

Tenant & Leaseholder Panel Supplementary Agenda



5. **(NEW) Asset Management Strategy** (Pages 3 - 8)
Presented by Sue Hanlon, Director of Assets and Kevin Hartshorn, Interim Head of Asset Planning & Capital Delivery.
7. **(UPDATED) Introduction Director of Streets & Environment**
(Pages 9 - 26)
Presented by Karen Agbabiaka, Director of Streets & Environment.
8. **(NEW) Update on Transformation** (Pages 27 - 40)
Presented by Lara Ashley, Housing Transformation Lead.
9. **(UPDATED) Housing Regeneration Strategy** (Pages 41 - 44)
Presented by David Baptiste, Housing Regeneration Lead.
10. **(NEW) Report from Resident Representatives** (Pages 45 - 46)
To receive verbal updates from Resident Representatives.
11. **Any Other Business** (Pages 47 - 58)
(NEW) Resident Engagement Strategy

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Tenant & Leaseholder Panel

Croydon Council's Asset Management Strategy 2024- 2029

The Asset Management Strategy

- Sets out how we maintain, manage & invest in our Council homes
- Well managed estates = strong, healthy, safe & thriving communities
- Creating clean & green spaces relies on our land being well designed and investment in areas that deliver best outcomes for local residents
- Physical & financial performance underpins our strategy for Council Housing
- Needs to address wider challenges to the sector but more importantly it's about **what's right for Croydon**

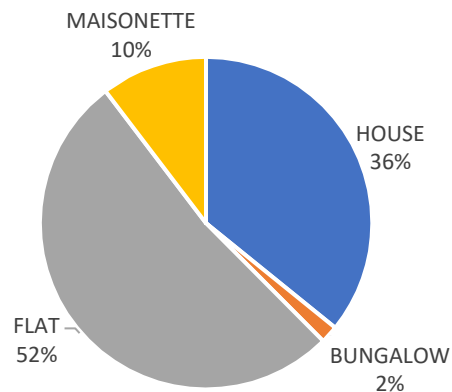
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The uniqueness of our stock

- Over 19,600 assets which include nearly 14,000 Council homes and over 2,500 leasehold properties
- Book value of c£907m
- 45 HRRB
- 16 blocks of Large Panel System design

Housing stock profile



Other HRA rented	Number
Caravan plots	19
Garages	2620
Garage blocks	104
Playgrounds	24
Total	2767

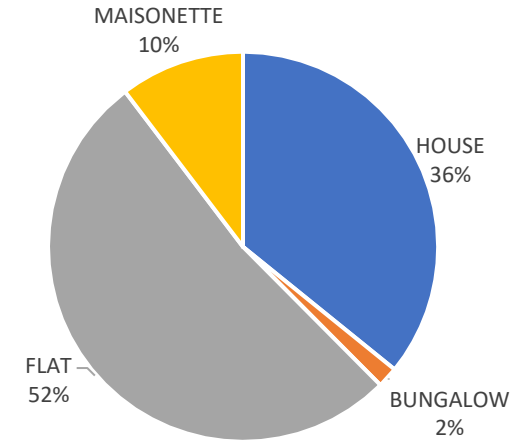
Tenure type	Number
HRA General Rent Tenure	13342
HRA Leased and Managed Properties	339
Croydon Affordable Tenancy	153
Emergency + Temporary Accommodation	124
Croydon Affordable Homes	96
Serviced Tenancies	12
Leaseholder	2545
Total	16858

Delivering the Asset management Strategy



Houses	Bungalows	Flats	Maisonettes	Total
4,820	231	7,007	1,392	13,450

Housing stock profile



1,140 Blocks including 46 HRRB

Next steps

January	February	March	April
<p>Online survey for staff/residents</p> <p>In person resident engagement sessions</p>	<p>Tenant & Leaseholder panel presentation</p> <p>All Members briefing</p> <p>Final draft for approval</p>	<p>Mayor Advisory Board</p> <p>Directorate/Corporate Management Team Approval</p>	<p>Cabinet approval</p> <p>Asset Management Strategy goes Live</p>

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Waste and Street Cleansing Update

Tenants and Lease Holder Panel
6 Feb 2024

CONTENT

- ✓ Service performance – Waste
- ✓ Service performance – Street Cleansing
- ✓ Areas of improvement – Contamination
- ✓ Future Service design - 2025

Service performance – Waste

Waste Collection - Areas of Accountability

Housing Services

Waste collection service

Things to consider:

1 What is the current cleansing schedule and what changes are required for the following?

- Cleaning bin aperture and lids (include chute hoppers).
- Cleaning signage.
- Sweeping around the bins.
- Cleaning the bin rooms/chute rooms.
- Cleaning the bins - food bins will require more regular cleansing.
- Clearing bulky waste.

