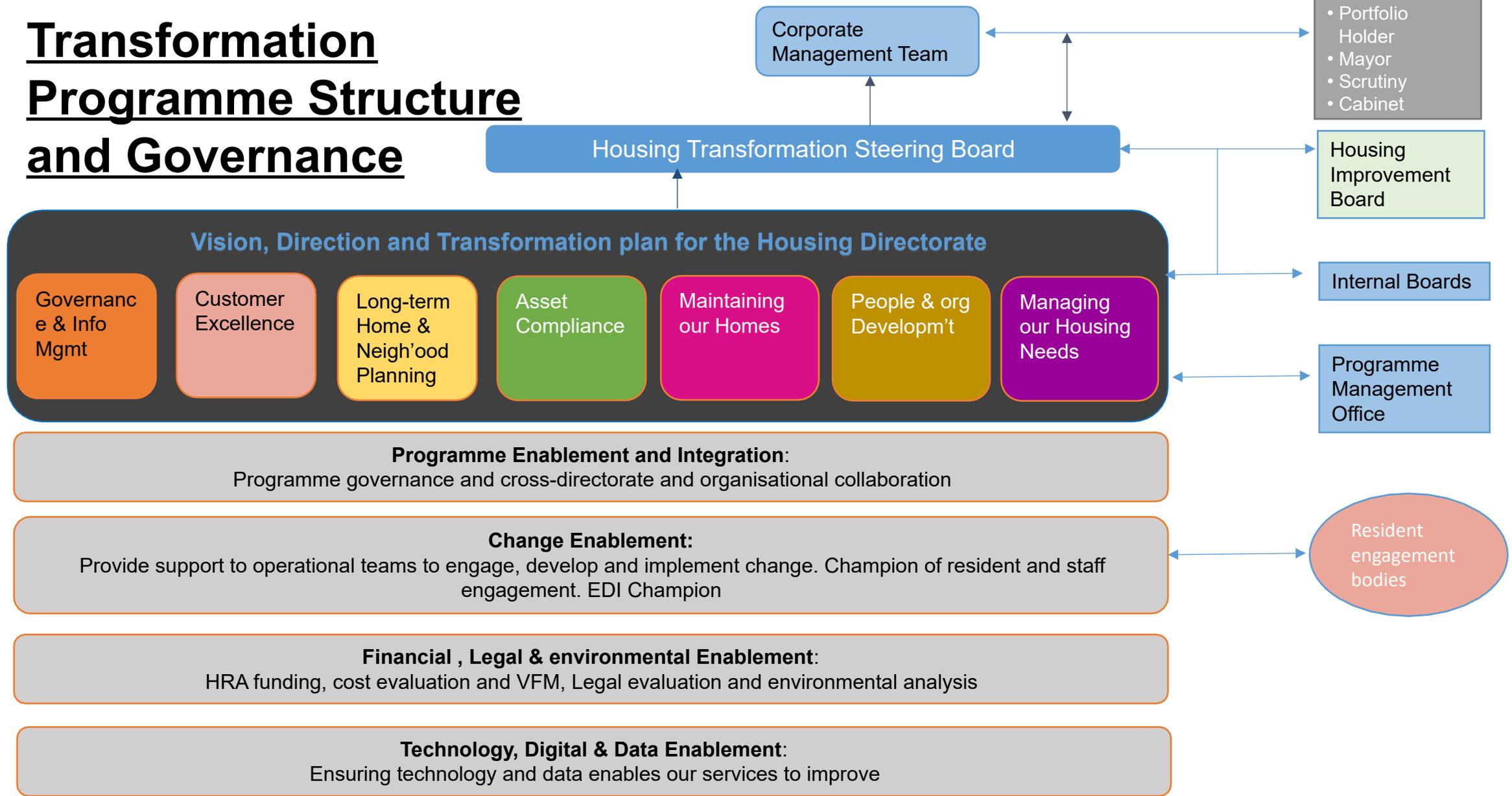


Update on the Housing Transformation Programme

Homes Scrutiny Sub-Committee

Susmita Sen

Transformation Programme Structure and Governance



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 & 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 & 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 nd 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