2 Who owns the bins and is responsible for ensuring that:

- Lids and apertures present and in usable condition (undamaged and in working order).
- Bin lid locks are in working condition.
- Stickers are readable and in good condition.
- Wheels and wheel locks are in working order.
- Bins are without major dents and scratches.
- Bins are cleaned on a regular schedule.

3 Collection contractor responsibilities:

- Bin areas left tidy after collection.
- Bins returned to correct location after collection. Ensure recycling, rubbish and food waste bins are placed under the relevant signage.
- Bin lids locked after collection.
- Wheels locked.

Waste Collection Performance (DEC 2024)

This Month at a Glance: Collections

63

Refuse Missed per 100k

59

Recycling Missed per 100k

43

Paper Missed per 100k

28

Food Missed per 100,000

99.82%

Garden Waste Strike Rate

94.81%

Missed Kerbside Collections
within SLA

100.00%

Missed Bulky Collections
within SLA

2,410

Total Bulky Items collected

3783

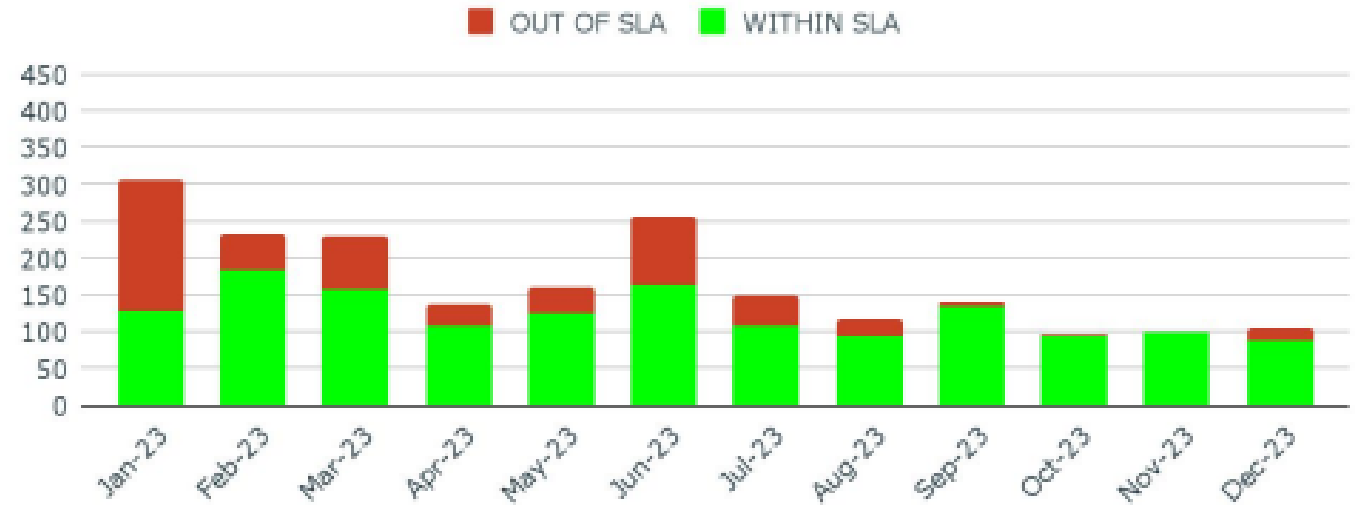
Total Container Deliveries
Completed

10801

Total Tonnage Collected

Waste Collection Communal Refuse Collections (DEC 2023)

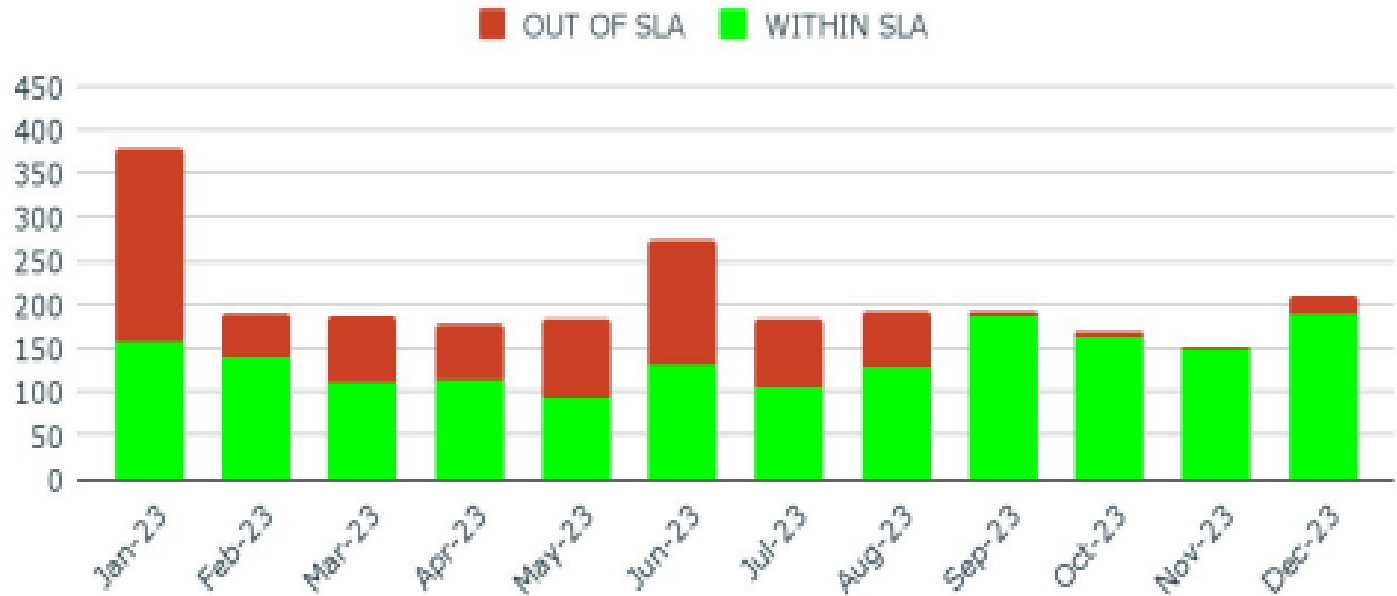
SPI 4: Rectification of Missed Refuse Communal Collections



SPI 4	Missed Communal Refuse Rectification											
MONTH	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23
TOTAL	306	234	230	136	159	255	149	117	139	96	100	104
WITHIN SLA	128	183	156	107	125	163	108	92	135	93	98	88
OUT OF SLA	178	51	74	29	34	92	41	25	4	3	2	16

Waste Collection Communal Recycling Collections (DEC 2023)

SPI 3: Rectification of Missed Communal Recycling Collections



SPI 3	Missed Communal Recycling Rectification											
MONTH	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23
TOTAL	377	189	187	178	183	273	184	193	191	169	152	210
WITHIN SLA	158	140	111	115	93	132	105	128	187	162	149	188
OUT OF SLA	219	49	76	63	90	141	79	65	4	7	3	22

Service performance – Street Cleansing

Street Cleansing (DEC 2023)

This month at a Glance: Streets



97.14%

Of Flytips resolved within 24 hours



100.00%

Of Town Centre Street Below Grades within SLA



96.53%

Of Residential Street Below Grades within SLA



100.00%

Of Empty Litter Bin Events within SLA



100.00%

Of Drug Paraphernalia events within SLA

Street Cleansing (DEC 2023)

95,417
scheduled
cleansing
activities per
month

99% of all
scheduled task
completed

179 reports of
street below
grade (72%
reduction in the
level of streets
below grade)

3,334 Reported
Fly tips
(increase of 35%
compared with
Jan 2023)