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

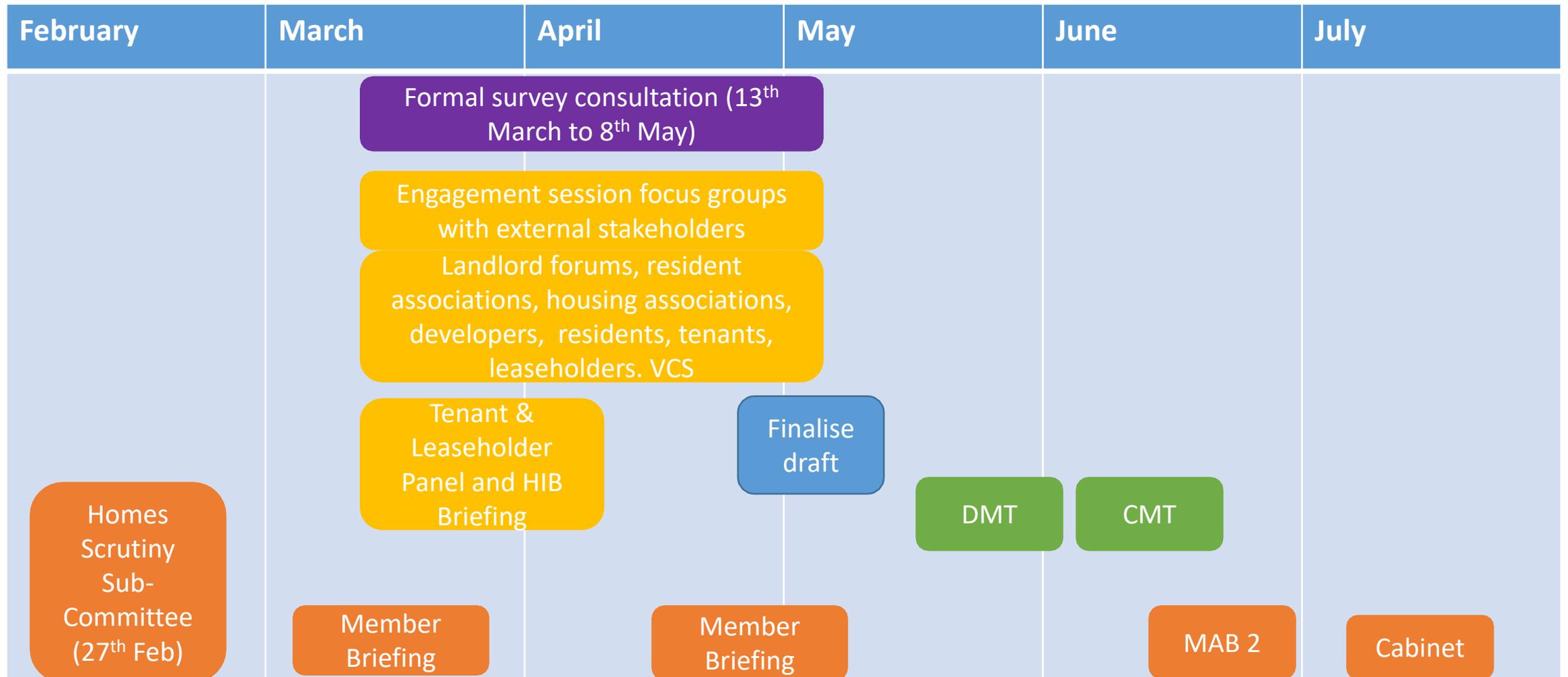
Summary : The 5 proposed priorities

- 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*

*Restore
public
confidence*

*Achieve effective
services through
successful partnerships*

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

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



Interdependencies

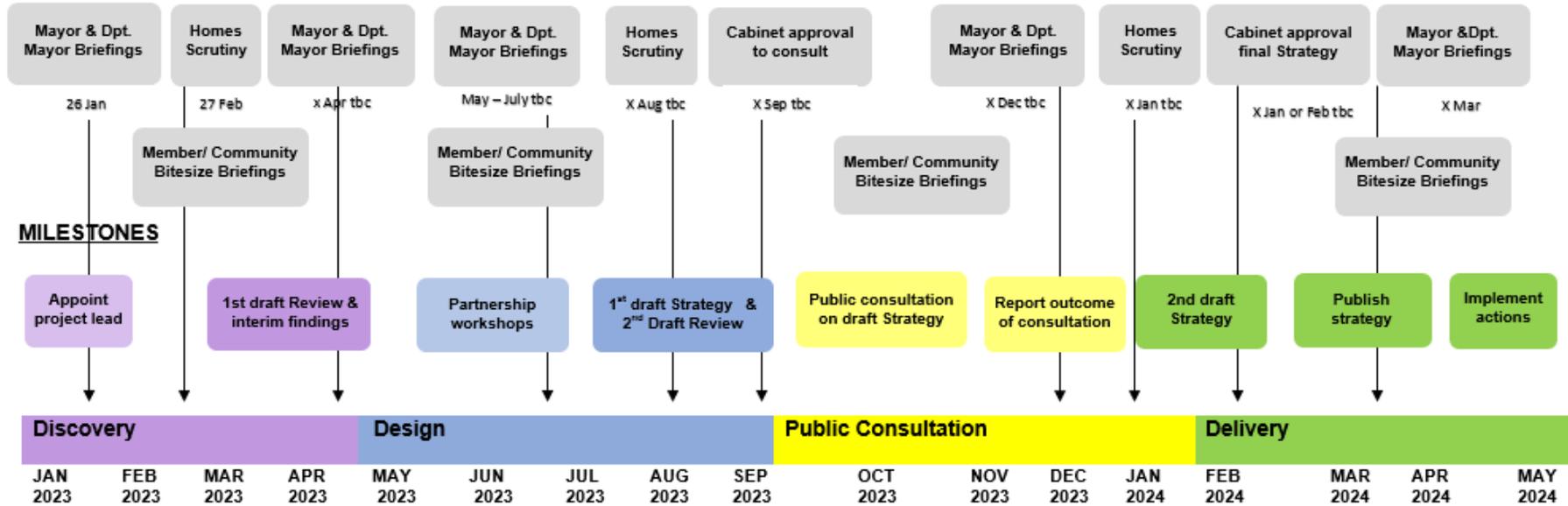


Deliverables

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



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

Janice Nuth

Last updated 17.02.2023

Thank you

Janice Nuth

Homelessness Strategy Lead

Housing Directorate