Street Cleansing

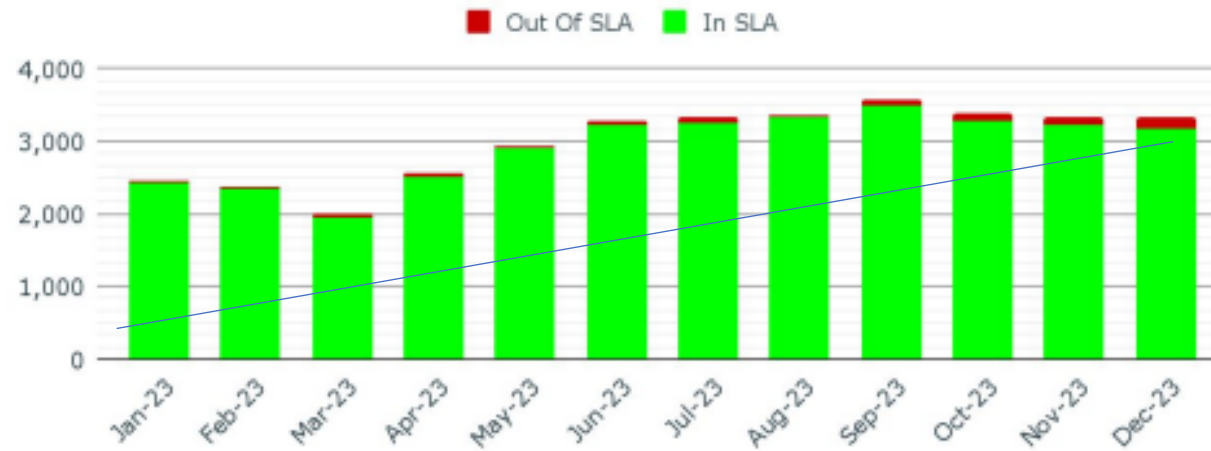
SPI 16: Rectification of Non Town Centre Street Below Grades within 24 hours



MONTH	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23
Total	648	711	475	364	312	342	310	314	413	344	375	179
In SLA	647	702	470	356	301	338	307	312	403	335	362	171
Out Of SLA	1	9	5	8	11	4	3	2	10	9	13	8

Street Cleansing – Fly Tipping

SPI 9: Rectification of Flytips within 24 hours



MONTH	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23
Total	2,467	2,377	2,001	2,550	2,931	3,272	3,327	3,370	3,565	3,394	3,326	3,344
In SLA	2,434	2,339	1,954	2,515	2,914	3,222	3,251	3,321	3,499	3,281	3,231	3,181
Out Of SLA	33	38	47	35	17	50	76	49	66	113	95	153

Areas of improvement – Contamination

Areas of Challenge – Recycling Contamination



Areas of Challenge – Recycling Contamination



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Future Service design - 2025

New Service provider 2025



Nov. 2022

Cabinet Agreed not to extend the current waste collection and street Cleansing Service



May 2023

Cabinet agreed Procurement strategy for new service.



July 2023

Procurement commenced



Jan – May 2024

Dialogue with Bidders



Apr 2025

Contract Commencement

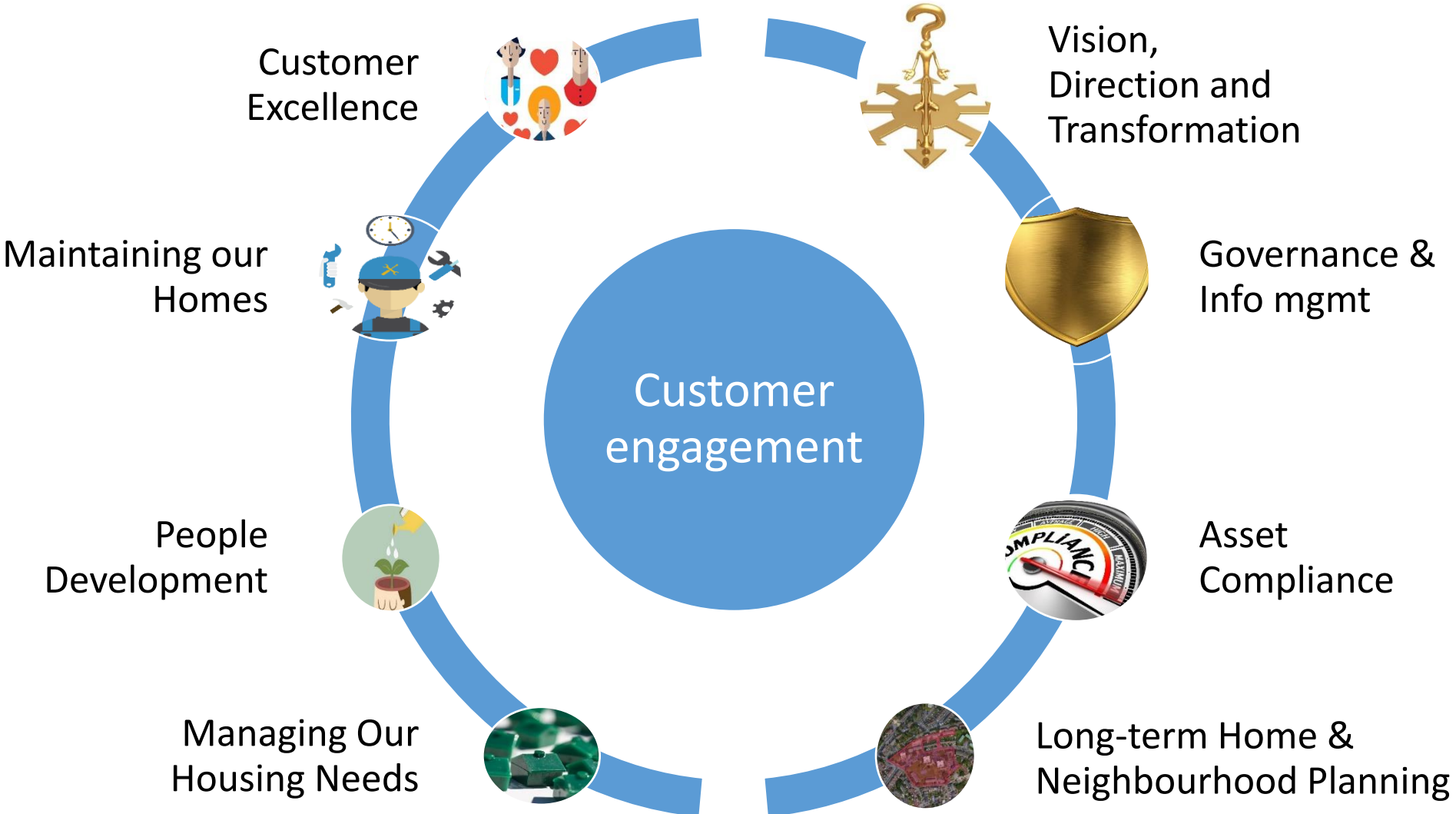
Questions



Transformation Update Feb 2024

The Programme 3- 5 years

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- Customer Care programme
- NEC & data cleansing
- Lettable standard
- Customer Information review
- Resident engagement framework
- New delivery model
- Cleaning standards/Photobook



- New contractors
- New Contact Centre
- Awaab's law – Damp and Mould task force
- Disrepair review



- Setting behavioural standards
- Stabilising the workforce
- TNA & professionalisation of workforce



- New housing needs operating model – live Sept 2023
- Homelessness and Rough Sleeping strategy
- Occupancy Checks
- DPS
- HA Partnership
- Partnership – Childrens & Adults, RSL



Lessons learnt so far

- New Regulatory Framework means the programme will need to adapt
- Customers are at the heart of key changes (statutory requirement) – engagement extends timeframes if done properly
- The scale of change is significant: behaviour, process, attitude, skills
- Return to Statutory Services (General Fund) yet shift to Customer at the heart – difficult to balance but engagement is key
- Restructures impact on people – takes time to settle and overcome barriers to change
- Communicate, Communicate, Communicate – Change is very much feared
- Processes will change – we want to get colleagues involved
- Get involved so we all deliver better services
- Scale of change requires monitoring, commitment, engagement and training

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TLP –VOIDS UPDATE

6 FEBRUARY 2024

VOID NUMBERS

166- Lowest
since Pre
Covid

Historical
voids continue
to reduce

Extra Care
Voids below
10

IMPACT OF IMPROVING PERFORMANCE

- 646 Properties let since April 2023
- Increasing number of homeless families rehoused
- 8 properties converted from three to four bedroom properties

Contract Management

Monthly meetings with Wates, Mears and K&T Heating

- Addressing problems proactively
- Improve partnership working
- Increase tenant satisfaction

LETTABLE STANDARD

Revised following consultation with tenants

- Meeting held with service areas to communicate standard
- Monthly review of feedback
- Fed learning into service improvement

USING LEARNING- ENERGY MANAGEMENT

Agreement signed with energy supplier

- Maintenance works can begin immediately, power restored in empty properties.
- Will help to reduce void periods
- £15 credit put on a meter advised of new tenancy,
- Smart meters installed within 5-8 days of start of void

ON THE HORIZON

Void Policy soon to go to Readers Group

- NEC Void Management Key to Key process build
- Tackling cost of items left in void properties
- Improved reporting

Thank you, any questions

Regeneration and New Build Strategy

- Recognising housing pressures in LBC particularly around homelessness and lack of supply
- Guided by LBC Housing Strategy
- Guided by review of HRA

Regeneration and New Build Strategy

- Provide a framework and process for the effective, viable delivery of Regeneration and Development programmes to meet the Council's Business Plan and Housing Strategy objectives.
- Link assessment of building safety
- Link understanding housing condition and investment
- Set out a process to assess site opportunities that support a development pipeline support the growth of social housing
- Explore opportunities to deliver appropriate supported housing such as extra care for older adults and care experienced young people

Regeneration and New Build Strategy

- Particular focus on resident engagement and participation to understand neighbourhood priorities
- Consultation in spring/summer 2024

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ARCH (Association of Retained Council Housing) Tenants Report

- ARCH has been busy deciphering the various bits of legislation that's come to the fore - Consumer regulation - And AWAAB's Law to name but a few.
- Surprise, surprise, yet another Housing Minister to get use to, Lee Rowley MP, the 7th housing minister in just two years! No sooner have relationships been established then the whole process starts again
- ARCH Tenants Conference 2024 will be In Rotherham – more details about dates(likely to be in September) will be confirm. Each landlord member is assigned 5 free spaces(preferance is for mor tenants than officers). An expression of interest in attending will be requested once conference details are finalised.
- Concern's been raised on the impact of Section 114's on rents. *"A section 114 notice is issued by a council's chief finance officer (or equivalent) if a local authority has no prospect of setting a balanced or lawful budget"*.
- Attention has also been drawn to the Housing Ombudsman's latest report: Spotlight on attitudes, respect and rights – relationship of equals <https://www.housing-ombudsman.org.uk/reports/spotlight-on-attitudes-respect-and-rights-relationship-of-equals/>

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Re-engineering Resident Engagement

TENANT ENGAGEMENT EXPERTS

Agenda Item 11

Introduction and Recap



Tpas was commissioned by Croydon Council (“Croydon”) to support it to ensure that engagement and hearing residents’ voices becomes strongly embedded across the business. To do this, we have used our innovative and well-tried-and-tested *Re-engineering Engagement* methodology.

In using the Tpas methodology it is important to note that key components were to:

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Build a team of staff and residents who, together with Tpas, would work up a new framework.

Introduce significant concepts including lived experience and an understanding of what ‘silent voices’ means (reflecting concerns of the Housing Ombudsman).

- Deliver a series of recommendations for improvement without judging current and past approaches, using techniques drawn from strengths-based methods, including Appreciative Inquiry.
- The outcomes from the project have been presented and agreed by the Design Team, staff and residents who have volunteered to steer the next steps.

TENANT ENGAGEMENT EXPERTS

Executive Summary



To recap, the background and findings from a project led by Tpas to support Croydon's desire to ensure that residents' voices are heard and influence services. The project used co-creation approaches to draw on experiences of residents and staff. This report reflects their contribution, along with sharing good practice information and recommendations based on Tpas' extensive work in this area.

Working together, residents and staff sought to discover key themes that, if in place effectively, would deliver opportunities for residents to influence service design and delivery as well as to hold Croydon to account.

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The project revealed the importance of **leadership** (*effective leadership that drives a culture that requires and values resident influence, and ensures resources are available*), **communication** (*timely and respectful 2-way communication, with residents having evidence that their voice is heard and acted upon*), **trust and accountability** (*residents can trust staff, and staff are held accountable*) and **structure and process** (*effective, transparent structures and processes in place both for delivering core services and delivering engagement and influencing opportunities*).

The methodology used by Tpas does not focus on the past but makes suggestions for the future. It is not designed to be prescriptive, instead it enables Croydon (staff and residents) to work together to deliver positive outcomes. The Strategy also incorporates key recommendations following the Tenant & Leaseholder Panel report

TENANT ENGAGEMENT EXPERTS

Executive Summary Cont.



Meeting Business Plan outcomes including allocating limited resources appropriate to deliver positive outcomes, as far as is practicable at a time when the organisation is under significant financial pressure. The first and most important outcome of the Mayor's Business Plan is therefore:

- The Council balances its books, listens to residents, and delivers good, sustainable services.

Fulfilment of this main outcome is essential to enable us to achieve the subsequent four outcomes of the Business Plan:

- Croydon is a place of opportunity for business, earning and learning.
- Children and Young People in Croydon have the chance to thrive, learn and fulfil their potential.
- Croydon is a cleaner, safer and healthier place, a borough we're proud to call home.
- People can lead healthier and independent lives for longer.

TENANT ENGAGEMENT EXPERTS

Executive Summary Cont.



Responds to requirements of:

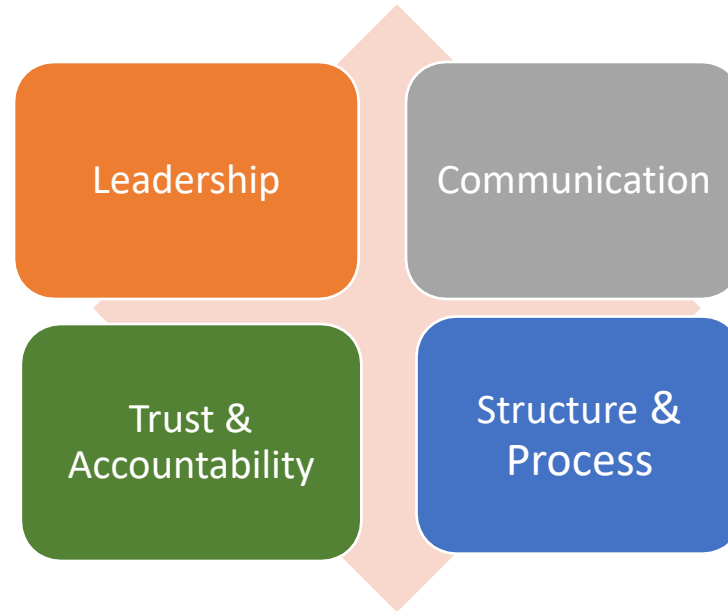
- Social Housing (Regulation) Act 2023
- Tenant Satisfaction measures
 - Satisfaction that the landlords listens to tenant views and acts upon them (TP06)
- Regulatory Consumer Standards
- Housing Ombudsman Code of Practice
- Building Safety Act

Enabling Resident Influence



In the Discovery sessions we identified the factors that enable successful resident influence.

We learned that these four themes kept recurring:



Re engineering, from framework to strategy



Themes to Strategic objectives and outcomes



Croydon **Leadership** drives a culture that requires and values resident influence and ensures resources are available.

1. Providing a variety of formal and informal ways for residents to engage with Croydon and to influence services which encourage a wide range of residents to engage in a way that works for them.
2. Supporting staff to be confident in understanding and implementing what is expected of them in relation to engaging with residents.
3. Leaders set and drive a culture that reflects the value of hearing residents' voices, listening to staff and residents and using what they learn to improve services.
4. There is a stable leadership team and wherever possible, permanent staff are in post (rather than interims) to bring continuity and consistency to service delivery

TENANT ENGAGEMENT EXPERTS

Themes to Strategic objectives and outcomes - Communication



Timely, respectful, two-way **communication** is in place with residents having evidence that their voice is heard and acted on.

1. Residents know what their opportunities and options are for engaging with Croydon.
2. Residents have evidence that their voice has been heard and know how they have influenced services.
3. It is easy to contact Croydon and residents know what to expect (*response times, service levels*).
4. Leaders set and model the behaviours and standards for high-quality, effective communication between residents and staff.

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Themes to Strategic objectives and outcomes – Trust and Accountability



Timely, respectful, two-way **communication** is in place with residents having evidence that their voice is heard and acted on.

1. Residents know what their opportunities and options are for engaging with Croydon.
2. Residents have evidence that their voice has been heard and know how they have influenced services.
3. It is easy to contact Croydon and residents know what to expect (*response times, service levels*).
4. Leaders set and model the behaviours and standards for high-quality, effective communication between residents and staff.

Themes to Strategic objectives and outcomes – Structures and Process



Effective, transparent, structures and processes are in place for delivering core services and engagement and influencing opportunities.

1. A robust and comprehensive resident engagement and influencing structure is in place at Croydon.
2. Leaders ensure that resident engagement and influencing activities are approached strategically and are properly resourced.
3. Resources are made available to ensure that IT/digital services underpin service delivery.

What's next...?

- Delivery Plan designed and agreed
- Approval process
- Implementation by Croydon
- Embedding new approach

